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Настоящее пособие является составной частью учебно-методического комплекса по английскому языку для студентов специальности «Менеджмент» и разработано на основе статей из оригинальных английских и американских газет. Практикум состоит из 7 разделов и приложения. К каждому разделу составлен комплекс упражнений, имеющий четкую структуру. Статьи сопровождаются переводом наиболее трудных слов и выражений, что снимает трудности при чтении.

Адресовано студентам и аспирантам специальности «Менеджмент» всех форм обучения, а также лицам, самостоятельно изучающим английский язык.

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ПРЕДИСЛОВИЕ

Практикум для самостоятельной работы студентов специальности «Менеджмент» является составной частью учебно-методического комплекса по английскому языку, обеспечивающего курс профессионально ориентированного обучения для студентов данной специальности. Наряду с базовым учебником профессионально ориентированного характера, терминологическим словарем, методическими рекомендациями для преподавателей практическое пособие входит в число обязательных элементов УМК, способных интенсифицировать учебный процесс по иностранному языку и разнообразить традиционные формы его проведения.

Пособие состоит из 7 разделов и приложения. Каждый раздел включает список слов и выражений, что снимает трудности перевода при чтении, непосредственно аутентичный текст и упражнения, направленные на проверку общего понимания текста, на совершенствование лексических и грамматических навыков и развитие навыков устной речи. Данная структура предоставляет преподавателю возможность выбора упражнений при обучении студентов с различным уровнем знаний, а также обеспечивает как самостоятельную работу студентов, так и контроль уровня усвоения материала со стороны преподавателя.

При выборе оригинальных источников авторы пособия учли, что успешность обучения напрямую зависит от наличия интереса у обучаемых к содержанию текстов и потребности узнавать новое в изучаемой профессии.

Предлагаемый практикум может быть рекомендован для студентов и аспирантов специальности «Менеджмент» всех форм обучения, а также лиц, самостоятельно изучающих английский язык.

Unit 1

MANAGEMENT – AN ART OR A SCIENCE. THE FOUR MANAGEMENT FUNCTIONS OF BUSINESS

Text B

Ex. 1. Pre-reading Tasks.

What functions should a manager perform in day – to – day operations?
Which of the managerial skills do you consider to be the most important?
How do the roles at different managerial levels distinguish from each other?
Compare top, middle and line managers' duties.

Ex. 2. Read the text. What new information can you learn from it? What is like to be Manager?

What it's Like to be a Manager

A manager's job is diverse and complex and requires a range of skills. Although some management theorists propose a long list of skills, the necessary skills for planning, organizing leading and controlling can be summarized in three categories that are especially important: conceptual, human and technical skills.

Conceptual skill is the cognitive ability to see the organization as a whole and relationship among its parts. Conceptual skill involves the manager's thinking and planning abilities. It involves knowing where one's department fits into the total organization into the industry and the community. Conceptual skills are needed by all managers, but are especially important for managers at the top. They must perceive significant elements in a situation and broad, conceptual patterns. For example, Microsoft Corporation, the giant software company, reflects the conceptual skills of its founder and chairman, Bill Gates. While actively participating in and coordinating small units devoted to functional areas such as programming and marketing, Gates spreads his concept for Microsoft by delegating to a cadre of strong managers.

As managers move up the hierarchy, they must develop conceptual skills or their promotability will be limited. A senior engineering manager who is mired

in technical matters rather than thinking strategically will not perform well at the top of the organization. Many of the responsibilities of top managers, such as decision making, resource allocation, and innovation, require a broad view.

Human skill is the manager's ability to work with and through other people and to work effectively as a group member. This skill is demonstrated in the way a manager relates to other people, including the ability to motivate, facilitate, coordinate, lead, communicate, and resolve conflicts.

Technical skill is the understanding of and proficiency in the performance of specific tasks. Technical skill also includes specialized knowledge, analytical ability, and the competent use of tools and techniques to solve problems in that specific discipline. Technical skills are most important at lower organizational levels.

Interpersonal roles. Interpersonal roles pertain to relationships with others and are related to the human skills described earlier. The figurehead role involves handling ceremonial and symbolic activities for the department organization. The leader role encompasses relationships with subordinates, including motivation, communication, and influence. The liaison role pertains to the development of informational sources both inside and outside the organization. An example is a face-to-face discussion between a controller and plan supervisor to resolve a misunderstanding about the budget.

Informational roles. Informational roles describe the activities used to maintain and develop an information network. General managers spend about 75 per cent of their time talking to other people. The monitor role involves seeking current information from many sources.

Decisional roles. Decisional roles pertain to those events about which the manager must make a choice. These roles often require conceptual as well as human skills.

The entrepreneur role involves the initiation of change. Managers are constantly thinking about the future and how to get there. Managers become aware of problems and search for project improvements that will be corrected by them.

The disturbance handler role involves resolving conflicts among subordinates or between the managers department and other departments. The resource allocator role pertains to decision about how to allocate people, time, equipment, budget, and other resources to attain desired outcomes.

Small business.

Managers in small businesses tend to emphasize different roles than managers in large corporations. In small firms, the most important role is a spokesperson, because managers must be creative and help their organizations develop new ideas to be competitive.

Reading Tasks

Ex. 1. Which of these statements more accurately summarizes the information of the text?

1. Conceptual skills means
 - a) The ability to think logically about business affairs
 - b) To see the organization as a whole and the relations among its parts.
 - c) The skill to plan business activities for a certain period of time

2. A disturbance handler is a person
 - a) Who makes fuss about company's business
 - b) A very short – tempered person
 - c) One who resolves conflicts among the subordinates

3. To delegate to a cadre of a manager
 - a) To promote a manager to a higher position
 - b) To share some business activities with others
 - c) To choose the best candidate among the staff

4. To mire in technical problem
 - a) To be involved in everyday's business operations
 - b) To be involved in technique innovations
 - c) To know how to check up different equipment

5. To facilitate someone
 - a) To make somebody to be stronger
 - b) To give somebody better position in a company
 - c) To help a person to do his best at job

6. To play figurehead role
 - a) To represent company in all ceremonial activities
 - b) To be a chief executive of a company
 - c) To be a well-known businessman

Ex. 2. Answer these questions about the text

1. What managerial functions are included in conceptual skills?
2. How can some significant elements of management functions be implemented in practical work (Take as example Microsoft Company).

3. What way can managers of different levels be involved in basic skills performance?
4. Why is it commonly accepted that human skills are currently prevailing over the others?
5. What way the roles of managers in small business differ the managers in large corporations?
6. Many of the responsibilities of top managers, such as decisions making require broad view.
7. Although some managerial theorists propose a long list of skills they can be both conceptual human and technical ones.

Vocabulary Tasks

Ex. 1. Read the definitions. Put the anagrams in the correct order. The first letter of each word is in bold.

- a) A person inferior in order, rank, power or importance (*redale*)
- b) One who speaks for another or others (*sessopporenk*)
- c) One who seeks information from different sources and scans written materials (*otroimn*)
- d) A manager who transmits current information to others both inside and outside of the company (*smiodsintlar*)
- e) A manager possessing a superb intuition for change (*entepeunrerer*)
- f) A person who is responsible for information sources development in the organization (*isnlaoi*)

Ex. 2. Choose the best word from those given to complete each of the sentences below

Relationships, decisional, skills, resource, technical.

1. _____ roles pertain to those events about which the manager must make a choice.
2. Manager who performs the organizing function of how to allocate people, time, equipment and budget is usually called _____ allocator.
3. The leader encompasses _____ with subordinates including motivation, communication and influence.
4. Managers who lack human _____ are often abrupt, critical and unsympathetic towards others.
5. However _____ skills are less important than human and conceptual skills as managers more up hierarchy.

