

МИНОБРНАУКИ РОССИИ

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Commerce  
Торговое дело

Учебно-методическая разработка по развитию иноязычной компетенции  
(английский язык) для студентов 2-го курса направления подготовки  
бакалавров 100700.62 «Торговое дело»

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Цель настоящей учебно-методической разработки – формирование компетенции чтения оригинальной научно-технической литературы по направлению: «Торговое дело».

Учебно-методическая разработка включает в себя комплекс обучающих и контролирующих упражнений на закрепление ранее изученного грамматического материала. Лексические упражнения направлены на развитие у студентов речевой и языковой компетенции в профессиональной сфере.

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## TEXT 1. ECONOMICS

Economics is concerned with the production, distribution, exchange, and consumption of goods and services. Economists focus on the way in which individuals, groups, business enterprises, and governments seek to achieve efficiently any economic objective they select. Other fields of study also contribute to this knowledge: psychology and ethics try to explain how objectives are formed; history records changes in human objectives; sociology interprets human behavior in social contexts.

Standard economics can be divided into two major fields. The first, price theory or microeconomics, explains how the interplay of supply and demand in competitive markets creates a multitude of individual prices, wage rates, profit margins, and rental changes. Microeconomics assumes that people behave rationally. Consumers try to spend their income in ways that give them as much pleasure as possible. As economists say, they maximize utility. For their part, entrepreneurs seek as much profit as they can extract from their operations.

The second field, macroeconomics, deals with modern explanations of national income and employment. Macroeconomics dates from the book, *The General Theory of Employment, Interest, and Money* (1935), by the British economist John Maynard Keynes. His explanation of prosperity and depression centers on the total, or aggregate demand for goods and services by consumers, business investors, and governments. Because, according to Keynes, inadequate aggregate demand increases unemployment, the indicated cure is either more investment by businesses or more spending and consequently larger budget deficits by government.

## VOCABULARY

be concerned [kən'sɜ:nd]with – заниматься изучением чего-то

exchange [ɪks'tʃeɪndʒ] – обмен

consumption [kən'sʌm(p)ʃən] – потребление

goods and services – товары и услуги

business enterprise ['entəpraɪz] – деловое предприятие

objective [əb'dʒektɪv] – цель

psychology [saɪ'kɒlədʒi] – психология

sociology [ˌsəʊsɪ'ɒlədʒi] – социология

behavior [bi'heɪvjə] – поведение

microeconomics [ˌmaɪkrəʊi:kə'nɒmɪks] – микроэкономика

interplay ['ɪntə(:)pleɪ] – взаимодействие

supply and demand – спрос и предложение

competitive market – рынок конкурирующих продавцов

wage rates – ставки заработной платы

profit margins – коэффициенты прибыльности

rental changes – изменения арендной платы  
consumer [kən'sju:mə] – потребитель  
income ['ɪnkʌm] – доход  
entrepreneur - фр. [ˌɒntrəprə'nɜ:] – предприниматель  
to deal with – заниматься чем-либо  
employment [ɪm'plɔɪmənt] – занятость  
to increase [ɪn'kri:s ] – увеличивать  
interest – процент  
John Maynard Keynes – Джон Мейнард Кейнс

### 1. Answer the following questions:

1. What is economics?
2. What problems do economists focus their attention on?
3. What do psychology and ethics try to explain?
4. What does sociology interpret in social contexts?
5. What fields can be standard economics divided into?
6. What does microeconomics explain?
7. How do consumers try to spend their income?
8. Do they maximize utility?
9. What questions does the second field of economics study?
10. Who is the author of the book General Theory of Employment, Interest, and Money?
11. How does he explain prosperity and depression?

### 2. Read the words using the transcription and translate them:

psychology – [saɪ'kɒlədʒi], sociology – [səʊsɪ'ɒlədʒi], microeconomics – [ˌmaɪkrəʊɪ:kə'nɒmɪks], rationally – [ˈræʃnəli], maximize – [ˈmæksɪmaɪz], theory – [ˈθɪəri], deficit – [ˈdefɪsɪt], ethics – [ˈɛθɪks], technique – [tek'ni:k], manufacturer – [ˌmænʃʊ'fæktʃərə], diversify – [daɪ'vɜ:sɪfaɪ], cooperative – [kəʊ'ɒpərətɪv], specialties – [ˈspeʃəltɪz], behavior – [bɪ'heɪvjə], entrepreneur – [ˌɒntrəprə'nɜ:].

### 3. Give Russian equivalents to:

social science; distribution of goods and services; to try to explain; sociology interprets human behavior; to create a multitude of individual prices; to spend their income; as much pleasure as possible; they maximize utility; for their part; to deal with modern explanation; prosperity and depression; demand for goods and services; business investors; according to Keynes; larger budget deficits.

### 4. Read and say if the statements are true or false. Use the following:

*that's right; quite the contrary; I agree / disagree.*

1. Standard economics can be divided into four major fields.
2. Psychology and ethics also contribute to the knowledge of economics.
3. Microeconomics assumes that people behave irrationally.
4. Entrepreneurs seek as little profit as they can extract from their operations.
5. Macroeconomics deals with modern explanations of national income and employment.
6. Keynes's explanation of prosperity and

depression centers on the supply of goods and services. 7. Macroeconomics dates from the book written by John Maynard Keynes in 1935.

**5. Form abstract nouns with the help of the given suffixes:**

- |                          |   |
|--------------------------|---|
| 1. noun + -age           | coin, cover, pilot, parent, pack, percent |
| 2. noun/adjective + -dom | free, wise, king                          |
| 3. noun + -hood          | neighbour, child, brother, mother         |
| 4. adjective + -(i)ty    | mortal, electrical, minor, major          |
| 5. verb + -al            | refuse, propose, arrive, dispose          |

**6. A manager went away on business. He left the list of things to be done. He is back now. Arrange a conversation between him and one of his employees. Study the list. Follow the model.**

*Model:*

*A. Have you telephoned Mr. Green?*

*B. Yes, I have.*

*A. When did you telephone him?*

*B. I telephoned him last week.*

*A. That's good /fine/ O.K*

The list of things to be done:

1. Telephone Mr. Green.
2. Send a telex to Lamberton Robotics.
3. Contact the joint-stock company P-A.
4. Sign the contract for the delivery of equipment.
5. Take the customer's representatives to the plant.
6. Take part in the talks with the British customer.

**7. Read and act the dialogues:**

a)- Hello, Ann. How are you?

- Hello, Susan. Thanks, I'm fine.

- You are doing shopping in this supermarket, aren't you?

- Quite right. We are having a party at the weekend and I need some drinks.

- There's a good choice of wine and soft drinks here.

- O.K. Then I'll go and buy dry wine and mineral water.

b) - We have nothing for supper, Jane. Would you buy something to eat?

- Just in half an hour.

- Then go to the greengrocer's and buy potatoes, tomatoes and a kilo of apples.

- And what about bread?

- Well, drop in at the bakery and buy some brown bread and buns or biscuits.

**GRAMMAR EXERCISES**

**1. Измените фразы, используя притяжательный падеж существительных:**

Model: *the answer of the student – the student's answer, the answers of the students - the students' answers*

1. the corporations of the nation.
2. the activities of people.
3. the desires of consumers.
4. the image of a product.
5. the reputation of the seller.
6. the work of a day.
7. the economy of the country.
8. the problems of economists.
9. the play of the government.
10. the works of Keynes.
11. the dollar of the consumer.

**2. Поставьте следующие прилагательные в сравнительную и превосходную степени:**

Model: *high - higher - the highest*

*professional - more professional - the most professional*

efficient, rational, modern, total, large, rich, poor, little, good, traditional, important.

**3. Употребите следующие глаголы в форме прошедшего времени (Past Simple Tense):**

to involve, to be, to precede, to concentrate, to buy, to get, to make, to have, to select, to contribute, to try, to assume, to spend, to give, to increase.

**4. Переведите предложения на русский язык:**

1. Economists have two ways of looking at economics and economy.
2. Macroeconomics is the study of the economy, as a whole, microeconomics is the study of individual consumers and the business firm.
3. Each factor of production has a place in our economic system, and each has a particular function.
4. Economic monopolies have existed throughout much of human history.
5. The success of specialized marketing developments has caused many older organizations to revise their operating methods.
6. Price stability refers to times during which prices remain constant.
7. A budget is a financial plan that summarizes income and expenditures over a period of time.
8. Saving is one of the most important things that people do with their incomes.
9. Consumers are people who use goods and services to satisfy their wants.
10. Efficiency is a measure of how much we get for what we use.
11. Demand is a consumer's willingness and ability to buy a product or service at a particular time and place.
12. We'll get in touch with them as soon as the goods are delivered.
13. We will clear up the point before he leaves.

14. He couldn't come to the lecture because he was ill.
15. As there were no more questions the chairman thanked the reporter for his interesting report.

**5. Задайте к данному предложению не менее 5 вопросов разного типа:**

1. During World War II the government of Germany utilized domestic cartels to produce armaments.

**6. Переведите предложения на русский язык, обращая внимание на выделительную конструкцию "it is ... that ...":**

*It was at this time (1936) that Keynes's work was published.*

*Именно в это время (1936) была опубликована работа Кейнса*

1. It is the planners who decide what goods and services will be produced.
2. It is the planners, too, with guidance from the country's political leadership, who decide who will receive the goods and services produced.
3. It is the United States government that employs economists to study economic problems.
4. Indeed, it is from the early 1970s, when détente began to take shape.
5. It were economic forces that affected decisions in the world of business.

## **TEXT 2. DISTRIBUTING THE PRODUCT**

Some products are marketed most effectively by direct sale from manufacturer to consumer. Among these are durable equipment - for example, computers, office equipment, industrial machinery and consumer specialties such as vacuum cleaners. The direct marketing of products such as cosmetics and household needs is very important.

Direct marketing by mail has been expanded to virtually all types of products and services. Working people find it easy to shop in their leisure hours by catalog because catalogs generally contain extensive product information. For retailers, the use of catalogs makes it possible to do business considerably beyond their usual trading area and with a minimum of overhead. Also important are credit cards, which have made it relatively easy to purchase by mail or telephone even such high-priced items as appliances, electronic equipment, and cameras. At least half the nation's 50 leading corporations have mail-order divisions.

Television is a potent tool in direct marketing because it facilitates the demonstration of products in use. Also carving its own niche is telephone marketing, called telemarketing, a technique used in selling to businesses as well as to consumers. Most consumer products, however, move from the manufacturer through agents to wholesalers and then to retailers, ultimately reaching the consumer.

Wholesalers distribute goods in large quantities, usually to retailers, for resale. Some retail businesses have grown so large, however, that they have found it more profitable to bypass the wholesaler and deal directly with the manufacturers or their agents. Wholesalers first responded to this trend by adapting their operations so that they moved faster and called for a lower margin of profit.

Retailing has undergone even more change. Intensive preselling by manufacturers and the development of minimum-service operations, for example, self-service in department stores, have drastically changed the retailer's way of doing business. Supermarkets and discount stores have become commonplace not only for groceries but for products as diversified as medicines and gardening equipment. More recently, warehouse retailing has become a major means of retailing higher-priced consumer goods such as furniture, appliances, and electronic equipment. Chain stores-groups of stores with one ownership-and cooperative groups have also proliferated. Special types of retailing, for example, vending machines and convenience stores, have also developed to fill multiple needs.