Critical Tasks

Ex. 1. Have you got any managerial experience, which of the management functions have you mostly dealt with?

Do you have any ideas how to improve managerial work in your company?

Ex. 2. How can you comment Bill Gate's phrase: "Excellent companies and excellent managers never take people for granted". Do you agree with this phrase? If yes, why?

Ex. 3. Make up your own set of instructions for a manager to be successful in his activities.

Text B

Pre-reading Task

1. Have you got any experience to set goals?
2. What strategies are used in practice to solve company's tasks? Explain why?
3. What difficulties can a manager face up in practice his company operating?
4. Read the article. What useful information can you derive from it?

Ford

For decades American automakers reigned supreme. By the dawn of the 1990s there was concern about their very survival. Reasons for the decline range from unfair trade practices by the Japanese to currency differences that translated to price advantages, and the list went on.

"Some of the American products in the 1970s weren't as good as they should have been," Allan Gilmour, president of Ford Motor Company's Automotive Group, said. "But I think we are into this decade ready for action."

How did Ford battle back from the perception that American products were inferior, and red ink that culminated with a \$2.3 billion loss in 1992? By setting goals and objectives for everyone from top management to service department mechanics and following up to quantify and evaluate results. "We are much more competitive than we were 10 or 15 years ago, in quality and efficiency. We are working extremely hard to be the best that there is," Gilmour said.

To combat the perception that foreign competitors produce a mechanically superior product, Ford launched the "Quality Care" advertising campaign from their parts and service division. The objective was to emphasize owner satisfaction as the basis for building a sustainable competitive advantage. With active participation from dealers, Ford implemented enhanced technician education and training, and introduced high technology service support equipment, such as the Service Bay Diagnostic System. An improved process for evaluating customer service needs was introduced as well as an extended service plan, and next day parts delivery.

Ford went out to implement a quality control and customer satisfaction plan at their Avon Lake, Ohio, plant, where the Mercury Villager is co-produced through a joint venture with Nissan. To anticipate and find tune consumer needs and desires, the company conducted six customer encounter sessions. Participants gave input about likes and dislikes in competitor minivans, as well as wish list of additional features.

Said Pat Lynch, regional sales manager for Ford's Dallas division, "We've had 10 years to study the others [minivan manufacturers] to decide what we wanted to do. So we took the best, refined it, and dropped the worst. Now, I think we've got the best minivan on the market."

They may well have. No U.S. automaker has ever undertaken such all-encompassing quality control measures. While the first shift at the Mercury plant manufactures the minivan, the task of the second shift is solely to inspect and test the finished product, which can include driving vehicles as far as 60 miles. After a Villager comes off the line it rolls into what amounts to an aquarium where quality assurance personnel conduct more than 125 assurance tests.

The first 2,000 Villagers were shipped to dealers in July 1992 and the company followed up with queries to tabulate customer satisfaction. Ford received overwhelmingly positive response, with only a handful of minor complaints.

The Villager has a sales goal of 70,000 units for 1993. According to Carolyn Brown of Lincoln Mercury's corporate sales information department, through the first quarter of 1993, 29,452 units have been sold, far exceeding expectations.

Ford will seek to enhance product quality through plant modernization as well. Substantial modernization of Ford plants is planned in conjunction with the introduction of new products, as was done in Louisville, Kentucky, when the Explorer was introduced.

New approaches to doing things at Ford not have been limited to their automaking operations. In an effort to make slower-growing advertising budgets work more effectively, the company announced a print media plan

with a sharpened focus. The automaker's \$150-million budget will be allocated among fewer periodicals, with primary emphasis placed on magazine quality and price.

The road back to profitability for Ford will not be easy or quick, but the company is looking to the future and decided that it will not be German or Japanese, but American. Carefully formulated management plans that target goals and motivate personnel will ensure that the future is brighter than the past. "If you can get all resources at Ford Motor Company aimed in the right direction, I think we'll do a good job," Allan Gilmour said.

Say if the sentences are true or false to the text:

By the dawn of the 1990s American automakers were successful and hadn't any problems.

The objective of the "Quality Care" advertising campaign was emphasizing owner satisfaction as the basis for building a sustainable competitive advantage.

Ford went out to implement a quality control and to develop new management scheme of human resources.

To anticipate and fine tune consumer needs and desires, the company conducted six customer encounter sessions.

Ford received many complaints, with only a handful of positive comments after the first 2,000 Villagers had been shipped to dealers.

The road back to profitability for Ford will not be easy or quick, but the company is looking to the future and decided that it will be German or Japanese, but not American.

Reading Tasks

Ex. 1. Answer the questions on the text:

1. Describe how Ford set its goals and then set about making plans to achieve those goals.
2. Describe how Ford's new strategies reflect management by objective.
3. Were the actions taken by Ford in 1990s as revolutionary as those taken by the company's founder, Henry Ford? Discuss.
4. What barriers does Ford still face in today's car market?

Ex. 2. Say if the sentences are true or false to the text:

1. By the dawn of the 1990s American automakers were successful and hadn't any problems.
2. The objective of the "Quality Care" advertising campaign was emphasizing owner satisfaction as the basis for building a sustainable competitive advantage.

3. Ford went out to implement a quality control and to develop new management scheme of human resources.
4. To anticipate and find tune consumer needs and desires, the company conducted six customer encounter sessions.
5. Ford received many complaints, with only a handful of positive comments after the first 2,000 Villagers had been shipped to dealers.
6. The road back to profitability for Ford will not be easy or quick, but the company is looking to the future and decided that it will be German or Japanese, but not American.

Vocabulary Focus

Ex. 1. Fill in the most suitable words.

1. Reasons for the decline range from unfair trade practices by the Japanese to currency differences that translated to price _____, and the list went on.
 - A. advantages
 - B. disadvantages
 - C. control
 - D. inferiority
2. How did Ford battle back from the _____ that American products were inferior, and red ink that culminated with a \$2.3 billion loss in 1992?
 - A. understanding
 - B. resentment
 - C. participation
 - D. perception
3. To combat the perception that foreign _____ produce a mechanically superior product, Ford launched the “Quality Care” advertising campaign from their parts and service division.
 - A. dealers
 - B. competitors
 - C. providers
 - D. suppliers
4. An improved process for evaluating customer service needs was introduced as well as an extended service plan, and next day parts _____.
 - A. delivery
 - B. shipping

- C. promotion
- D. deliverance

5. To anticipate and find tune _____ needs and desires, the company conducted six customer encounter sessions.
- A. customer
 - B. competitor
 - C. producer
 - D. consumer
6. In an effort to make slower-growing _____ budgets work more effectively, the company announced a print media plan with a sharpened focus.
- management
 - advertising
 - marketing
 - promotion

Ex. 2. Match the definition with its meaning:

- | | |
|-----------------|-----------------|
| A. sustainable | 1. rival |
| B. competitor | 2. to increase |
| C. advertising | 3. promotion |
| D. to enhance | 4. to underline |
| E. to emphasize | 5. constant |
| F. goal | 6. aim |
| G. to evaluate | 7. supplier |
| H. dealer | 8. to appraise |

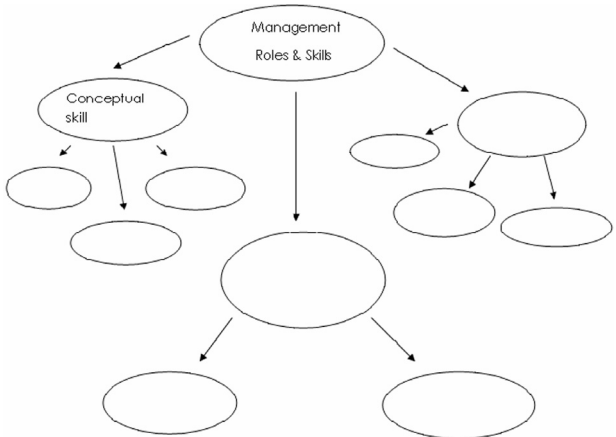
Critical Thinking

Ex. 1. Express your personal opinion for Ford company strategy to improve management functions in the company.

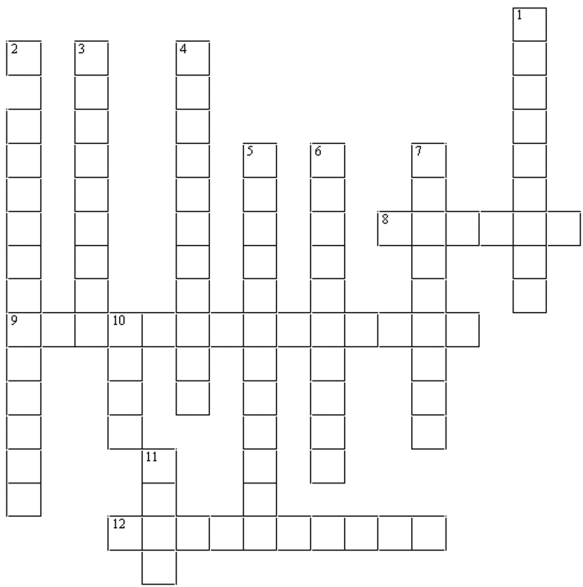
Ex. 2. Speak on weak a strong points of this strategy.

Revision

Ex. 1. Revise the material from Unit 1 Management Functions of Business to complete this bubble network. Add extra bubbles if you need them.



Ex. 2. Do the crossword on the topic Management Functions of Business. Managers skill of business.



Across

- 8. Money that you gain by selling things or doing business.
- 9. A duty to be in charge of or look after something, so that you make decisions.
- 12. The act or skill of directing and organizing the work of a company or organization.

Down

1. To be in charge of a group of workers and be responsible for making sure that they do their work properly.
2. All the activities that are involved in managing and organizing the affairs of a company, institution etc.
3. Something such as land, minerals, or natural energy that exists in a country and can be used to increase its wealth.
4. The act of doing a piece of work, duty etc.
5. Organizing an activity so that the people involved in it work well together and achieve a good result.
6. Arranging work, a group etc so that it works correctly.
7. Being in charge of something or controlling it.
10. A set of actions for achieving something in the future, especially one that has been considered carefully and in detail.
11. Something that you hope to achieve in the future; aim.

Project

Work out your own plan for improving management skills and style in the company you work for.

- a) Elaborate a questionnaire of your own and ask the staff to fill it in.
- b) Choose the three best ideas from the questionnaire and add it to your own plan.
- c) Develop your own list of recommendations on company current and strategic goals.

Unit 2

BUSINESS ETHICS

Self-study material for Unit 3 (Business Ethics) from the textbook.

Vocabulary Focus

Ex. 1. Revise the active vocabulary from the unit. Create a sentence for the each word or word group given.

Bribe, bribery, business ethics, code of conduct, code of ethics, company-to-company bribery, corporate responsibility, corrupt, corruption, ethical choice, ethical consequences, ethical dilemma, ethical issue, ethical safeguard, ethics, facilitation payment, impartiality, integrity, kickback, moral agent, moral dilemma, moral principles and values, nepotism, to plug legal loopholes, sleaze, social contribution, social responsibility, whistle-blower, to write off a bribe.

Ex. 2. Study the following words and word groups concerning wrongdoing, corruption and bribery. Match them with their definitions. Find their Russian equivalents in your bilingual dictionary and do the exercise that follows.

1. backhander	a) a group of investors work together to stop a financial market functioning as it should, to gain an advantage for themselves
2. Chinese wall	b) a bribe
3. insider dealing or insider trading	c) a bribe
4. market rigging	d) dishonest, disreputable, or immoral behaviour, especially of public officials or employees
5. price fixing	e) a notional barrier between the parts of a business, esp. between the market makers and brokers of a stock-exchange business, across which no information should pass to the detriment of clients
6. sleaze	f) a group of companies in the same market secretly agree to fix prices at a certain level, so they do not have to compete with each other
7. sweetener	g) someone buys or sells securities using information that is not publicly available

Ex. 3. Answer the questions using expressions from Ex. 2.

1. Two ferry companies with ferries on the same route secretly meet in order to decide the prices they will charge next summer. What are they guilty of?

2. A company that wants to keep its share price high makes secret payments to investors who buy its shares. What are the company and the investors guilty of?

3. A rich businessman lends \$1 million to a politician so that he can buy a house. The politician pays no interest on the loan and does not mention it when asked to give a complete account of his finances. Which word, used especially about politicians, do people use to talk about this?

4. Specialists in one department of a financial institution are advising Company X on a merger with another company. In another department of the financial institution, traders hear about this and buy large numbers of Company X's shares. What are they guilty of? What should the financial institution do to prevent this?

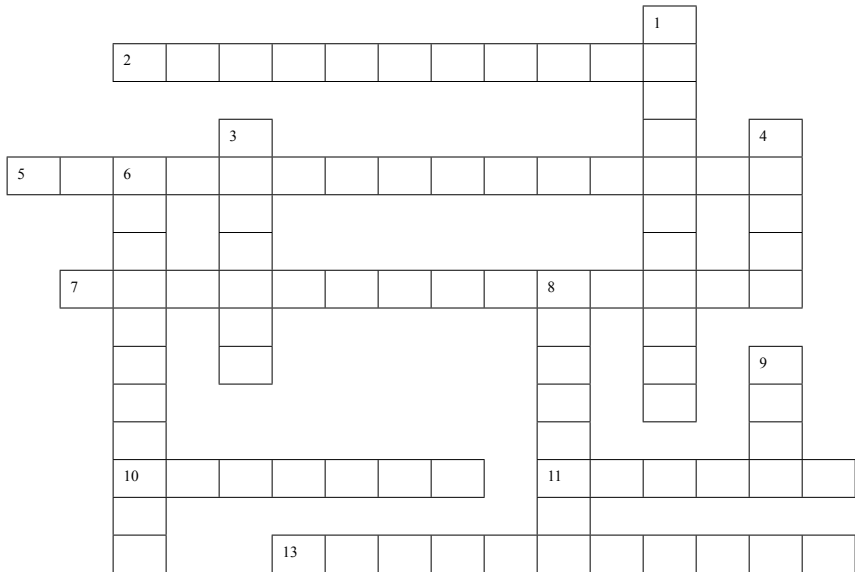
5. A company selling weapons to a foreign government makes secret payments to politicians who make decisions on which companies to buy arms from. What could these payments be called? What is the government guilty of?

Ex. 4. Study the following words and word groups concerning ethics. Match them with their definitions. Find their Russian equivalents in your bilingual dictionary and do the exercises that follow.

1. affirmative action programme	a) consumers who choose not to buy products from certain companies for moral reasons, for example because a company harms
2. child labour	b) unfair treatment of a person, racial group, minority, etc.; action based on prejudice
3. environmental issue or green issue	c) a policy or programme designed to counter discrimination against minority groups and women in areas such as employment and education
4. ethical consumer	d) The policy the company adopts on ethical issues such as the use of child labour and matters relating to the environment
5. ethical investment	e) painful or excessive labour or exertion
6. ethical policy	f) the full-time employment of children below a minimum age laid down by statute
7. exploit (v)	g) an investment in a company whose activities or products are not considered by the investor to be unethical

8. green activist	h) issues that relate to or are concerned with the protection of the environment
9. discrimination (racial, sex, etc.)	i) a workshop where employees work long hours under bad conditions for low wages
10. sweatshop	j) a person, esp. a politician, who supports environmentalist issues
11. sweatshop labour	k) to take advantage of (a person, situation, etc.), esp. unethically or unjustly for one's own ends

Ex. 5. Complete the crossword with words from ex.1 and Ex. 4.