## VOCABULARY

to distribute [dis'tribju(:)t]- распределять, размещать

to market - продавать, сбывать

equipment [i'kwɪpmənt] - оборудование, оснащение

to shop - делать покупку в магазине

leisure ['leɪzə] - досуг, свободное время

retailer [ri:'teɪlə] - розничный торговец

overhead(s) - накладные расходы

wholesaler ['həʊlseɪlə] - оптовик, оптовый торговец

quantity ['kwɒntəti] - количество

to bypass ['baɪpɑ:s] - обойти

trend - тенденция

to call for - предусматривать

preselling - реклама до поступления в продажу

department store [di'pɑ:tmənt stɔ:] - универсальный магазин

discount store (house) ['diskaʊnt stɔ:] - магазин уцененных товаров

chain store [tʃeɪn stɔ:] - (амер.) сеть розничных магазинов цепного подчинения

ownership ['əʊnəʃɪp] - владение, право собственности

vending machine ['vɛndɪŋ mə'ʃi:n] - торговый автомат

### 1. Give Russian equivalents to:

direct sale from manufacturer to consumer; durable equipment; consumer specialties; household needs; direct marketing by mail; usual trading area; high-priced items; mail-order divisions; also carving its own niche; for resale; to call for a lower margin of profit; to undergo even more change; self-service; have drastically changed; warehouse retailing; higher-priced consumer goods; to fill multiple needs.



## **2. Complete the sentences using information in the text:**

1. Some products are marketed most effectively by direct sale from ... to consumer.
2. Direct marketing by ... has been expanded to virtually all types of ... and services.
3. Television is a potent tool in direct marketing because...
4. Supermarkets and discount stores have become ...
5. More recently, warehouse retailing has become a major means of ... such as furniture, appliances, and electronic equipment.

## **3. Chose antonyms:**

payment - a) expense; b) expenditure; c) nonpayment.

agreement - a) disagreement; b) refusal; c) reduction.

employment - a) occupation; b) unemployment; c) freedom.

useful - a) helpless; b) applied; c) harmful; d) useless.

## **4. Compose the questions with the following words:**

1. products, are, what, by direct sale, marketed?
2. it, who, easy, to shop by catalog, finds'?
3. have, what, relatively, it, easy, by mail or telephone, made, to purchase?
4. leading corporations, have, how many, mail-order-divisions?
5. television, why, is, direct marketing, a potent tool, in?
6. is, telemarketing, what?
7. grown, why, so large, some retail business, have?
8. wholesalers, how, to this trend, did, first, respond?
9. undergone, even more change, has, retailing?
10. become, more recently, has, a major means of retailing higher-priced consumer goods, what?

## **5. Read and act the dialogue:**

Jay Richards is consulting his financial adviser:

*Jay:* As a matter of fact, I'm thinking of starting an automobile agency. Could you tell me how I should finance this business?

*Adv.:* Sure, Jay. If you've got some money of your own, you can operate on a cash basis: no credit given, no money borrowed. But a firm of this kind is usually a short lived one.

*Jay:* Shall I get credit from the bank then?

*Adv.:* Not necessarily. You may just as well go to any insurance company and they will be only glad to help you, or at least they will try to show it.

*Jay:* Suppose I get their money to construct a building. But I'll need a lot more money to pay for the tools and equipment.

*Adv.:* Oh, that's not a problem either. The car manufacturers will pay for it on a credit basis. And of course, you will get a loan from the bank to pay other expenses.

*Jay:* But that will mean a lot of money! How shall I pay it back?

*Adv.:* Don't worry! The more money you invest the more rapid the progress you will make. You will certainly have idle money very soon. But do not let it stay idle. Invest and get profit out of it.

*Jay:* O.K. Thanks for the advice. I'll call in later for more details, if you don't mind.

*Adv.:* Of course I don't. I'll be glad to see you any time of the day.

## GRAMMAR EXERCISES

### Forms of the Infinitive

	Active	Passive
Indefinite	<i>to ask</i> — спрашивать (to + V <sub>0</sub> )	<i>to be asked</i> — быть опрошенным (спрашиваемым) (to be + V <sub>3</sub> )
Continuous	<i>to be asking</i> — спрашивать (to be + V <sub>-ing</sub> )	_____
Perfect	<i>to have asked</i> — (уже) спросить (в прошлом) (to have + V <sub>3</sub> )	<i>to have been asked</i> — быть (уже) спрошенным (в прошлом) (to have been + V <sub>3</sub> )
Perfect Continuous	<i>to have been asking</i> — спросить (to have been + V <sub>-ing</sub> )	_____

### Синтаксические функции инфинитива и способы их перевода на русский язык

Подлежащее	
1. To answer is not easy.	Отвечать трудно.
Часть сказуемого	
2. To live is to create. We are to create.	Жить – значит творить.
Дополнение	
3. Science teaches you to create.	Наука учит вас творить.
Определение	
4. The work to be done isn't easy.  He was the first to answer this question.	Работа, которую нужно сделать, – не простая. Он первым ответил на этот вопрос.
Обстоятельство	
5. To answer this question you are to know the subject well. In order to work here you are to be an experienced specialist.	Чтобы ответить ... Для ответа ... Для того, чтобы работать здесь, ты должен быть опытным специалистом.

### **1. Определите форму инфинитива:**

to manage; to be informed; to have been over; to be improving; to have been entering; to be investigated; must be raining; shall discuss; to have been taken.

### **2. Переведите предложения на русский язык, обращая внимание на перевод инфинитива в функции определения:**

1. There is one more phenomenon to be involved into this solution. 2. The data to be analysed involves knowledge of production management's methods. 3. Dalton's atomic theory was the first to make successful use of the old Greek theory of atoms in chemistry. 4. The traditional role of science is to make people healthy and the world a brighter place to live in. 5. The Sun is the first object to be studied by rocket astronomy. 6. All the attempts to confirm this suggestion have failed. 7. She gave him a list of a few books to be read. 8. I was present at an experiment - perhaps, the thousandth to have taken place.

### **3. Переведите предложения на русский язык, обращая внимание на перевод инфинитива в функции обстоятельства:**

1. Laws were not made to be broken, laws were made to stay within. 2. Sometimes you retreat in order to advance. 3. The foreperson was too busy to see anyone. 4. He was so weak as to be unable to work. 5. The executives found the problem too difficult to solve. 6. It's still too early to speak about the efficiency of this method. 7. In these areas the land is too unproductive to support a flourishing agricultural population. 8. The results of voting are enough to generate discussion on the pages of learned periodicals.

### **4. Переведите предложения на русский язык:**

1. Nature has many secrets to be discovered. 2. I am sorry your plan to have been broken unintentionally. 3. When the apparatus was installed the operator could begin the calculation. 4. To gain maximum benefits modern industrial engineering must be capable of performing many services. 5. To master a foreign language is necessary for all the students. 6. The problem to be discussed at the conference is of great importance. 7. The tests are to be followed by data processing. 8. To prevent corrosion metal must be covered with paint. 9. What is to be done to improve the situation? 10. The engine to be installed in this car is very powerful. 11. She is too happy to think of anything else. 12. To dissolve this substance is difficult. 13. The tools to be used for this experiment should be very precise. 14. I am sorry to have kept you waiting so long. 15. The dog Laika was the first living creature to fly in the artificial satellite. 16. To complete a journey round the Sun requires nearly 29 1/2 years.

### TEXT 3. MARKET ECONOMY

A Market, or free enterprise economy is one in which the decisions of many individual buyers and sellers interact to determine the answers to the questions of What, How and Who.

In addition to buyers and sellers, there are several other essential elements in a market economy. One of these is private property. By “private property” we mean the right of individuals and business firms to own the means of productions. Although markets exist in traditional and command economies, the major means of productions (firms, factories, farms, mines, etc.) are usually publicly owned. That is, they are owned by groups of people or by the government. In a market economy the means of production are owned by private individuals. Private ownership gives people the incentive to use their property to produce things that will sell and earn them a profit.

This desire to earn profit is a second ingredient in market economy. Often referred to as the profit motive, it provides the fuel that drives sellers to produce the things that buyers want, and at a price they are willing to pay.

The profit motive also gives sellers the incentive to produce at the lowest possible cost. Why? Because lower costs enable them to (1) increase their profit margins, the difference between cost and selling price, or (2) reduce prices to undersell during the competition, or (3) both.

Economists often compare markets to polling booths. However, unlike the booths in which people vote for politicians, markets provide a kind of economic polling booth for buyers to cast their votes (in the form of purchases) for the goods and services they want. Producers who interpret the votes correctly by producing the things that buyers demand can earn profits. Those who interpret the voting incorrectly, producing too much or too little, or charging a price that is too high or too low, do not earn profits. In fact, they often lose money.

Consumer votes can be a matter of life and death to business in a market economy.

#### VOCABULARY.

buyer ['baɪə] - покупатель

seller ['selə] - продавец

private property ['praɪvɪt 'prɒpəti] - частная собственность

to own [əʊn] - владеть

means of production - средства производства

incentive [ɪn'sentɪv] - стимул

to earn profits [zɜ:n 'prɒfɪts] - получать прибыль

cost - цена, стоимость

cost price - цена производства

selling price - продажная цена

to charge a price [tʃɑːdʒ ə praɪs] - назначать цену

polling booth [ˈpɒlɪŋ buːð] - кабина для голосования

### **1. Answer the following questions:**

1. What is a market, or free enterprise?
2. Are there several other essential elements in a market economy?
3. What do we mean by «private property»?
4. Who owns the major means of production?
5. What does private ownership give people?
6. What is the profit motive?
7. Why does the profit motive give sellers the incentive to produce at the lowest possible cost?
8. What do economists often compare markets to?
9. What is the difference?
10. When do producers lose money?

### **2. Read the following words, paying attention to the pronunciation:**

[ʌ] - production, some, much, function, other, publicly, upper, to discover

[ju:] - fuel, produce, individual, usually, to use, new, during, consumer

[u:] - June, through, improve, group, to include, to recruit, booth, lose

[ə:] - to determine, concerned, firm, to interpret, to earn, expert, purchase

### **3. Give Russian equivalents to:**

the decisions of many individual buyers and sellers interact; essential elements; the right to own the means of production; to exist in traditional and command economies; publicly owned; the incentive to use their property; the desire to earn profits; often referred to; to drive sellers to produce the things; the lowest possible cost; to increase their profit margins; unlike the booth; to vote for politicians; to cast their votes; to interpret the voting incorrectly; too much or too little; to lose money; a matter of life and death to business.

### **4. Read and say if the statements are true, false or not stated in the text:**

1. The major means of productions are owned by groups of people or by the government.
2. Most existing market economies include a degree of economic planning or state-directed activity.
3. Those who interpret the voting incorrectly, producing too much or too little, or charging a price that is too high or too low often make profit.
4. Lower costs enable sellers to decrease the difference between cost and selling price.
5. To earn profit is the only ingredient in market economy.

## 5. Read and act the dialogue:

A: I have made friends with a good person recently. He does his business and does not object to help us.

B: Where did you find him?

A: I made a plan how to go farther and he called me suddenly. He knows how to make a profit.

B: May be. Will he be able to go with us to the meeting tomorrow? We should take him then. You should have made arrangements yourself at first, and then to do a step.

A: Do a favour. Do not teach me how to do business.

B: But you should make arrangements yourself at first indeed. You have already made a fortune for 5 years.

A: I will make an inquiry. Now we need a professional.

B: You should have said it earlier. We will have to do a plan now how to say to him about it. Everything will depend on our speech.

A: It seemed to me that you are afraid of him.