Across

- 2. Steps taken in the US to avoid discrimination: action programme. (11)
- 5. When manual workers are employed in bad conditions with very low pay (BrE). (9,6)
- 7. When one group of people is unfairly treated differently from another. (14)
- 10. To pay people badly and make them work in bad conditions (BrE). (7)
- 11. See 4 down.
- 13. See 3 down.

Down

- 1. If your actions do not harm people or the environment, you are socially (11)
- 3. 13 across. Putting money into activities that do not harm people or the environment. (7, 11)

4. 11 across. Topics relating to the environment. (5, 6)
6. The world around us. (11)
8. Someone who takes direct action on social or other issues. (8)
9. A written set of rules of behaviour. (4)

Evaluating Through Reading

Text A

Before reading the text answer the following questions using the active vocabulary.

1. If you invested in a company, and then learned that it had particular activities which you object to, would you take your money out of the company and invest it somewhere else?
2. What sort of activities would you object to?

Ethical Investing Linked to Lifestyle and Image

Self-image appears to motivate ethical investment decisions, according to a study.

An ethical investment is one that avoids investments in sectors such as tobacco and arms considered by some to be ethically unsound. There are 30 ethical unit trusts in the UK, worth about £750 million. Some investors also manage their own ethical portfolios. In a study of more than 1,100 ethical investors, economists at the Centre for Economic Psychology at the University of Bath have found that ethical investing correlates with other lifestyle choices.

Speaking at the British Association meeting yesterday, Alan Lewis, who led the research, said: 'Most ethical investors are healthy, educated and caring professional people, middle-aged or older. Hardly any vote for the Conservative. The paper they read the most is the *Guardian*.'

In addition, 16 per cent of those surveyed said they were members of the Labour party. Many were members of charitable organisations such as Amnesty International and Oxfam, a third-world aid charity. There is no obvious gender bias. 'It appears that this is part of a lifestyle package,' said Dr Lewis.

As ethical investments frequently underperform other portfolios, most ethical investors seem to be prepared to take a loss to support their moral beliefs. Some 80 per cent would be prepared to take a 2 per cent loss in

income per year compared with an ordinary portfolio if their overall return was 8 per cent.

Everything, though, has its price. Some 40 per cent of those surveyed said they would reduce their ethical investments if they were underperforming ordinary investments by 5 per cent. The size of an investor's portfolio seems to have no influence on this decision.

Reading Tasks

Ex. 1. The first sentence of the article means that ethical investors avoid companies that produce:

- a) arms of any kind,
- b) certain types of arms.

Ex. 2. Which of these statements about typical ethical investors in the UK are true and which false? Correct the false ones.

- a) They all vote Labour.
- b) They are young and working class.
- c) They often read *The Times*.
- d) They are likely to support Amnesty International.
- e) There are far more women than men.

Ex. 3. '... ethical investments frequently underperform other portfolios' means that in relation to ordinary investments they are:

- a) more profitable
- b) just as profitable
- c) less profitable

Ex. 4. Expand on the following subjects.

- a) At what point would ethical investors change their investments if they performed much less well?
- b) If they have a lot of money invested, is this figure different?

Vocabulary Tasks

Ex. 1. Match a word or a word partnership from box A with the explanation from box B. Translate the words or word partnerships from box A into Russian.

A	B
1. unit trust	a) to place or be placed in a mutual, complementary, or reciprocal relationship
2. portfolio	b) an irrational preference of a sex
3. to correlate	c) unreliable in terms of ethics
4. gender bias	d) the complete investments held by an individual investor or by a financial organization
5. lifestyle package	e) an investment trust that issues units for public sale, the holders of which are creditors and not shareholders with their interests represented by a trust company independent of the issuing agency
6. ethically unsound	f) attitudes, habits, or possessions grouped together as a single unit and associated with a particular person or group

Ex. 2. Create a sentence for the each word or word group given in Ex. 1.

Critical Thinking Tasks

Ex. 1. Explain your opinion about the following subjects using the active vocabulary.

- a) The purpose of a mutual fund (unit trust) is to obtain the highest possible return for its investors. It doesn't matter what it invests in.
- b) Ethical investing will become more popular over the years to come.

Ex. 2. Imagine and write dialogues on the subjects in Ex. 1.

Ex. 3. Role-play the dialogues with your group-mates.

Text B

Before reading the text answer the following questions using the active vocabulary.

- a) Do you know of any companies or business people that are famous for their ethical behaviour?
- b) Do you admire them for their ethical standards?
- c) Do you choose to buy from them because of this?

Being Ethical

Being ethical can be a clever marketing strategy. Increasingly, consumers are influenced by 'non-commercial' factors, such as whether a product harms

the environment. Firms such as Ben & Jerry's, an ice cream maker, and Body Shop International, a cosmetics retailer, have strengthened their brands by publicising their ethical standards. Cummins Engine, a maker of diesel engines, made its products greener while lobbying for stricter pollution laws.

But such ethical self-promotion can be dangerous. Body Shop was publicly forced to change a claim that its products were not tested on animals (some of the ingredients in its cosmetics had been tested on animals by other firms in the past). The error led many consumers to question Body Shop's ethical standards.

Some think that the best way to persuade managers to think more ethically is to take more account of stakeholders. Laura Nash of Boston University's Institute for the Study of Economic Culture argues that managers should see their role in terms of 'covenants' with employees, customers, suppliers and so on. Such covenants should have a single goal: to ensure that a business creates long-term value in a way that is acceptable to all of these 'stakeholders'. A manager would view his business in terms of relationships rather than products; and see profit as a result of other goals rather than an objective in itself. But such ideas tend to go against shareholder capitalism.

The best answers may be simple ones. Ethics rules should be clear (for instance, should an employee pay bribes where this is accepted business practice?) and they should be regularly tested. Some companies are turning to 'ethical audits'. In its annual report Ben & Jerry's carries a 'social performance report' on the firm's ethical, environmental and other failings. Carried out by Paul Hawken, a 'green entrepreneur, the audit has sometimes frustrated Ben Cohen and Jerry Greenfield, the company's founders. So far, however, they have always published it. That may be why Ben & Jerry's reputation remains good where others fade.

Reading Tasks

Ex. 1. Answer the following questions:

- a) What do these companies sell? (Ben & Jerry's, Body Shop, Cummins)
- b) Had Body Shop sold products which had been tested on animals? What was the result of its mistake?
- c) Some companies like Ben & Jerry's are starting to use 'ethical audits'. What adjective normally comes in front of 'audit'? What does the audit mentioned here cover? Does it only look at positive things?
- d) The audit has sometimes 'frustrated' Ben Cohen and Jerry Greenfield. Do they always like what they find in the audit? Do they refuse to publish it if they don't like it?

- e) Why do Nash's ideas 'go against shareholder capitalism'?
- f) Ben & Jerry's reputation remains good where others fade. This means that other companies' reputations: improve, stay the same, get worse.

Ex. 3. A covenant is a kind of promise or agreement. Laura Nash says managers should see ethics in terms of covenants with stakeholders: employees, customers, suppliers and so on. Who could be included in the phrase 'and so on'?