B: Yes, I am afraid of him really, so in the beginning of our conversation I understood that he knows much. And we must do everything on time.

A: Exactly so.

B: I was said that we have a good idea, though everything is not so simple. I hope this person will help us.

A: All will be good.

## GRAMMAR EXERCISES

### 1. Задайте вопросы, используя данные вопросительные слова:

Who? What? Where? Why? How many? What kind of? What is the difference? Is there? Are there? Have you?

### Complex Object (сложное дополнение) The Objective Infinitive Construction

V + (действ.залог)	<table border="1"><tr><td>N (общ.п) Прон (объект.п)</td><td>+ Inf.</td></tr></table>	N (общ.п) Прон (объект.п)	+ Inf.
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Примеры	Способ перевода
1. He considers the workers (them) to do it. Он считает, что рабочие (они) сделают это.	1. Придаточным дополнительным предложением с союзами <i>что, чтобы, как</i> .
2. It enabled the workers (them) to do it. Это заставило рабочих (их) сделать это.	2. Простым предложением

Объектный инфинитивный оборот / Сложное дополнение употребляется после глаголов, обозначающих:

Чувство и желание	to want – хотеть, to wish – желать, to desire – желать, to like – хотеть, to love – любить, to hate – ненавидеть
Чувственное восприятие	to hear – слышать, to see – видеть, to watch – наблюдать, to observe – наблюдать, to feel – чувствовать, to notice – замечать
Предположение	to expect – ожидать, to suppose – предполагать, to consider – считать, to assume – полагать, to believe – полагать, to hold – полагать
Умственную деятельность	to think – думать, to know – знать, to understand – понимать, to find – обнаружить, to report – сообщать, to note – отмечать
Побуждение	а) с “to” to order – приказывать, to tell – велеть, to ask – просить, to get – заставлять б) без “to” to make – заставлять, to let – позволять

## 2. Перефразируйте предложения, используя конструкцию «сложное дополнение»:

Model: *I see how this woman goes to the factory every day.*

*I see this woman go to the factory every day.*

1. I saw how the director explained the details of the plan. 2. We heard how they spoke about their Institute. 3. The manager watches how the employees enter the office. 4. I heard how the workers discussed the problems they had to solve to increase the output. 5. We saw how they used the equipment we sent them last month. 6. I heard how the engineer explained the new methods of production.

## 3. Переведите предложения на русский язык:

1. We know this gas to be oxygen, also one of the constituents of air. 2. The teacher wanted them to translate this text without a dictionary. 3. Knowing him to be good at math, I asked him to explain the rule. 4. We supposed all the details of the plan to have been explained to you long ago. 5. The experiments have shown the electrons to be particles of negative electricity. 6. The scientists found beta-rays to consist of electrons. 7. We see this scientific center grow day by day. 8. Suddenly I felt somebody pull me by the sleeve and a strange voice whispered “Look here!” 9. We cannot allow the goods to be examined carelessly. 10. He was so pleased that he ordered this entertainment to be continued for several days. 11. It was evident she didn’t want me to know the truth. 12. He heard the professor say something to her junior assistant. 13. The students said different types of peat to have been tested in the lab. 14. Would you like me to go now? 15. Most scientists expect major development in the nearest future to take place in biology.

## **TEXT 4. INDUSTRIAL MANAGEMENT**

Industrial Management is a business term used to describe the techniques and expertise of efficient organization, planning, direction, and control of the operations of a business.

In the theory of industrial management, organization has two principal aspects. One relates to the establishment of so-called lines of responsibility, drawn usually in the form of an organization chart that designates the executives of the business, from the president to the foreperson or department head, and specifies the functions for which they are responsible. The other principal aspect relates to the development of a staff of qualified executives.

Planning in industrial management has three principal aspects. The first is the establishment of broad basic policies with respect to production; sales; the purchase of equipment, materials, and supplies; and accounting. The second aspect relates to the implementation of these policies by departments. The third relates to the establishment of standards of work in all departments. Direction is concerned primarily with supervision and guidance by the executive in authority; in this connection a distinction is generally made between top management, which is essentially administrative in nature, and operative management, which is concerned with the direct execution of policy. Control involves the use of records and reports to compare performance with the established standards for work.

Industrial management, as just defined, dates from the latter half of the 19th century. A notable impetus to its evolution was provided by the American engineer Frederick Taylor, who developed techniques for analyzing the operations involved in production and for setting standards for a day's work. The techniques originally devised by Taylor were adopted by industrialists to other phases of business, including the employment of qualified workers, and wage incentive programs either to replace or to supplement the piecework system that had previously prevailed. Industrial management experts have applied Taylor's techniques to a wider range of business problems. Among the leading successors are the Austrian-American management consultant and educator Peter Drucker and the American economist, writer, and diplomat John Kenneth Galbraith.

### **Vocabulary**

technique - [tɛk'ni:k] - техника (исполнения)

organization chart [ˌɔ:gənai'zeɪʃən ʃɑ:t] - организационная схема

to designate ['dɛzɪɡneɪt] - определять

executive [ɪg'zɛkjʊtɪv] - директор

execution [ˌɛksɪ'kju:ʃən] - выполнение

foreperson - мастер

department head - начальник (цеха)



with respect to - что касается  
supply [sə'plai] - поставка, снабжение  
accounting [ə'kaʊntɪŋ] - учет  
supervision [ˌsju:pə'vɪzən] - наблюдение  
guidance ['gaɪdəns] - руководство  
records and reports - учетные документы и отчеты  
wage incentive program - программа финансово-материального стимулирования

### **1. Form nouns with the help of the suffixes:**

-ant: to emigrate, to dominate, to consult, to participate, to account.  
-ese: China, Japan, Sudan.  
-ian/-an: statistics, Russia, America, Hungary, Bulgaria, Brazil.

### **2. Form adjectives with the help of suffixes:**

-al: economic, nation, production, education, profession.  
-able: to change, to exchange, to read, fashion, mistake.

### **3. Give English equivalents to:**

термин, используемый для описания; два главных аспекта; так называемый; которые определяют директоров предприятия; штат квалифицированных исполнителей; установление политики; закупка оборудования; уровни работы во всех отделах; в этой связи; высшее руководство; действующее руководство; управление; использование учетных документов и отчетов; заметный толчок; техника для анализа действий; была применена промышленниками; программы финансово-материального стимулирования; система сдельного труда; среди ведущих преемников; педагог.

### **4. Complete the sentences using information in the text:**

1. The term «Industrial Management» is used to describe ... .
2. In the theory of industrial management, organization has ... principal aspects.
3. The first principal aspect of planning in industrial management is ... .
4. Direction is concerned primarily with ... .
5. Among the leading successors of Taylor's techniques are ... .

### **5. Ask questions to these answers (work in pairs):**

1. Organization has two principal aspects.
2. One relates to the establishment of so-called lines of responsibility.
3. An organization chart designates the executives of the business.
4. Yes, it does.
5. Planning in industrial management has.
6. The third aspect relates to the establishment of standards of work in all departments.
7. Yes, it is concerned.
8. A distinction is made between top management and operative management.

9. Control involves the use of records and reports.
10. The American engineer Frederick Taylor.
11. It was adopted to the employment of qualified workers and wage incentive programs.

## 6. Read and act the dialogue:

*Michael:* Hello. Could I speak to Mr. Linch?

*Secretary:* Who's calling, please?

*Michael:* This is Michael Bates from the Sales Department.

*Secretary:* Thank you. One moment, please. I'm putting you through.

*Mr. Linch:* Hello.

*Michael:* Good afternoon, Mr. Linch. It's Michael Bates from the Sales Department. I'm calling on the behalf of one of our managers.

*Mr. Linch:* Yes, go on. What's happened?

*Michael:* This morning he has presented a new project of marketing and it was really impressive. He would like to share it with you whenever you are ready to receive him.

*Mr. Linch:* Great! I'm ready to take a look at his project. Today I will be away till late evening, so let's do it tomorrow morning, 9 am sharp.

*Michael:* Ok, Mr. Linch. We'll be at your office tomorrow morning. I will accompany him.

*Mr. Linch:* See you then.

*Michael:* Good-bye, Mr. Linch.

## GRAMMAR EXERCISES

### Complex Subject (сложное подлежащее) The Subjective Infinitive Construction

N(общ.п) + Pron.(им.п.)	V (страд. залог) (действ. залог)	+ Inf.
Примеры		Способ перевода
1. <i>The workers (they) are considered to do it.</i> Считают, что рабочие (они) сделают это. 2. <i>He appeared to be a brave man.</i> Он, как оказалось, храбрый человек. 3. <i>This is likely to be the truth.</i> Это, вероятно, является правдой.		1. Придаточное предложение.  2. Простое предложение

### 1. Измените предложения, используя конструкцию «сложное подлежащее» с данными в скобках словами:

*Model: He has lost weight (seem).*

*He seems to have lost weight.*

1. You know a lot of our customers (seem). 2. Our product line is getting better (appear). 3. That car has broken down (appear). 4. Our executing officer forgets things (tend). 5. They have solved the problem of variable expenses (claim). 6. The situation in this warehouse is more difficult than we thought (seem).

**2. Дополните предложения, используя данные глаголы в нужной форме инфинитива:**

*arrive, cry, do, explain, go, get, hear, know.*

1. Please stay with me, I don't want you .... 2. David's parents didn't want him ... married. 3. She didn't understand the story, so she asked me ... it to her. 4. Talk quietly. I don't want anybody ... us. 5. You're here early. We expected you ... later. 6. It was a very sad film. It made me .... 7. Please don't tell Tom about my plan. I don't want him .... 8. What do you think about my problem? What do you advise me ...?

**3. Выразите следующее, используя конструкцию «сложное подлежащее»:**

*Model: It is known that the people from the Institute of Optics work hard at a new device.*

*The people from the Institute of Optics are known to work hard at a new device.*

1. It is known that new economic theory is tested by practice. 2. It seems that this approach ignores the objective conditions. 3. It is said that you know the data very well. 4. It is understood that the seller will help us to choose the necessary goods. 5. It is known that the first reference to cotton has been made 2,500 years ago. 6. It is believed that the wage incentive program will be adopted in May.

**4. Переведите предложения на русский язык:**

**A.1.** With more and better goods and services available everyone's living standard is likely to improve. 2. If producers expect prices to increase in the future, they may increase their production. 3. When a budget has expenses that exactly equal income, it is said to be balanced. 4. When proposed expenses are greater than expected income, the budget is said to have a deficit. 5. The proportional tax seems to be fair because everyone pays the same rate. 6. When dollar values are down, overseas sales are likely to increase. 7. Sellers in each country expect to be paid in their own currency for the goods they sell to other countries. 8. The management of the firm wants them to report about the results of their negotiations. 9. Such times of inflation and deflation are likely to create hardships for many sectors of the economy. 10. Overall employment in the industry is sure to decline as small farms are consolidated into large farms and technology further reduces the need for farm labour.

**B.** 1. He is said to have graduated from Oxford University. 2. He seems to mention the problem in the last chapter of his book. 3. He appeared to have lost interest in physics altogether. 4. This scientist is known to be keeping in touch with the latest developments in his field of research. 5. He happens to work at the same problem. 6. Gold was proven to be unattacked by moisture. 7. They obtained what seemed to be a strong acid. 8. This substance is seen through a microscope to consist of small

crystals.9. The work is likely to contribute to the solution of the problem. 10. They seem to have applied strong ionization. 11. Your advice proved to be helpful. 12. The new method is believed to have given good results. 13. Dr. Meyer is supposed to arrive at 10. Here is the substance that has been shown to possess the properties required. 11. This student has never been thought to pass examinations. 12. He does not appear to know them. 13. There seems to be some confusion of terms in the paper. 14. They are likely to change the position of this device.

## **TEXT 5. KEYNES**

Keynes, John Maynard, 1st Baron Keynes of Tilton (1883-1946), British economist.

Keynes was born in Cambridge, England, and educated at Eton College and the University of Cambridge. He began his career in the India Office of the British government and wrote a highly regarded book, *Indian Currency and Finance* (1913). During World War I he worked in the treasury, which he represented at the Paris Peace Conference (1919). During the next decade he made a fortune speculating in international currencies, taught at Cambridge, and wrote *Treatise on Probability* (1921), a mathematical work, and *Treatise on Money* (1930). In the latter, he sought to explain why an economy operates so unevenly, with frequent cycles of booms and depressions. Keynes closely examined the problem of prolonged depression in his major work, *The General Theory of Employment, Interest, and Money* (1936). This book, which provided a theoretical defense for programs that were already being tried in Great Britain and by President Franklin D. Roosevelt in the U.S., proposed that no self-correcting mechanism to lift an economy out of a depression existed. It stated that unused savings prolonged economic stagnation and that business investment was spurred by new inventions, new markets, and other influences not related to the interest rate on savings. Keynes proposed that government spending must compensate for insufficient business investment in times of recession.

Shortly after Great Britain entered World War II, Keynes published *How to Pay for the War* (1940), in which he urged that a portion of every wage earner's pay should automatically be invested in government bonds. In 1942 he was made a baron, and two years later he headed the British delegation to the United Nations Monetary and Financial Conference, the Bretton Woods Conference. There he promoted establishment of the International Bank for Reconstruction and Development and the International Monetary Fund.

Keynes's ideas have profoundly influenced the economic policies of many governments since World War II, and many consider his *General Theory of Employment, Interest, and Money* one of the most significant theoretical works of the 20th century.

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

1. Where and when was Keynes born?
2. Where was he educated?
3. Keynes wrote a highly regarded book, Indian Currency and Finance in 1919, didn't he?
4. When did he work in the treasury?
5. What did he make during the next decade?
6. What problem did Keynes closely examine?
7. What did General Theory of Employment, Interest, and Money propose?
8. In what book did Keynes urge that a portion of every wage earner's pay should automatically be invested in government bonds?
9. What happened in 1942?
10. What did Keynes promote to establish?
11. Name all the books mentioned in the text and give their Russian equivalents.

**2. Give Russian equivalents to:**

To be born in Cambridge, Indian Currency and Finance, the treasury, to make a fortune, Treatise on Probability, to seek to explain, to examine closely the problem, the major work, a theoretical defense, unused savings, business investment, the interest rate on savings, government bonds, United Nations Monetary and Financial Conference, International Bank for Reconstruction and Development, International Monetary Fund, profoundly influenced.

**3. Give the meaning of the following words:**

to employ, employee, employer, employment, unemployment, employed.

to pay, paid, payment, paying, payable, payer.

to own, own, ownership, owner.

to buy, bought, buyer.

to sell, seller, selling, sold.

to manage, management, manager, managing, manageable, managerial.

to market, market, marketing, marketability, marketable.

**4. Read short dialogues and try to memorize them:**

a) - You are welcome, madam.

- I'd like to change these pounds, please.

- Yes, madam. How many pounds have you got?

- 50 pounds. What's the rate of exchange, please?

- The current rates are on the notice board, madam.

b) - Hello. I'm from Russia, and I'm staying in England for a year. I want to open an account here. What documents do I need, please?

- Right. We need to see your passport and a letter from your employer or your place of study if you're a student.

- Right. Is that all?

- That's all, yes.

- Thank you.

## 5. Speak about Keynes.

### GRAMMAR EXERCISES

#### MODAL VERBS + PERFECT INFINITIVE

**Модель: модальный глагол** (may, must/ have to /be to, can/could, should, ought to) + **перфектный инфинитив** (have + V<sub>3</sub>)

#### Правило перевода:

Модальный глагол переводится вводным словом, все остальное предложение – в прошедшем времени.

Модальный глагол	Перевод модального глагола
may/might	возможно
must	должно быть
can't/couldn't	не может быть
can/could (в вопросах)	Неужели...?
could (в утверд.предл.)	мог бы (упрек)
should	следовало бы/должен был
shouldn't	не следовало бы
needn't	не нужно было
ought to	должен был бы
was to/were to	должен был (но не сделал)

#### Models:

1. You may have seen this article in the book. - Возможно, ты видел эту статью в книге.
2. He must have left.-Он, должно быть, ушел.
3. You should have taken the text-book in the library. – Вам следовало бы взять учебник в библиотеке (сожаление, упрёк в том, что не сделано).
4. Could he have come? – Неужели он пришел?
5. He couldn't have come. – Не может быть, чтобы он пришел./ Он вряд ли пришел.
6. He was to have come. – Он должен был прийти, (но не пришел.)

#### 1. Переведите предложения на русский язык:

1. He may have got the condenser he needed.
2. He couldn't have said it.
3. This line should have been put into operation long ago.
4. Could he have overlooked

such a serious mistake? 5. They ought to have paid more attention to the problem of fuel consumption. 6. You were to have used a device specially designed to measure certain physical changes in the atmosphere. 7. Originally, the Earth's temperature must have been extremely high. 8. You might have done this work yourself. 9. No living beings could have survived in such a climate. 10. The experiment shouldn't have been finished. 11. I could have gone to the conference, but I lost my invitation. 12. This phenomenon was to have been considered. 13. I don't think it could have been the textbook you mentioned yesterday.

## **FOR - INFINITIVE CONSTRUCTION**

Модель: **for** + **сущ./местоимение в падеже** + **инфинитив**

**Правило перевода:** Существительное или местоимение, стоящее после предлога "for" должно выполнить действие инфинитива. Часто переводится придаточным предложением с союзом "чтобы".

Пример: It is important for him to fulfill this task. Важно, чтобы он выполнил это задание.

### **2. Переведите предложения на русский язык:**

1. For the reaction to take place two conditions must be met.
2. It is for you to analyze which of these two methods is wrong.
3. Eight minutes are required for light to travel from the Sun to the Earth.
4. For the system to be correct it must only use well-established components.
5. The equipment is too complex for a common operator to control.
6. For the exam to pass successfully you have to work at your English during the whole term.
7. It is not quite difficult for students to work regularly.
8. The time required for a mass to come to rest can be calculated without difficulty.
9. The students were waiting for the assistant to adjust the device for work.
10. It is advisable for post-graduates to know at least one foreign language.
11. It was for him to give a report at the meeting of our Scientific Society.
12. For the validity of a new theory to be proved a lot of experiments are to be carried out.
13. During inflation there is a tendency for prices and wages to rise, that is, for the value of money to fall.
14. There are no reasons for the business cycle to exist in the planned economy.
15. A group of journalists and photographers was waiting for the icebreaker to arrive.

## **TEXT 6. PRODUCT, PRICE, PROMOTION AND PLACE: THE FOUR P'S OF MARKETING**

The total marketing concept involves four steps, or, as they are often called, the four P's of marketing - product, price, promotion, and place.

*Product.* The place to begin is with the product itself. A business must determine what kind of product potential customers want. Surveys by phone, mail, or personal interview can reveal, exactly, what's on the consumer's mind. The product warranty card that you return after a purchase provides marketing information too. Sophisticated research mathematics applied to a sample of consumers can typify the rest of the consumers. If we can find out what a few want, we can assume the others in the group of population will want the same things. Deciding who should be in the sample is the problem. Researchers have very detailed formulas for constructing marketing samples.

*Price.* Another major part of marketing is price. Companies have to decide on a product price that will cover all costs and also return a profit. Included in costs are such fixed expenses as rent and insurance. Variable expenses must be anticipated too. Those include the costs of material and commissions. These costs are used to compute a break-even point - the point at which income from sales equals fixed and variable expenses. On one side of this point, the company will have a net loss and on the other side, a net profit.

*Promotion.* Promotion is a key part of marketing because it is the way businesses get their messages to consumers.

Businesses would like to see steady growth rather than sudden surges in business. One function of promotion is to maintain a steady and growing demand. Promotions through advertising in the media, direct mailings or through personal contact are some of the ways producers make their products known to consumers. If consumers don't know about a product, they won't buy it. Through advertising, businesses tell people what products are available. Advertising even gives them reasons to buy.

*Place.* The final part of marketing, the fourth "P", is place. For a product to be useful, it has to be in place when and where it is needed. That should seem obvious. To sell products business must anticipate *when* and *where* consumers will buy them. A hot dog at a baseball game on a sunny afternoon is an example of excellent product placement. A lemonade stand in the winter is not. Hot dogs have less value after the game, and lemonade has more value in the summer.

## VOCABULARY

customer ['kʌstəmə] - клиент, покупатель

survey ['sɜ:veɪ] - исследование

warranty card ['wɒrənti kɑ:d] - гарантийная карта

sophisticated [sə'fɪstɪkətɪd] - опытный, сложный

sample of consumers - обследуемая группа покупателей

population - население

to typify ['tɪpɪfaɪ] - служить типичным примером



fixed expense [fɪkst ɪks'pɛnsɪz] – постоянные затраты  
insurance [ɪn'ʃʊərəns] - страхование  
rent - арендная плата  
variable expense ['veəriəbl ɪks'pɛns] - переменные затраты  
a break-even point - точка самоокупаемости, точка критического объема производства  
net loss - чистый убыток  
advertising ['ædvɜːtaɪzɪŋ] - рекламирование

**1. Form adverbs with the help of the suffix «-ly»:**

economical, political, different, rapid, definite, historical, complete, formal, practical, particular.

**2. State the part of speech of the following words:**

management, speaker, production, economist, economical, economic, economics, national, technical, techniques, largely, product.

**3. Give English equivalents to:**

Общее понятие маркетинга включает четыре момента; потенциальные покупатели; исследования по телефону, по почте; на уме покупателя; обследуемая группа покупателей; чего хотят немногие; очень подробные формулы; покрывать все издержки; такие постоянные затраты как рента и страхование; вычислить точку самоокупаемости; ключевая часть маркетинга; в средствах массовой информации; предприятия должны предвидеть.

**4. Read and say if the statements are true, false or not stated in the text:**

1. Variable expenses include the costs of material and commissions.
2. Promotion is not an important part of marketing
3. Companies use very complex market research techniques to find out what potential customers want.
4. Sales promotion helps to differentiate your products from those of your competitors.
5. The Four P's of Marketing are Product, Price, Planning and Promotion.

**5. Ask questions for these answers (work in pairs):**

1. The total marketing concept involves four steps.
2. They are product, price, promotion and place.
3. Yes, it must.
4. Surveys by phone, mail, or personal interview can reveal it.
5. The product warranty card provides marketing information too.
6. It is price.
7. Variable expenses must be anticipated too.
8. A break-even point is the point at which income from sales equals fixed and variable expenses.
9. Promotion is a key part of marketing.

10. Advertising gives people reasons to buy products.
11. To sell products businesses must anticipate *when* and *where* consumers will buy them.

## **6. Read and act the dialogue:**

*Pavlov:* Let's go into the main question of our today's discussion. I expect you want to discuss our new contract.

*Green:* That's right. Have you seen our latest price-list?

*Pavlov:* Yes, we have. There is only one thing in it our parties can't agree to. That is the 5% increase in the price.