Vocabulary Tasks

Ex. 1. Find in the text the adjectives that describe these things:

- a) using ethics as a marketing strategy
- b) the factors that influence consumers more and more
- c) the standards that Ben & Jerry's and Body Shop have been publicising Cummins' products in relation to others
- d) ethical self-promotion
- e) pollution laws

Ex. 2. Find verbs in the text to complete these definitions:

- a) If you inform people about something, you ___ it.
- b) If a product damages the environment, it ___ it.
- c) If you increase the power of something, you ___ it.
- d) If you try to get the government to change the law, you ___ the government.

Critical Thinking Tasks

Ex. 1. Make lists of the ethical issues facing companies producing or providing the following things.

- a) cars
- b) clothes
- c) cosmetics
- d) financial services
- e) food
- f) language training
- g) market research
- h) oil

Ex. 2. Imagine you are the head of a company in one of the industries above. Think of all possible ways to deal with the ethical issues you mentioned.

Ex. 3. Write a conversation on the subject in Ex. 2. Role-play the conversation with your group-mates.

Project

Ex. 1. Work in groups. You are managers working in a company with a problem. One of the managers in your group summarises the problem and then everyone in the group participates in trying to solve it, using the problem-solving language in Unit 3 of the Course Book.

Insider trading

You are financial traders for Interstellar Securities on the London stock market. You think that one of your colleagues (not present) is guilty of insider trading. Insider trading is when someone has confidential information about something that is going to happen which has not yet been made public, and uses this information, for example to buy shares knowing that their value is going to rise. Your colleague has been using information from a friend of theirs who works in a manufacturing company that is going to be bought by another company. The dealer has been illegally buying shares in the company. If the authorities find out about the insider trading, they will punish your firm and its reputation will suffer.

What should you do about your insider trader colleague? They are in their mid-30s and have worked for Interstellar for 10 years and made a lot of money for the firm. However, this is not the first time that you suspect them of 'irregular' activities. They have a very powerful personality and could cause a lot of trouble if dealt with in a way that they think is unfair. And if they leave the firm, they would probably join another company and take business away from Interstellar.

Problem Issues

Revise the material of Unit 3 from the Course Book and be ready to speak on the following issues using the active vocabulary you acquired.

Ex. 1. Look at the following examples of arguably unethical behaviour. Choose the five you find most unethical. See if other people in your group agree. Give reasons for your point of view.

- a) using child labour in developing countries to produce consumer products for developed countries
- b) a company dealing in arms and selling them to any country who wants them
- c) a company finding clever ways to avoid paying the full amount of tax
- d) a company not providing adequate safety equipment for its workers
- e) a company ignoring laws on disposal of harmful waste products, e.g. leaving it on local land or in rivers
- f) producing a product such as tobacco which is known to kill people
- g) a company who pays their employees less than the minimum wage
- h) food companies not labelling food properly so that consumers do not know what is in the product

Ex. 2. Prepare a short talk about the following issues. How significant are they in your country? Are people interested in them? Does the government promote them?

- a) green issues
- b) business ethics
- c) social responsibility
- d) ethical consumerism

Unit 3

ORGANIZATION

Self-study material for Unit 4 (Organization)
from the textbook.

Vocabulary Focus

Ex. 1. Make sentences with the active vocabulary. Create a sentence for the each word given.

Provide for – make the necessary future arrangements;

Continuity – uninterrupted connection; the fact or quality of being continuous;

Accomplish – succeed in doing, finish successfully;

Assign – give as a share or duty; fix or set aside for a purpose, decide on;

Reduce – make less in size, amount, degree etc.;

Appropriate – correct or suitable for a particular situation or occasion;

Inhibit – prevent or hold back, restrict;

Mismatch – a wrong or unsuitable match, esp. in marriage;

Anticipate – think something likely to happen, expect;

Dissemination – spreading (news, ideas) widely;

Implement – carry out or put into practice;

Liaison – a working association or connection, esp. so that each side is well informed about what the other is doing;

Lateral – something, such as a brunch, which is at or comes from the side;

Ambiguity – having more than one possible meaning or interpretation, being unclear;

Restrict – keep within limit of size or number or to a certain limit;

Competitive – based on or decided by competition; able to compete because it is at least as good, cheap as the competitors;

Prosperity – good fortune or success, esp. in money matters.

Ex. 2. Complete each sentence with one of the words given. Make all the necessary changes.

provide for, accomplish, continuity, assign, reduce, appropriate, inhibit, anticipate, implement, prosperity, liaison

1. I have been for the job of looking after the new students. 2. The plans road traffic increasing to twice its present volume. 3. He won't the rent of our house. 4. She has a great deal in the last few weeks. 5. We meeting a certain amount of resistance to our plan. 6. These regulations have the growth of new businesses. 7. I think this is an moment to raise the question of my promotion. 8. There is no between the three parts of the book. 9. The committee's suggestions will be immediately. 10. There is a close between the army and the police. 11. We wish you health, happiness and

Evaluating Through Reading

Text A

Before reading *the text answer the following questions using the active vocabulary.*

1. What do you know about different types of organizational structure?
2. What are the advantages and disadvantages of each type?

A good organizational design should satisfy three criteria. First, it should allow the firm to realize the benefits that can be derived from the division and specialization of labor. Second, it should provide for stability and continuity of the firm's selling efforts. This can be best accomplished by organizing activities and not people. Third, it should produce effective coordination of the various activities assigned to different persons in the sales force and different departments of the firm.

A key question concerning organizational design is “What happens if you have the wrong structure, and what are the warning signs?”

With the wrong structure, managers increasingly make the wrong decisions. Multinational enterprise managers have to make decisions what products to produce, what quality standards to set, how to reduce costs, how to advertise, how to position products against competitors, and the like across the globe. In the absence of timely, relevant information, effective decisions are unlikely. The more complex the decisions, the more information that is generally needed. Inappropriate organizational structures block needed informational sharing, focus attention away from information that needs to be gathered, and consequently, hurt decision quality, organizational prosperity, and perhaps even survival.

Given that inappropriate organizational design and structure can severely inhibit organizational effectiveness, what are some of the key warning signs that a mismatch exists?

One of the first warning signs is the decision maker’s inability to anticipate problems. If problems caused by competitors, governments, customers, suppliers and so forth consistently arise without advanced notice, this is a warning sign that the organizational structure is inhibiting environmental scanning, data gathering, or information dissemination. To the extent that the organization is not designed or structured to correct this problem, decision makers will have to react to – rather than anticipate – the environment and will be placed at a competitive disadvantage relative to other organizations with appropriate structures.

Another key warning sign is an increase in conflict that prevents decisions from being effectively implemented. This sign, in particular, can indicate that the limits of the global functional structure are being stretched and that the information exchange mechanisms, such as cross functional teams or liaisons and other lateral relations, are needed.

There may also be signs at the individual level. When the number of individuals who do not know what is expected of them (high role ambiguity) or who receive conflicting expectations (high role conflict) increases, this is an early warning sign that the organizational structure is not appropriate for the environment. In general, the higher the level of individual role ambiguity and conflict and the larger the numbers of individuals experiencing these problems, the more severe the mismatch between the organizational structure and its environment.

Designing multinational enterprises is one of the most critical activities of global executives. It is important to keep in mind that inappropriate structures and designs restrict the timely flow of needed information and consequently hurt strategic decision making. By understanding the aspects of the international environment of business that affect structure, executives can more effectively

formulate and implement global competitive strategies and design the organizations for competitive advantage.

Reading Tasks

Ex. 1. Answer the following questions:

1. What decisions do multinational enterprise managers have to make?
2. How does the wrong organizational structure affect the decisions?
3. When is the issue of information especially important?
4. What is the first warning sign of the inappropriate organizational design?
5. Which conflict increases when the structure of organization is inappropriate for the environment?
6. What do individuals experience in the organization with the wrong structure?
7. What is one of most critical activities of global executives?