*Green:* Well, you must try to see the price from our point of view. Over the past three years metal prices have gone up. Besides because of the new labour contract we had to increase wages. Therefore we had to increase the price of our machine-tools.

*Pavlov:* Yes, we have taken this into account and yet your prices seem to be high. We have been in business with your company for a long time and we hoped you would offer us better terms.

*Green:* I suppose if you could accept consignment (deliveries) by installments in the current year we would reduce the price by 2%.

*Pavlov:* That is fine, thank you very much.

*Green:* Are you happy with the new terms and conditions of our future contract?

*Pavlov:* Yes, quite.

*Green:* Then I think we can start drawing up our contract.

## **GRAMMAR EXERCISES**

### **1. Переведите словосочетания на русский язык:**

1. market economy, command economy, business firms, profit motive, profit margins, price theory, wage rates, rental changes, business investors, budget deficits, production materials, wage incentive programs, Austrian - American management, consultant, consumer interests, government planners, computer experts, industry specialists.
2. consumption of goods, fields of study, the interplay of supply and demand, explanation of prosperity and depression, demand for goods and services, means of production, lines of responsibility, the purchase of equipment, provision of work, sale of products, utilization of computers.

### **2. Употребите глагол в скобках в нужной форме страдательного залога:**

1. Every society (to face with) the identical problem, the problem of scarcity.
2. The need to chose (to impose on) us all by our income, wealth and ability to borrow.
3. Individuals and families (to limit by) the size of their personal income, savings and ability to borrow.
4. In a free market economy prices (to determine by) the interaction of the forces of supply and demand.

5. When two goods satisfy similar needs they (to describe) as substitutes.

**3. Переведите предложения на русский язык, обращая внимание на глаголы с предлогами:**

1. Don't put on that funny hat. You will be laughed at. 2. I hope my work will be approved of. 3. Our professor is always attentively listened to. 4. In producing these things the new synthetic material has been made use of. 5. His words were not taken notice of. 6. Will the results of our work be referred to by? 7. The proposal was objected to by. 8. She has always been well spoken of. 9. All the new data have been looked through with great attention. 10. Where have you been? You have been looked for everywhere.

**4. Переведите предложения, обращая внимание на различные функции слова «one»:**

1. In fact one common definition of economics is "the study of how people make a living".  
2. The market price is the one at which goods and services will actually be exchanged for money.  
3. One of the main reasons people save their money is to earn interest.  
4. Advertising provides us with information about prices, recent improvements in certain goods and services, and the availability of new ones.  
5. The development of the socio-economic formations rises from the lower stage to the higher one.

**TEXT 7. PRODUCTION MANAGEMENT. "FIVE M'S"**

Operations management (known in industry as production management) is a responsibility similar in level and scope to other specialties such as marketing and to human resource and financial management. In manufacturing operations, production management includes responsibility for product and process design, planning and control issues involving capacity and quality, and organization and supervision of the workforce.

Production management's responsibilities are summarized by the "five M's": men, machines, methods, materials, and money. "Men" refers to the human element in operating systems. Since the vast majority of manufacturing personnel work in the physical production of goods "people management" is one of the production manager's most important responsibilities.

The production manager must also choose the machines and methods of the company, first selecting the equipment and technology to be used in the manufacture of the product or service and then planning and controlling the methods and procedures for their use. The flexibility of the production process and the ability of workers to adapt to equipment and schedules are important issues in this phase of production management.

The production manager's responsibility for materials includes the management of flow processes - both physical (raw materials) and information (paperwork). The smoothness of resource movement and data flow is determined largely by the fundamental choices made in the design of the product and in the process to be used.

The manager's concern for money is explained by the importance of financing and asset utilization to most manufacturing organizations. A manager who allows excessive inventories to build up or who achieves level production and steady operation by sacrificing good customer service and timely delivery runs the risk that overinvestment or high current costs will wipe out any temporary competitive advantage that might have been obtained.

## Vocabulary

responsibility [rɪs.pɒnsə'bɪlɪti] - ответственность

similar ['sɪmɪlə] - подобный

speciality [ˌspeʃɪ'ælɪti] - амер. специальность

human ['hju:mən] - человеческий

issue ['ɪʃu:] - вопрос

manufacturing personnel [ˌmænjʊ'fæktʃərɪŋ ˌpɜ:sə'næl] - производственный персонал

schedule ['ʃedju:l] - инвентарь, график

raw materials [rɔ:] - сырье

smoothness ['smu:ðnəs] - бесперебойность, плавность

assets ['æsets] - средства, фонды

excessive inventories [ɪk'sesɪv 'ɪnvəntrɪz] - чрезмерные запасы

sacrificing ['sækrɪfaɪsɪŋ] - недостаточный, убыточный

delivery [dɪ'lɪvəri] - поставка

advantage [əd'vɑ:ntɪdʒ] - преимущество

current cost ['kʌrənt kɒst] - текущие издержки

## 1 Answer the following questions:

1. What is operations management?
2. What does production management include in manufacturing operations?
3. What are the “five M’s”?
4. Why is “people management” one of the production manager’s most important responsibilities?
5. How must the production manager choose the machines and methods of the company?
6. In what phase of production management the flexibility of the production process is an important issue?
7. What does the production manager’s responsibility for materials include?
8. How is the manager’s concern for money explained?
9. What manager runs the risk?

10. Will high current costs wipe out any temporary competitive advantage?

**2. Give English equivalents to:**

подобная по уровню и объему; человеческие ресурсы и управление финансовой деятельностью; вопросы, включающие производственные мощности и качество; ответственность за управление производством; подавляющее большинство; «взаимоотношения с людьми»; методы и действия для их использования; гибкость производственного процесса; как физические, так и информационные; плавность движения ресурсов и поступления данных; временное конкурентное преимущество.

**3. Form nouns with the help of the suffixes:**

-ment: to manage, to agree, to govern, to employ, to invest, to develop.  
-er: to consume, to programme, to buy, to sell, to plan, to own, to manufacture.  
-tion: to produce, to distribute, to consume, to compete, to explain, to determine.  
-or: to distribute, to invest, to operate, to regulate, to educate.  
-ist: economy, sociology, psychology, behavior, special.

**4 Complete the sentences using information in the text:**

1. In manufacturing operations, production management includes ... .
2. One of the production manager's most important responsibilities is ... .
3. The smoothness of resource movement and data flow is determined ... .
4. A manager who ... runs the risk.
5. Production management's responsibilities are ... .

**5. Give the summary and title the text:**

London's economy is distinguished by a multiplicity of activities that reflect the structure of the British economy as a whole. Service industries account for almost three-quarters of total employment; they include banking, insurance, the civil service, transportation, education, food and drink, printing and publishing, retailing, and numerous professional and custom services. Tourism also plays a vital part in London's service industries. Next in importance are manufacturing and engineering and the latter has allied industries; each of these two sectors accounts for approximately 10 percent of total employment. The production of precision instruments, computers, aircraft, automobiles, chemicals, and clothing, as well as the refining of petroleum, are all important. Not unexpectedly, Greater London possesses the country's greatest concentration of professional, technical, and administrative occupations, as well as the highest average income in Britain.

The central area of London is dominated by service employment and characterized by the localized concentration of various activities: banking and finance in the City, insurance and law in Holborn, government in Westminster, newspaper publishing in Fleet Street, medicine in Harley Street, tailoring in Savile Row, retail outlets in Bond and Oxford streets, and education in Bloomsbury. Industrial activity is important in the so-called Victorian Manufacturing Belt-a crescent-

shaped band on the southern bank of the Thames River, extending northwest from the City and Southwark. Here, small-scale specialized production dominates.

(From an Encyclopedia)

## 6. Read and act the dialogue:

*Manager:* Hello! How can I help you?

*Nancy:* Hello! I bought a mobile phone at your store a month ago and something is wrong with it now. I was wondering if it can be repaired as there is a one-year warranty for this phone.

*Manager:* Let's see. What brand is it?

*Nancy:* It's a Sony phone.

*Manager:* Do you have a warranty check with you?

*Nancy:* Yes, sure. Here it is.

*Manager:* We can offer a week's examination and then we can contact you and inform if it's fixed.

*Nancy:* That's fine. I can wait.

*Manager:* In that case I'll need your full name and contact information.

*Nancy:* My name is Nancy Blair. My home phone number is: 834-62-07. You can also write down my e-mail. It's: nancyblair@hotmail.com

*Manager:* Thank you. We'll contact you as soon as possible within a week.

*Nancy:* Thanks for your help. I'll be waiting.

## GRAMMAR EXERCISES

### Forms and Functions of Participles

	Active Voice	Passive Voice
Participle I Simple	<i>using</i> 1. определение: применяющий (иногда: -вший) 2. обстоятельство: применяя	<i>being used</i> 1. определение: применяющийся, применяемый, который применяется 2. обстоятельство: будучи применен, когда применяется
Participle I Perfect	<i>having used</i> обстоятельство: применив (-яв, -вшись)	<i>having been used</i> обстоятельство: после того как применили, так как применили, когда применили.
Participle II <i>used</i> 1) определение использованный 2) обстоятельство так как (когда, после того, как) использовали		

### **1. Определите форму Participle I:**

enjoying, being emptied out, having asked, having developed, working, having been invited, being built, living, being assisted

### **2. Запишите следующие глаголы в форме Participle II:**

to go, to increase, to begin, to buy, to sell, to make, to play, to write, to bring, to specialize, to operate, to understand, to expand.

### **3. Переведите предложения на русский язык, обращая внимание на формы и функции Participle I:**

1. Having done that, they let investors determine the risks for themselves.
2. The governments of 50 states have structures closely paralleling those of the federal governments.
3. Prices paid by consumers also include Value-Added Taxes, reflecting the costs of providing goods and services for sale.
4. VATs are the principal means of indirect taxation in many countries, including the member states of the European Union.
5. In most extreme form, chronic price increases become hyperinflation, causing the entire economic system to break down.
6. Being shown this document he said it belonged to the well-known S-corporation.
7. Having been written the balance sheet was given to the chief executive officer.
8. Having been completed so carefully the material didn't need any corrections.
9. The trademark, a two- or three-dimensional insignia symbolizing a company or industry, dates from about the 16th century.
10. The agency spends most of its time planning, creating, and producing the advertisements for its clients.

### **The Absolute Participle Construction (независимый причастный оборот)**

Признаки независимого причастного оборота:

- 1) есть свое подлежащее
- 2) вместо сказуемого причастие
- 3) выделяется запятой

**Правило перевода:** причастие переводится глаголом. Независимый причастный оборот переводится придаточным предложением со следующими союзами:

- 1) если оборот стоит в начале предложения – придаточным предложением с союзами «так как, после того как, когда, если» и другими по смыслу.

It being very late, we went to the hotel. – Так как было очень поздно, то он пошел в гостиницу.

2) если оборот стоит в конце предложения – придаточным предложением с союзами «причём, а, и, но, при этом»

All substances consist of molecules, molecules being made up of atoms. – Все вещества состоят из молекул, причем, молекулы состоят из атомов.

3) может начинаться с предлога “with”, причем “with” не переводится.

With space ships flying so far, we are able to reach some remote planets. – Теперь, когда космические корабли летают так далеко, мы можем добраться до далёких планет.

#### **4. Переведите предложения на русский язык:**

1. With factories operating at less than capacity and unemployment at very high levels, total output of goods and services enters a long-term decline. 2. The contract having been signed, the delegation went away. 3. Time permitting, the manager writes this letter. 4. The article deals with the income tax, particular attention being paid to Federal income tax liability. 5. The terms of delivery having been discussed, he signed the contract.

#### **5. Используйте нужную форму Participle для глагола в скобках:**

1. The children were taught not to speak to the grown-ups unless (speak to). 2. They did all, as (instruct). 3. When (interview), the scientist refuse to comment on the latest discovery. 4. The patient (operate on) yesterday is feeling better now. 5. You must have your husband (operate on). 6. The students watched their professor (operate) on the man. 7. While (give) evidence the witness avoided looking at the accused. 8. They looked at her with surprise as though not (believe) her story. 9. The girl stopped before the (close) door.

#### **6. Переведите предложения на русский язык, обращая внимание на формы и функции Participle:**

1. Marketing concentrates primarily on the buyers, or consumers, determining their needs and desires, educating them, developing strategies to persuade them to buy.  
2. For retailers the use of catalogs makes it possible to do business considerably beyond their usual trading area.  
3. The whole month I was working hard. We were auditing accounts of a joint venture.  
4. The State Tax Service in Russia is a new organization but its role is becoming very important because more and more new businesses are appearing in the country.  
5. The majority of corporations are small differing little in their characteristics from other forms of business.  
6. An Italian delegation arrived yesterday. At 9 we were meeting the delegation at the airport, at 12 we were having lunch, at 2 we were discussing the contract.



7. Those who interpret the voting incorrectly producing too much or too little, or charging a price that is too low do not earn profits.
8. At least half the nation's 50 leading corporations have mail-order divisions.
9. You phoned at 9.15, didn't you? We were discussing our business plan at that time.

## **TEXT 8. TRADE BUSINESS**

Let me introduce myself. My name is ... . I am eighteen and I am a second-year student of Tver State Technical University. I study at the Management and Social Communications Department, and I am taking my Bachelor course in Trade Business or Commerce.

Commerce as a stream of education can be defined as a study of trade and business activities such as the exchange of goods and services from producer to final consumer.

The history of commerce can be traced back to the very start of communication in prehistoric times. During the years of its development the system of commerce has included legal, economic, political, social, cultural and technological systems that are in operation in any country. Commerce had always tried to satisfy increasing human wants, has helped to increase our standards of living, has generated employment opportunities, has increased national income and wealth, has helped in growth of industrial development. Besides all that commerce encourages international trade and here it at the very same time can benefit underdeveloped countries and harm their markets for local products. So, commerce as humanity is always connected with thinking about people.

That is why at TSTU we study many general and specialized subjects, and receive knowledge and skills required to work in trade business within several types of this activity. We learn about the trade and technological sphere of commerce, about its logistics sphere, scientific-research and project spheres, and its managerial and organizational sphere as well. Most subjects combine theory with practical content to keep us in touch with real-world working experiences.

Our department also has the Centre of Student Initiative which offers students free additional educational courses on foreign languages, business communication, psychological training, and other disciplines useful for future specialist in commerce.

After graduation we will be given the degree of Bachelor of Trade Business and will be able to work as economists, consultants, business managers, accountants, administrators, and of course sole proprietors (entrepreneurs).

### **1. Answer the questions:**

1. What department do you study at?
2. How can commerce be defined?
3. What has the system of commerce included during the years of its development?
4. What had commerce always tried to do?
5. What can commerce benefit?
6. What do you do at TSTU?
7. What does the Centre of Student Initiative offer?
8. When will you be given the degree of Bachelor of Trade Business?
9. What positions will you be able to work in?

### **2. Read the text and speak about your future profession.**

#### **3. a) Form verbs using the suffix -en:**

wide, deep, broad, strength, length, sharp, moist.

#### **b) Form verbs from the following nouns using the suffix -ize:**

victim, sympathy, patron, character, organ.

#### **c) Form nouns from the following nouns and adjectives using the suffix -ism:**

race, communist, capital, social, feudal, nominal.

### **4. Read and act the dialogue:**

*Interviewer:* Good afternoon, Mr. Brooks. Have a seat, please.

*Dan Brooks:* Good afternoon.

*Interviewer:* I received your resume a few weeks ago and I must say that I was rather impressed.

*Dan Brooks:* Thank you.

*Interviewer:* As you know we are a small but fast growing financial company, mostly trading stocks and bonds. May I ask you why you're interested in working for us?

*Dan Brooks:* Yes, of course. I know that your company has an excellent reputation. That's why I'd like to work for it. Besides, I always wanted to work with a smaller company, which consequently develops.

*Interviewer:* I see. That's good to hear! Would you mind telling me a little bit about your current occupation?

*Dan Brooks:* I'm a broker at a large international company at the moment. I mostly deal with clients and I handle all aspects of their accounts.

*Interviewer:* I see. Could you also tell me a little bit about your previous job experience?

*Dan Brooks:* Yes, of course. I have worked for two full years at my current position. Before that, I participated at an internship program at the same company. However, I would like to continue my career development in this field.

*Interviewer:* Well, you might just be the right person we've been looking for. Do you have any questions?

*Dan Brooks:* Yes, I have one question. If I were hired, how many accounts would I be handling?

*Interviewer:* You'd be handling about a third of our clients, as you'd be working with two other head brokers. Is there anything else you'd like to ask?

*Dan Brooks:* No, that's it. Thank you.

*Interviewer:* Ok, then. We will send our employment contract for your review this week, Mr. Brooks. And we hope to see you soon among our staff.

## GRAMMAR EXERCISES

### Forms of the Gerund.

	Active	Passive
Indefinite	<i>asking</i> (V <sub>-ing</sub> ) спрашивать	<i>being asked</i> (being + V <sub>3</sub> ) быть спрашиваемым
Perfect	<i>having asked</i> (having + V <sub>3</sub> ) уже спросить	<i>having been asked</i> (having been + V <sub>3</sub> ) уже быть спрошенным

Синтаксические функции герундия и способы их перевода на русский язык.

Подлежащее	
1. Reading is useful.	Чтение полезно.
Часть сказуемого	
2. Our aim is mastering English.	Наша цель – овладеть английским.
Дополнение	
3. She likes singing.	Она любит пение.
Определение	
4. There are many ways of solving it.	Существует много способов решения этой проблемы.
Обстоятельство	
5. He went there for studying.	Он поехал туда учиться (для учебы).

### 1. Form gerunds using the suffix -ing:

read; explain; govern; create; develop; increase; provide; delivery; establish; distribute; visit; enter.

### 2. Перефразируйте предложения, используя герундий:

Model: *Do you mind if I open the window?* - *Do you mind my opening the window?*

### 3. Выберите правильный вариант:

- #### 4. Переведите предложения на русский язык:

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## TEXT 9. THE SOURCES OF BUSINESS FUNDS

In many ways, money is to business what water is to plants. Plants need water to begin life, to survive and to grow. Similarly, firms need money to begin operations, to meet their day-to-day expenses and to expand. Most of the money used by business comes from the sale of its products and services. Since these funds come from within the firm they are described as internal funds. The rest must come from outside, or external sources.

**Internal Funds.** As a firm sells its products or services, it receives money, which it uses to meet its expenses. One of these expenses, depreciation, represents the cost of replacing assets (like tools, machinery, and buildings) that wear out. Typically, businesses use internal funds to cover the cost of depreciation.

The funds that remain after paying expenses are a firm's profits or earnings. Although the owners or stockholders could take it all for themselves, in most instances some portion of the profits will be retained by the business. Since its "retained earnings," along with the sum it set aside for depreciation came from within the firm, they are known as internal funds. About 60 to 70 percent of a business firm's financing come from its internal sources.

**External Funds.** Sales do not remain constant from one season, or month or week to the next. There are times when more money comes in to a business than is needed to pay its bills. Similarly, at other times there is not enough money coming in to cover operating costs. When this happens, there are only four things that the firm can do: dip into savings, borrow, sell shares of stock (if it is a corporation) or seek additional capital from the owners (if it is a partnership or proprietorship), and reduce spending.

### VOCABULARY

to survive [sə'vaɪv] - выжить

internal funds [ɪn'tɜːnl fʌndz] - внутренние средства

expenses [ɪks'pensɪz] - расходы

depreciation [dɪ'priːʃi'eɪʃən] - амортизация

replacing assets [rɪ'pleɪsɪŋ 'æsets] - замененные средства

to wear out [weər aʊt] - изнашивать

retained earnings [rɪ'teɪnd 'zɜːnɪŋz] - нераспределенная прибыль

external funds [eks'tɜːnl fʌndz] - внешние средства

to borrow ['bɒrəʊ] - брать займы

#### 1. Give English equivalents to:

во многих случаях; чтобы покрыть каждодневные расходы; большая часть денег; остальные должны исходить извне; поскольку фирма продает свою продукцию или услуги; чтобы покрыть издержки за амортизацию; в

большинстве примеров; выделять на амортизацию; они известны как внутренние фонды; бывают времена, когда это происходит; продать долю в акционерном капитале.

## **2. Translate the following. Try to understand the meaning of suffixes:**

*Model: watch (noun) - watchful (adjective)*

*наблюдение - наблюдательный*

*life (noun) - lifeless (adjective)*

*жизнь - безжизненный*

1. a sleepless night; 2. moonless night; 3. childless family; 4. helpless people; 5. wonderful evening; 6. a starless black sky; 7. a watchful man; 8. landless farmers; 9. a jobless man; 10. a powerful monopoly; 11. a hopeful project; 12. a painful problem.

## **3. Complete as in the text and translate into Russian:**

1. In many ways, money is to business what ... 2. Plants need water ... 3. Similarly, firms need money ... 4. The rest must come from outside, or ... 5. As a firm sells its products or services, it receives money which it uses ... 6. Typically, business use internal funds... 7. The funds that remain after paying expenses are ... 8. About 60 or 70 percent of a business firm's financing comes... 9. There are times when more money comes in to a business than ... 10. Similarly, at other times there is not enough money coming in ...

## **4. Sum up the information on the text about:**

money is to business;

the sources of coming money from;

the usage of internal funds

the four things that the firm can do

## **5. Practice fluent reading and correct intonation.**

### **Act the dialogue:**

- Mr. Smith, are you here, in London, on vacation or on business?
- It's a kind of business trip.
- Please tell me a few words about your business.
- Well, I'm in charge of the advertising department of the British branch of a big multinational corporation.
- What does your firm produce?
- Oh, a lot of equipment. We produce all sorts of radio equipment, TV sets, video cassette recorders, computers and so on.
- In what countries does this corporation maintain its plants?
- We have branches in France, West Germany, Holland, Italy and Spain.
- Has your company a big staff?
- I'm not sure I don't know the exact number. Around six thousand employees in all the branches, I think.