Ex. 2. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. A good organizational design should provide for stability and continuity in the firm's selling efforts.
2. Multinational enterprise managers have to make a lot of decisions.
3. In the absence of relevant information effective decisions are probable.
4. Complex decisions don't need much information.
5. Inappropriate organizational structure can restrict organizational effectiveness.
6. If the organizational structure is wrong the decision makers can easily anticipate problems.
7. Individuals don't understand their tasks clearly when there is a mismatch between the organizational structure and its environment.

Vocabulary Tasks

Ex. 1. Chose one of the words or phrases that matches the sentence best.

1. An organizational structure that blocks information sharing is ...
 - a) inappropriate
 - b) important
 - c) unlikely

2. If we want costs to get smaller we try to ... them.
 - a) increase
 - b) reduce
 - c) set

3. If problems arise without advanced notice, this is a sign that the organizational structure is ... the work of the company.
 - a) helping
 - b) inhibiting
 - c) simplifying

4. An increase in conflicts prevents decisions from being effectively
 - a) stretched
 - b) exchanged
 - c) implemented

5. Another warning sign of an inappropriate organizational structure is
 - a) a high role ambiguity
 - b) a high quality standard
 - c) high costs of production

Critical Thinking Tasks

Ex. 1. Have you got any personal experience of working for a big multinational company? Was its structure effective? How was the effectiveness/ineffectiveness shown in practice?

Ex. 2. What new useful information have you got from the text?

Ex. 3. Do you think it is easy to restructure the company? What in your opinion will be the most difficult steps?

Ex. 4. Imagine you are going to be promoted to the position of the CEO of a multinational company. How will you prove that the company's structure needs changes?

Text B

Before reading the article below think of the following questions

1. What problems can a big growing company face after some years of its successful development?
2. How can these problems be solved?
3. If the company's sales force is organized on a geographic basis, what is it like?

Novell, inc., Reorganizes for Better Customer Service

As a firm's markets mature and its customers' needs evolve, the sales manager should periodically ask a tough question: "Is our sales force organized to serve customers as well as possible?" The managers at Novell, Inc., recently answered, "No."

Novell, based in Provo, Utah, makes and markets software designed to link different types and brands of computers into networks. With sales of \$422 million in fiscal 1989, the firm reported it was the industry leader, accounting for about 70 percent of the installed base of local-area-network operating systems.

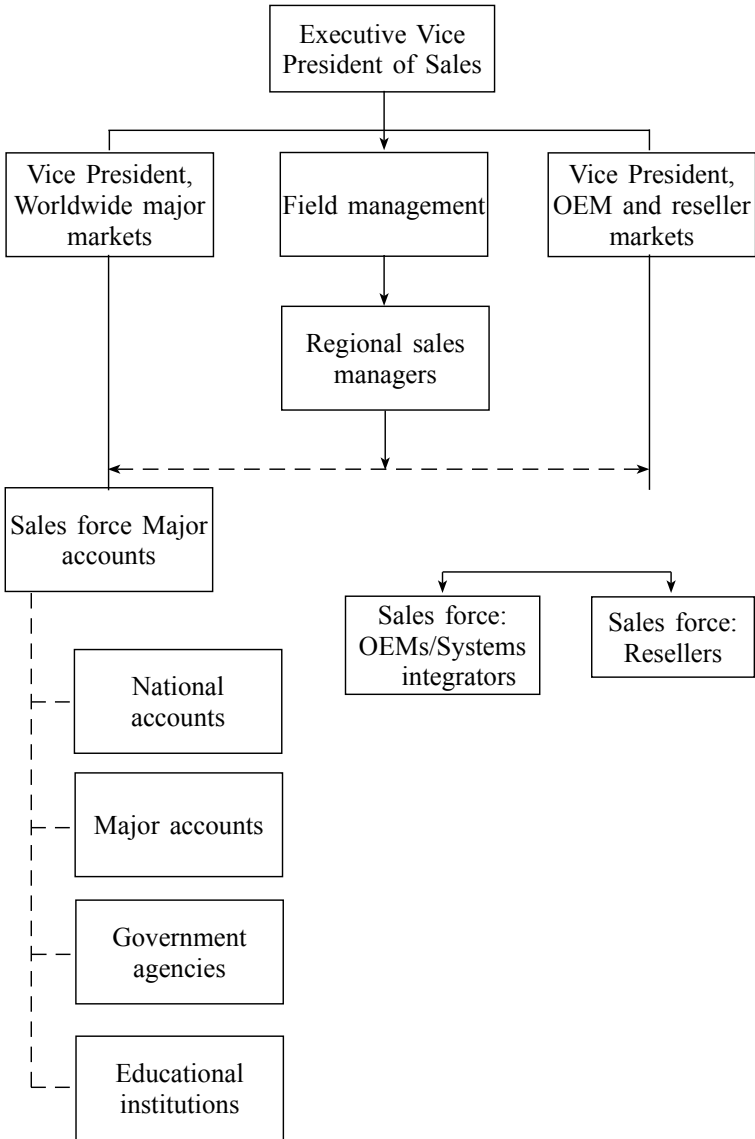
Novell sells its software primarily through major computer retailers (e.g., ComputerLand Corp.), distributors, original equipment manufacturers (OEMs) that incorporate it into computer systems they market to their own customers, and other resellers. Its direct sales force is primarily responsible for supporting the sales efforts of those intermediaries, although Novell salespeople also deal directly with about 300 large corporate and government customers.

In the firm's early years, Novell's sales force was organized solely on a geographic basis. Each sales rep was assigned a rather small geographic territory and was responsible for servicing all of the local major accounts, OEMs, distributors, and retailers in that area.

But as network computing became more widespread among corporations and government agencies during the 1980s, and as customers became more sophisticated and began to identify specific problems and unique needs for their computer networks to address, Novell's generalist approach lost its effectiveness. A single sales rep could no longer be knowledgeable about all the applications necessary to solve the different problems and needs of the various customers.

The company reorganized its sales force into three distinct groups, each focused on servicing a different segment of the market. James C. Bills, Novell's executive vice president of sales, reports the reorganization has improved the firm's national account marketing by helping the company better serve its major customers' increasingly sophisticated needs, and it has facilitated joint sales calls with resellers. "By dividing our business along logical and clearly defined market segments," says Mr. Bills, "we've put specialists in charge of areas where they can use their expertise more effectively. It also adds to the support we give to our resellers and distributors, because we've dedicated entire sales groups specifically to serve their needs."

EXHIBIT 5 • 1 *Novell's New Sales*



As diagrammed in the exhibit, Novell's reorganized sales force service into three core market segments: major users, OEMs/systems integrators, and resellers. The major users are further divided into four subsegments. The top 60 Fortune 500 companies are categorized as national accounts. The next 240 corporations are considered major accounts. Federal, state, and local governments are treated as a third subsegment because their purchasing procedures, as well as their needs, tend to be different from those of major corporations. And the fourth customer group consists of large educational institutions.

Novell's new OEM/systems integrator sales team works with vendors that incorporate the firm's software into their own hardware and software applications. Among the customers in this segment are firms such as NCR Corp., Wang Laboratories, and Electronic Data Systems.

The salespeople serving the reseller segment cater to distributors and major retailers, such as Businessland, Inc. This group controls dealer inventories, implements dealer incentive programs, helps train dealer salespeople, and accompanies them on sales calls to potential customers.