## GRAMMAR EXERCISES

### 1. Переведите предложения на русский язык, обращая внимание на неличные формы глагола:

- 1.About two dozen staff is likely to have been fired or suspended by banks for allegedly tampering with foreign-exchange markets.
- 2.More accurate experiments contribute significant information.
- 3.The amount of polonium to be obtained from a uranium mineral can be simply calculated.
- 4.This substance is reported to possess the property of radioactivity.
- 5.Galileo was the first to observe sun spots with his optic tube in 1609.
- 6.To translate ancient manuscripts was a very difficult task.
- 7.The data thought to represent the results are sure to be obtained in practice.
- 8.A substance, which is known to dissolve in acids, may not dissolve in water.
- 9.He was glad to have fulfilled his work ahead of time.
- 10.Water being denser than air, rays is refracted towards the perpendicular.
- 11.Einstein computed the amount of scattering to be expected on the basis of the formula given above.
- 12.The Bank of England was the first to deny that it endorsed any wrongdoing.
13. Other conditions being equal, the temperature remains the same.
- 14.The gas to be tested is enclosed in a long glass tube.
- 15.Simple substances consist of atoms, each substance having its own special kind of atom.
- 16.A new technique having been worked out, the income rose.
17. The light from a star is known to have been coming to us for many years.
- 18.She might have tried to enter the University, but failed.
- 19.He must have obtained wrong results, because the professor was angry with him.
- 20.He should have tested the device before the beginning of the experiment.
- 21.The professor approved student's trying to solve the task in a different way.
- 22.He has done too much to give up experiments.
- 23.This researcher was the first to discover the importance of quantitative analysis of chemical elements.
- 24.A mean solar day is the mean time for the earth to make one rotation on its axis relative to the sun.
- 25.The changes assumed to take place in making the experiment are illustrated in Fig. 1.
- 26.The apparatus is likely to give the results required.
- 27.Many substances are known to dissolve in hot water.

## **TEXTS FOR SUPPLEMENTARY READING**

### **COMMERCE**

Commerce is the whole system of an economy that constitutes an environment for business. The system includes legal, economic, political, social, cultural and technological systems that are in operation in any country. Thus, commerce is a system or an environment that affects the business prospects of an economy. It can also be defined as a component of business which includes all activities, functions and institutions involved in transferring goods from producers to consumers.

In historic times, the introduction of currency as a standardized money, facilitated a wider exchange of goods and services. Numismatists have collections of these monetary tokens, which include coins from some Ancient World large-scale societies, although initial usage involved unmarked lumps of precious metal. The circulation of a standardized currency provides a method of overcoming the major disadvantage to commerce through use of a barter system, the "double coincidence of wants" necessary for barter trades to occur. Currency solved this problem by allowing a society as a whole to assign values and thus to collect goods and services effectively and to store them for later use, or to split them among several providers.

(1029)

### **ADVERTISING**

Advertising in business is a form of marketing communication used to encourage, persuade, or manipulate an audience (viewers, readers or listeners; sometimes a specific group) to take or continue to take some action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering, although political and ideological advertising is also common. This type of work belongs to a category called affective labor.

Commercial advertisers often seek to generate increased consumption of their products or services through "branding", which involves associating a product name or image with certain qualities in the minds of consumers. Non-commercial advertisers who spend money to advertise items other than a consumer product or service include political parties, interest groups, religious organizations and governmental agencies. Nonprofit organizations may rely on free modes of persuasion, such as a public service announcement (PSA).

Modern advertising was created with the innovative techniques introduced with tobacco advertising in the 1920s, most significantly with the campaigns of Edward Bernays, which is often considered the founder of modern, Madison Avenue advertising.

(1043)



## **19TH CENTURY'S ADVERTISING (PART I)**

Thomas J. Barratt from London has been called "the father of modern advertising". Working for the Pears Soap company, Barratt created an effective advertising campaign for the company products, which involved the use of targeted slogans, images and phrases. One of his slogans, "'Good morning. Have you used Pears' soap?" was famous in its day and into the 20th century. Under Barratt's guidance, Pears Soap became the world's first legally registered brand.

An advertising tactic that he used was to associate the Pears brand with high culture and quality. Most famously, he used the painting Bubbles by John Everett Millais as an advertisement by adding a bar of Pears soap into the foreground. Barratt continued this theme with a series of adverts of well groomed middle-class children, associating Pears with domestic comfort and aspirations of high society.

He understood the importance of constantly reevaluating the market for changing tastes and mores, stating in 1907 that "tastes change, fashions change, and the advertiser has to change with them. An idea that was effective a generation ago would fall flat, stale, and unprofitable if presented to the public today. Not that the idea of today is always better than the older idea, but it is different – it hits the present taste."

(1083)

## **19TH CENTURY'S ADVERTISING (PART II)**

As the economy expanded across the world during the 19th century, advertising grew alongside. In the United States, the success of this advertising format eventually led to the growth of mail-order advertising.

In June 1836, French newspaper La Presse was the first to include paid advertising in its pages, allowing it to lower its price, extend its readership and increase its profitability and the formula was soon copied by all titles. Around 1840, Volney B. Palmer established the roots of the modern day advertising agency in Philadelphia. In 1842 Palmer bought large amounts of space in various newspapers at a discounted rate then resold the space at higher rates to advertisers. The actual ad – the copy, layout, and artwork – was still prepared by the company wishing to advertise; in effect, Palmer was a space broker. The situation changed in the late 19th century when the advertising agency of N.W. Ayer & Son was founded. Ayer and Son offered to plan, create, and execute complete advertising campaigns for its customers. By 1900 the advertising agency had become the focal point of creative planning, and advertising was firmly established as a profession. N. W. Ayer & Son was the first full-service agency to assume responsibility for advertising content.

(1066)

## **20TH CENTURY'S ADVERTISING**

In the early 1920s, the first radio stations were established by radio equipment manufacturers and retailers who offered programs in order to sell more radios to consumers. As time passed, many non-profit organizations followed suit in setting up their own radio stations, and included: schools, clubs and civic groups.

When the practice of sponsoring programs was popularized, each individual radio program was usually sponsored by a single business in exchange for a brief mention of the business' name at the beginning and end of the sponsored shows. However, radio station owners soon realized they could earn more money by selling sponsorship rights in small time allocations to multiple businesses throughout their radio station's broadcasts, rather than selling the sponsorship rights to single businesses per show.

The advertising techniques used to promote commercial goods and services can be used to inform, educate and motivate the public about non-commercial issues, such as political ideology, energy conservation and deforestation.

(891)

## **COMMERCIAL TELEVISION IN THE 1950S**

This practice was carried over to commercial television in the late 1940s and early 1950s. A fierce battle was fought between those seeking to commercialise the radio and people who argued that the radio spectrum should be considered a part of the commons – to be used only non-commercially and for the public good. The United Kingdom pursued a public funding model for the BBC, originally a private company, the British Broadcasting Company, but incorporated as a public body by Royal Charter in 1927. In Canada, advocates like Graham Spry were likewise able to persuade the federal government to adopt a public funding model, creating the Canadian Broadcasting Corporation. However, in the United States, the capitalist model prevailed with the passage of the Communications Act of 1934 which created the Federal Communications Commission (FCC). However, the U.S. Congress did require commercial broadcasting companies to operate in the "public interest, convenience, and necessity". Public broadcasting now exists in the United States due to the 1967 Public Broadcasting Act which led to the Public Broadcasting Service (PBS) and National Public Radio (NPR).

(980)

## **MEDIA DIVERSIFICATION**

With the advent of the ad server, marketing through the Internet opened new frontiers for advertisers and contributed to the "dot-com" boom of the 1990s. Entire corporations operated solely on advertising revenue, offering everything from coupons to free Internet access. At the turn of the 20th to 21st century, a number of websites, including the search engine Google, started a change in online

advertising by emphasizing contextually relevant ads based on an individual's browsing interests. This has led to a plethora of similar efforts and an increasing trend of interactive advertising.

A recent advertising innovation is "guerrilla marketing", which involves unusual approaches such as staged encounters in public places, giveaways of products such as cars that are covered with brand messages, and interactive advertising where the viewer can respond to become part of the advertising message. Guerrilla advertising is becoming increasingly more popular with a lot of companies. This type of advertising is unpredictable and innovative, which causes consumers to buy the product or idea. This reflects an increasing trend of interactive and "embedded" ads, such as via product placement, having consumers vote through text messages, and various innovations utilizing social network services such as Facebook or Twitter.

(1131)

## **MANAGEMENT**

Management in business and organizations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management is also an academic discipline, a social science whose object of study is the social organization. Management involves the manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication: an enterprise implies human motivation and implies some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur in both a legal as well as illegal enterprise or environment. Based on this, management must have humans, communication, and a positive enterprise endeavor.

(977)

## **NATURE OF MANAGERIAL WORK**

In for-profit work, management has as its primary function the satisfaction of a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities for employees. In nonprofit management, add the importance of keeping the faith of donors. In most models of management and governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods of selecting or reviewing managers, but this is rare.

Management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling. Planning is deciding what needs to happen in the future and generating plans for action. Organizing is making sure the human and nonhuman resources are put into place. Coordinating means creating a structure through which an organization's goals can be accomplished. Commanding is determining what must be done in a situation and getting people to do it. The last function is controlling that is checking progress against plans.

(990)

## **ORGANIZATIONAL ORIENTATION**

In this sense, a firm's marketing department is often seen as of prime importance within the functional level of an organization. Information from an organization's marketing department would be used to guide the actions of other departments within the firm. As an example, a marketing department could ascertain (via marketing research) that consumers desired a new type of product, or a new usage for an existing product. With this in mind, the marketing department would inform the R&D (research and development) department to create a prototype of a product or service based on the consumers' new desires.

The production department would then start to manufacture the product, while the marketing department would focus on the promotion, distribution, pricing, etc. of the product. Additionally, a firm's finance department would be consulted, with respect to securing appropriate funding for the development, production and promotion of the product. Inter-departmental conflicts may occur, should a firm adhere to the marketing orientation. Production may oppose the installation, support and servicing of new capital stock, which may be needed to manufacture a new product. Finance may oppose the required capital expenditure, since it could undermine a healthy cash flow for the organization.

(1104)

## **HERD BEHAVIOR**

Herd behavior in marketing is used to explain the dependencies of customers' mutual behavior. The Economist reported a recent conference in Rome on the subject of the simulation of adaptive human behavior. It shared mechanisms to increase impulse buying and get people "to buy more by playing on the herd instinct." The basic idea is that people will buy more of products that are seen to be popular, and several feedback mechanisms to get product popularity information to consumers are mentioned, including smart card technology and the use of Radio Frequency Identification Tag technology. A "swarm-moves" model was introduced by a Florida Institute of Technology researcher, which is appealing to supermarkets because it can "increase sales without the need to give people discounts." Other recent studies on the "power of social influence" include an "artificial music market in which some 19,000 people downloaded previously

unknown songs" (Columbia University, New York); a Japanese chain of convenience stores which orders its products based on "sales data from department stores and research companies;" a Massachusetts company exploiting knowledge of social networking to improve sales; and online retailers such as Amazon.com who are increasingly informing customers about which products are popular with like-minded customers.

(1143)

## **MARKETING RESEARCH**

Marketing research involves conducting research to support marketing activities, and the statistical interpretation of data into information. This information is then used by managers to plan marketing activities, gauge the nature of a firm's marketing environment and attain information from suppliers. Marketing researchers use statistical methods such as quantitative research, qualitative research, hypothesis tests, Chi-squared tests, linear regression, correlations, frequency distributions, poisson distributions, binomial distributions, etc. to interpret their findings and convert data into information. The marketing research process spans a number of stages, including the definition of a problem, development of a research plan, collection and interpretation of data and disseminating information formally in the form of a report. The task of marketing research is to provide management with relevant, accurate, reliable, valid, and current information.

A distinction should be made between marketing research and market research. Market research pertains to research in a given market. As an example, a firm may conduct research in a target market, after selecting a suitable market segment. In contrast, marketing research relates to all research conducted within marketing. Thus, market research is a subset of marketing research.