A fourth group of people in Novell's sales organization, field management, consists of regional sales managers who coordinate the efforts of the three sales groups within assigned geographic territories. These managers identify opportunities for each of the segment-specific sales groups, plan joint marketing promotions, and provide local support. They are also responsible for planning sales training programs and seminars.

Ex. 1. Answer the following questions.

1. What business is Novell, Inc. in?
2. Is the company successful?
3. How was its sales force organized previously?
4. Why did Novell's generalist approach become ineffective?
5. How did the company reorganize its sales force?
6. What segment does each group deal with?
7. What does the fourth group of people in Novell's sales organization do?

Ex. 2. Mark the statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. Novell produces and distributes special computer software.
2. Novell sells its software only to intermediaries.
3. In the 1980s Novell's business began to work more effectively.
4. The company's sales force used to be organized on a geographic basis.

5. After the reorganization, each sales force group serviced a different segment of the market.
6. Now their specialists can use their expertise more effectively.

Vocabulary Tasks

Ex. 1. Match the terms with their definitions.

1) account for	a) make easy or easier, help
2) incorporate	b) carry out or put into practice
3) intermediary	c) be the cause or origin of
4) retailer	d) a person who comes between two people or groups of people, esp. in order to bring them into agreement
5) account, n	e) make something a part of a group or of something larger, to include
6) facilitate	f) a customer, esp. one who has regular dealing with a company
7) expertise	g) skill in a particular field, know-how
8) inventory	h) something which encourages one to greater activity
9) implement	i) all the goods in one place, stock
10) incentive	j) someone who sales things by retail that is i. e. for their own use and not selling to anyone else

Ex. 2. Use an appropriate word or phrase from exercise one (1 column) in the correct form to complete each sentence. The first letter of each word is given.

1. He acted as an i_____ in the dispute. 2. Our sales manager has secured several big a_____ recently. 3. I bought this from a r_____. 4. The new underground railway will f_____ the journey to the airport. 5. The committee's suggestions will be i_____ immediately. 6. The promise of a bonus acted as an i_____ to greater effort. 7. They i_____ her suggestions into their plan. 8. We provided ourselves with i_____ of goods in case there are shortages later. 9. North Sea oil a_____ a high proportion of our export earnings. 10. his business e_____ will be of great help to us.

Critical Thinking Tasks

Ex. 1. Can the information from the text be useful to you? Is it important to convert it to life?

Ex. 2. Imagine that you are a boss. What strategy would you choose to restructure your company? How are you going to make painful decisions, if they are necessary?

Ex. 3. Role play conversations with your group-mates. You are going to discuss the problems of the ineffectiveness of your business and how to solve them.

Project

Task 1. *Imagine that you are the boss of a company which has just undergone serious reorganization. Give your opinion on the reasons for the restructure. Describe the changes.*

Problem issues

Revise the material of the unit and be ready to speak on the following issues. Make use of the new vocabulary you acquired.

Three criteria of a good organizational design:

- a) the benefits of the division and specialization of labour
- b) stability and continuity of selling efforts
- c) effective coordination

Warning signs of inappropriate organizational structure:

- a) inability to anticipate problems
- b) increase in conflict
- c) signs at the individual level

Unit 4

BUSINESS STRATEGY

Self-study material for Unit 5
from the textbook.

Vocabulary Focus

Ex. 1. Make sentences with the active vocabulary. Create a sentence for the each word given.

Mission – the aim of a company or organization;

Objective – something that you are trying to achieve;

Trend – the general way in which a particular situation is changing or developing;

Performance – the degree to which a company etc is profitable;

Performance indicators – signs showing how well a company or an organization works;

Product range – a set of similar products made by a particular company or available in a particular shop;

Sales revenue – money received from sales;

Growth rate – the speed at which something grows;

Product line – a type of product that a company makes or sells, often with several different sizes, models, etc.;

Market share – the percentage of sales in a market that a company or product has;

Production capacity – the ability to produce something;

Productivity – the rate at which goods are produced, and the amount produced in relation to the work, time and money needed to produce them;

Resources – something, such as money, property, skill, labour etc that a company has available;

Output – the amount of goods or services produced by a company;

Retailer – a business that sells goods to members of the public, rather than to shops etc.;

Supplier – a company that provides a particular type of product;

Reasonable prices – prices that are not too high;

Efficient – doing a job quickly and well;

Indicate – to signify;

Assess – to make judgements about a situation or a person after considering all the information;

Work out – to think carefully about how you are going to do something and plan a good way of doing it;

Draw up – to write out or prepare;

Break into – to burst into, to become involved in a new activity;

Pull out – to get out, stop participating, withdraw;

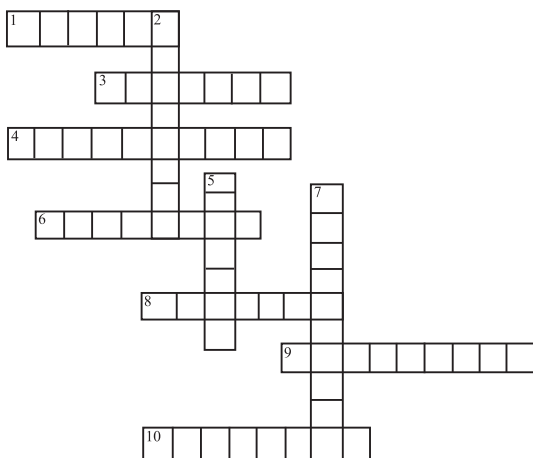
Carry out – to perform;

Issue shares – make them available for people to buy;

Rest on your laurels – to be satisfied with what you have achieved and therefore stop trying to achieve something new.

There are different ways to store, remember and extend your vocabulary. Crossword is one of them. Crossword is a useful way to identify gaps in your vocabulary and to guess the words using the given explanation. Crossword helps to find a word in your memory by knowing only its opening, closing or middle letter.

Ex. 2. Complete the crossword. Use appropriate forms of words from the active vocabulary list.



Across

1. If you make a judgement about a situation after considering all the information you _____ it;

3. If your main competitor is doing better than you in the market, you _____ a strategy which will enable you to improve your performance in the market;
4. The results that a management thinks are desirable are called _____;
6. If you want to find out if there will be a demand for a product you wish to develop, you can _____ a market study to find out if potential customers will buy the product;
8. If a firm is not successful in a market, it often has to _____ of it;
9. If the demand for your products in your home market is saturated, you can try to _____ an overseas market;
10. A company that provides a particular type of product is called _____.

Down

2. _____ is a plan or series of plans for achieving an aim, especially success in business or the best way for an organization to develop in the future;
5. Honour and praise given to somebody because of something that they have achieved are also known as _____;
7. _____ is the speed at which a company's economy grows and gets bigger.

Evaluating Through Reading

Text A

Before reading the text answer the following questions using the active vocabulary.

1. What do you know about strategic decision-making?
2. Do you think it is important for a company to have a well-defined strategy?
3. What factors is it necessary for a company to consider before deciding strategies?

The top management of a company have certain unique responsibilities. One of their key tasks is to make major decisions affecting the future of the organisation. These strategic decisions determine where the company is going to and how it will get there. For example, top managers must decide which markets to enter and which to pull out of; how expansion is to be financed;

whether new products will be developed within the organization or acquired by building other companies. These and other such decisions shape a company's future.

Before doing any kind of strategic planning, the management must be sure of one thing. They must decide what is the mission and purpose of their business. They also need to decide what it should be in the future. In other words, they must know why the business exists and what its main purpose is. Deciding the mission and purpose is the foundation of any planning exercise.