(1161)

## **MARKETING ENVIRONMENT**

Staying ahead of the consumer is an important part of a marketer's job. It is important to understand the "marketing environment" in order to comprehend the consumers concerns, motivations and to adjust the product according to the consumers needs. Marketers use the process of marketing environmental scans, which continually acquires information on events occurring out side the organization to identify trends, opportunities and threats to a business. The six key elements of a marketing scan are the demographic forces, socio-cultural forces, economic forces, regulatory forces, competitive forces, and technological forces. Marketers must look at where the threats and opportunities stem from in the world around the consumer to maintain a productive and profitable business.

The market environment is a marketing term and refers to factors and forces that affect a firm's ability to build and maintain successful relationships with customers.

Three levels of the environment are: Micro (internal) environment - forces within the company that affect its ability to serve its customers. Meso environment – the industry in which a company operates and the industry's market(s). Macro (national) environment - larger societal forces that affect the microenvironment.

(1082)

## **MARKET SEGMENTATION**

Market segmentation pertains to the division of a market of consumers into persons with similar needs and wants. For instance, Kellogg's cereals, Frosties are marketed to children. Crunchy Nut Cornflakes are marketed to adults. Both goods denote two products which are marketed to two distinct groups of persons, both with similar needs, traits, and wants. In another example, Sun Microsystems can use market segmentation to classify its clients according to their promptness to adopt new products.

Market segmentation allows for a better allocation of a firm's finite resources. A firm only possesses a certain amount of resources. Accordingly, it must make choices (and incur the related costs) in servicing specific groups of consumers. In this way, the diversified tastes of contemporary Western consumers can be served better. With growing diversity in the tastes of modern consumers, firms are taking note of the benefit of servicing a multiplicity of new markets.

Market segmentation can be viewed as a key dynamic in interpreting and executing a logical perspective of Strategic Marketing Planning. The manifestation of this process is considered by many traditional thinkers to include the following; Segmenting, Targeting and Positioning.

(1060)

## **TYPES OF MARKET RESEARCH**

Market research, as a sub-set aspect of marketing activities, can be divided into the following parts:

Primary research (also known as field research), which involves the conduction and compilation of research for a specific purpose.

Secondary research (also referred to as desk research), initially conducted for one purpose, but often used to support another purpose or end goal.

By these definitions, an example of primary research would be market research conducted into health foods, which is used solely to ascertain the needs/wants of the target market for health foods. Secondary research in this case would be research pertaining to health foods, but used by a firm wishing to develop an unrelated product.

Primary research is often expensive to prepare, collect and interpret from data to information. Nevertheless, while secondary research is relatively inexpensive, it

often can become outdated and outmoded, given that it is used for a purpose other than the one for which it was intended. Primary research can also be broken down into quantitative research and qualitative research, which, as the terms suggest, pertain to numerical and non-numerical research methods and techniques, respectively.

(1033)

## **MERCHANDISING**

In the broadest sense, merchandising is any practice which contributes to the sale of products to a retail consumer. At a retail in-store level, merchandising refers to the variety of products available for sale and the display of those products in such a way that it stimulates interest and entices customers to make a purchase.

In retail commerce, visual display merchandising means merchandise sales using product design, selection, packaging, pricing, and display that stimulates consumers to spend more. This includes disciplines and discounting, physical presentation of products and displays, and the decisions about which products should be presented to which customers at what time.

Merchandising also varies within retail chains, where stores in places like Buffalo might carry snow blowers, while stores in Florida and southern California might instead carry beach clothing and barbecue grills all year.

(778)

## **PROMOTIONAL MERCHANDISING**

The annual cycle of merchandising differs between countries and even within them, particularly relating to cultural customs like holidays, and seasonal issues like climate and local sporting and recreation. Events such as Chinese festivals and Japanese festivals are incorporated in an annual cycle of shop decorations and merchandise promotion.

In the United States, the basic retail cycle begins in early January with merchandise for Valentine's Day, which is not until mid-February. Following this, Easter is the major holiday, while springtime clothing and garden-related merchandise is already arriving at stores, St. Patrick's Day merchandise, including green items and products pertaining to Irish culture, is also promoted). Summer merchandise is next, including patriotic-themed products with the American flag, out by Memorial Day in preparation for Independence Day (with Flag Day in between. The back-to-school market is promoted heavily in August, when there are no holidays to promote. By September, particularly after Labor Day, summer merchandise is on final closeout and overstock of school supplies is marked-down some as well, and Halloween (and often even more of the Christmas) merchandise is appearing.

(1046)

## **TRADESMAN**

A tradesman is a skilled manual worker in a particular trade or craft not in the liberal arts, "learned professions" or agriculture. Economically and socially, a tradesman's status is considered between a laborer and a professional, with a high degree of both practical and theoretical knowledge of his or her trade.

The training of a trade in European cultures has been a formal tradition for many centuries. A tradesman typically begins as an apprentice, working for and learning from a Master, and after a number of years is released from his or her master's service as a journeyman. After a journeyman has proven himself to his or her trade's guild, he or she may settle down as a master and work for themselves.

Since the 20th century, this process has been changed in many ways. A tradesman still begins as an apprentice, but the apprenticeship is carried out partly through working for a tradesman and partly through an accredited trade school for a definite period of time (usually around 4 years), after which they are fully qualified. Starting one's own business is purely a financial matter, rather than being dependent on status. Few trades still make a distinction between a qualified tradesman and a master. While in some countries a recognised qualification is mandatory for an individual to register as a tradesman or builder, in others it is not the case.

(1142)

## **LOGISTICS**

Logistics is the management of the flow of goods between the point of origin and the point of consumption in order to meet some requirements, of customers or corporations. The resources managed in logistics can include physical items, such as food, materials, animals, equipment and liquids, as well as abstract items, such as time, information, particles, and energy. The logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing, and often security. The complexity of logistics can be modeled, analyzed, visualized, and optimized by dedicated simulation software. The minimization of the use of resources is a common motivation in logistics for import and export. Inbound logistics is one of the primary processes of logistics, concentrating on purchasing and arranging the inbound movement of materials, parts, and/or finished inventory from suppliers to manufacturing or assembly plants, warehouses, or retail stores. Outbound logistics is the process related to the storage and movement of the final product and the related information flows from the end of the production line to the end user.

(1027)



## **LOGISTICS - II**

In business, logistics may have either an internal focus (inbound logistics) or an external focus (outbound logistics) covering the flow and storage of materials from point of origin to point of consumption (see supply-chain management). The main functions of a qualified logistician include inventory management, purchasing, transportation, warehousing, consultation, and the organizing and planning of these activities. Logisticians combine a professional knowledge of each of these functions to coordinate resources in an organization.

There are two fundamentally different forms of logistics: one optimizes a steady flow of material through a network of transport links and storage nodes, while the other coordinates a sequence of resources to carry out some project (ex:restructuring a warehouse).

(690)

## **CONFIGURATION AND MANAGEMENT IN LOGISTICS**

Regarding a single warehouse, besides the issue of designing and building the warehouse, configuration means solving a number of interrelated technical-economic problems: dimensioning rack cells, choosing a palletizing method (manual or through robots), rack dimensioning and design, number of racks, number and typology of retrieval systems (e.g. stacker cranes). Some important constraints have to be satisfied: fork and load beams resistance to bending and proper placement of sprinklers. Although picking is more of a tactical planning decision than a configuration problem, it is important to take it into account when deciding the racks layout inside the warehouse and buying tools such as handlers and motorized carts since once those decisions are taken they will work as constraints when managing the warehouse, same reasoning for sorting when designing the conveyor system or installing automatic dispensers.

Configuration at the level of the distribution system concerns primarily the problem of location of the nodes in a geographic space and distribution of capacity among the nodes. The first may be referred to as facility location while the latter to as capacity allocation.

(1013)

## **PRODUCTION LOGISTICS**

The term production logistics describes logistic processes within a value adding system (ex:physical plant or a mine). Production logistics aims to ensure that each machine and workstation receives the right product in the right quantity and quality at the right time. The concern is not the transportation itself, but to streamline and control the flow through value-adding processes and to eliminate non-value-adding processes. Production logistics can operate in existing as well as new plants. Manufacturing in an existing plant is a constantly changing process.

Machines are exchanged and new ones added, which gives the opportunity to improve the production logistics system accordingly. Production logistics provides the means to achieve customer response and capital efficiency.

Production logistics becomes more important with decreasing batch sizes. In many industries (e.g., mobile phones), the short-term goal is a batch size of one, allowing even a single customer's demand to be fulfilled efficiently. Track and tracing, which is an essential part of production logistics due to product safety and reliability issues, is also gaining importance, especially in the automotive and medical industries.

(1040)

## **LOGISTICS: PROFESSION AND ORGANIZATIONS**

A professional worker in the field of logistics management is called a logistician.

Professional logisticians are often certified by professional associations. One can either work in a pure logistics company, such as a shipping line, airport, or freight forwarder, or within the logistics department of a company. However, as mentioned above, logistics is a broad field, encompassing procurement, production, distribution, and disposal activities. Hence, career perspectives are broad as well. A new trend in the industry are the 4PL, or fourth-party logistics, firms, consulting companies offering logistics services.

Some universities and academic institutions train students as logisticians, offering undergraduate and postgraduate programs. A university with a primary focus on logistics is Kühne Logistics University in Hamburg, Germany. It is non profit and supported by Kühne-Foundation of the logistics entrepreneur Klaus Michael Kühne.

The International Association of Public Health Logisticians (IAPHL) is a professional network that promotes the professional development of supply chain managers and others working in the field of public health logistics and commodity security in developing countries. The association supports logisticians worldwide by providing a community of practice, where members can network, exchange ideas, and improve their professional skills.

(1191)

## **STANDARDIZATION**

Standardization or standardisation is the process of developing and implementing technical standards. Standardization can help to maximize compatibility, interoperability, safety, repeatability, or quality. It can also facilitate commoditization of formerly custom processes.

In social sciences, including economics, the idea of standardization is close to the solution for a coordination problem, a situation in which all parties can realize

mutual gains, but only by making mutually consistent decisions. Standardization is defined as best technical application consensual wisdom inclusive of processes for selection in making appropriate choices for ratification coupled with consistent decisions for maintaining obtained standards. This view includes the case of "spontaneous standardization processes", to produce de facto standards.

Henry Maudslay developed the first industrially practical screw-cutting lathe in 1800. This allowed for the standardisation of screw threadsizes for the first time and paved the way for the practical application of interchangeability.

Maudslay standardized the screw threads used in his workshop and produced sets of taps and dies that would make nuts and bolts consistently to those standards, so that any bolt of the appropriate size would fit any nut of the same size. This was a major advance in workshop technology.

(1168)

## **STANDARDS**

Standards are objects or ideas that are designated as being authoritative for some accepted reason. Whatever value they possess is useful for comparison to unknowns for the purpose of establishing or confirming an assigned value based on the standard. The design of this comparison process for measurements is metrology. The execution of measurement comparisons for the purpose of establishing the relationship between a standard and some other measuring device is calibration.

The ideal standard is independently reproducible without uncertainty. This is what the creators of the "meter" length standard were attempting to do in the 19th century when they defined a meter as one ten-millionth of the distance from the equator to one of the Earth's poles. Later, it was learned that the Earth's surface is an unreliable basis for a standard. The Earth is not spherical and it is constantly changing in shape. But the special alloy meter bars that were created and accepted in that time period standardized international length measurement until the 1950s. Careful calibrations allowed tolerances as small as 10 parts per million to be distributed and reproduced in metrology laboratories worldwide, regardless of whether the rest of the metric system was implemented and in spite of the shortfalls of the meter's original basis.

(1121)

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