Two examples will make this point clear – one British, the other American. Most people have heard of Marks and Spencer, one of the biggest and most successful retailers in the world. Michael Marks opened his first penny bazaar in 1884, in Leeds, England. Ten years later there were nine market stores, and Marks had taken into partnership Tom Spencer, the cashier of one of his suppliers. In 1926 Marks and Spencer became a public company. At that point, they could have rested on their laurels! However, around that time, they developed a clear idea of Marks and Spencer's mission and purpose. Their later success was founded in this idea. They decided that the company was in business to provide goods of excellent quality, at reasonable prices, to customers from the working and middle classes. Providing value for money was their mission and purpose. One of the strategies they used was to concentrate on selling clothing and textiles. Later on, food products were added as a major line of business.

The second example concerns the American Telephone and Telegraph Company. They decided on their mission some sixty or so years ago. The head of the organisation at that time, Theodore Vail, realised that a privately-owned telephone and telegraphic company might easily be nationalised. If the company didn't perform well, the public would call for its nationalisation. To avoid this fate, it had to give efficient service to its customers. Vail and his colleagues decided that giving service would be the mission and purpose of the organisation. This became the overall objective of the company, and has remained so ever since.

Having decided on its mission and purpose, an organisation will have worked out certain more specific objectives. For example, a car firm may have the objective of producing and marketing new models of cars in the medium-price range. Another objective may be to increase its market share by 10 % in the next five years. As soon as it has established its more specific, medium-term objectives, the company can draw up a corporate plan. Its purpose is to indicate the strategies the management will use to achieve its objectives.

However, before deciding strategies, the planners have to look at the company's present performance, and at any external factors which might

affect its future. To do this, it carries out an analysis, sometimes called a SWOT analysis (strengths, weaknesses, opportunities and threats). First, the organisation examines its current performance, assessing its strengths and weaknesses. It looks at performance indicators like market share, sales revenue, output and productivity. It also examines its resources – financial, human, products and facilities. For example, a department store chain may have stores in good locations – a strength – but sales revenue per employee may be low – a weakness. Next, the company looks at external factors, from the point of view of opportunities and threats. It is trying to assess technological, social, economic and political trends in the markets where it is competing. It also examines the activities of competitors. The department store chain, for example, may see the opportunity to increase profits by providing financial services to customers. On the other hand, increasing competition may be a threat to its very existence.

Having completed the SWOT analysis, the company can now evaluate its objectives and perhaps work out new ones. They will ask themselves questions such as: Are we producing the right products? What growth rate we aim at in the next five years? Which new markets should we break into?

The remaining task is to develop appropriate strategies to achieve the objectives. The organisation decides what actions it will take and how it will provide the resources to support those actions. One strategy may be to build a new factory to increase production capacity. To finance this, the company may develop another strategy, the issuing of new shares to the public.

Company planning and strategic decision-making are key activities of top management. Once they have been carried out, objectives and targets can be set at lower levels in the organisation.

Reading Tasks

Ex. 1. Answer the following questions.

1. What are key activities of top management?
2. What do strategic decisions determine?
3. What must the management of a company know before doing any kind of strategic planning?
4. What aim of Marks and Spencer has led to their becoming one of the world's most successful retailers?
5. What was the key to success for the American Telephone and Telegraph company?
6. What is the purpose of a corporate plan?
7. When is a SWOT analysis carried out?
8. What does a company look at when it carries out the SWOT analysis?

Ex. 2. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. The first step in planning the future of a company is to decide on its overall objective.
2. Providing excellent value for money was Marks and Spencer's mission and purpose.
3. The American Telephone and Telegraph Company decided that its principal objective was to provide customers with an efficient service.
4. After deciding on its overall objective, a company looks at its current performance.
5. The purpose of a corporate plan is to plan the best way of using the different things involved in producing goods in order to achieve an economic aim.
6. It is necessary for management to analyse the company's current performance as well as external factors affecting its future after drawing up a corporate plan.
7. After analyzing its strengths, weaknesses, opportunities and threats, an organisation may re-consider its objectives.
8. Finally, management needs to decide what actions it should take in order to achieve its objectives.

Vocabulary Tasks

Ex. 1. Use an appropriate word or phrase from the box to complete each sentence.

product range	sales revenue	growth rate	product line
market share	production capacity	resources	
productivity	performance	output	

1. A well-known advertising aims to achieve a of 20% a year.
2. It continues to get about two-thirds of its revenue from this one product, despite repeated efforts to diversify its
3. We have the necessary financial to respond to these problems.
4. is a measure of how much is produced in relation to the number of employees.
5. We're a small firm, so we aren't able to offer a wide
6. Our has gone up again, with a throughput of 800 tabloid pages per week.

7. Most of Shell Oil's comes from overseas subsidiaries.
8. Our strategy through the year was to maintainand control costs.
9. The plant has an annual of around three million metric tons of steel.
10. The company is showing strong and doing considerably better than the retail industry as a whole.

Ex. 2. Choose one of the words that matches the explanation best.

1. A general tendency in the way a situation is changing or developing is called
 - a) direction
 - b) trend
 - c) style
2. Not happening immediately, but not over a very long period of time:
 - a) long-term
 - b) medium-term
 - c) short-term
3. Producing goods using as little time, money etc as possible:
 - a) productive
 - b) economic
 - c) efficient
4. To make shares available for people to buy:
 - a) put in circulation
 - b) issue
 - c) release
5. Coming from outside a company, organisation or country:
 - a) external
 - b) exterior
 - c) foreign
6. A sign of the level of activity in the economy or in a particular company or financial market is called
 - a) indicator
 - b) mark
 - c) index
7. Relating to a company or business in general:
 - a) communal
 - b) corporate
 - c) joint

8. Prices that are not too high:
- median
 - reasonable
 - knockdown

Critical Thinking Tasks

Ex. 1. Explain the difference between a strategy and an objective.

Ex. 2. How does planning relate to an organisation's mission?

Ex. 3. What are the main steps in developing a company's strategy?

Ex. 4. Choose some companies or organisations that you know well. What are the objectives of each business? What strategies, in your opinion, are the management using to achieve their objectives?

Text B

Before reading the article below think over the following questions:

1. In your opinion, what are the characteristics of a successful company? What is the success of a company generally based on?
2. What methods of a company's participating in international business are familiar to you?

Starbucks Brews Up a Global Strategy

In what seems like almost overnight, Starbucks has reached the same iconic status in the United States as Coca-Cola and McDonald's. Indeed, the coffee chain has, at least for the time being, become the highest-profile and fastest-growing food and beverage enterprise in the country. And now it has its sights on the rest of the world.

Starbucks was started in Seattle in 1971 by three coffee aficionados. Their primary business at that time was buying premium coffee beans, roasting them, and then selling the coffee by the pound. The business performed modestly well and soon grew to nine stores, all in the Seattle area. The three partners sold Starbucks to a former employee, Howard Schultz, in 1987. Schultz promptly reoriented the business away from bulk-coffee mail-order sales and started to emphasize retail coffee sales through the firm's coffee bars. Today, Starbucks is not only the largest coffee importer and roaster of specialty beans, it is also the largest specialty coffee bean retailer in the United States.

What is the key to Starbucks' phenomenal growth and success? One important ingredient is its well-conceived and implemented strategy. Starbucks is not on a phenomenal growth space, opening a new coffee shop somewhere almost everyday. But its growth is planned and coordinated at each step of the way through careful site selection. And through its astute promotional campaigns and commitment to quality, the firm has elevated the coffee-drinking taste of millions of consumers and fueled a significant increase in demand.

Starbucks has also created an organization that promotes growth and success. Managers at each store have considerable autonomy over how they run things, as long as firm's basic principles are followed. Starbucks also uses a state-of-the-art communication network to keep in contact with its employees. Another ingredient to Starbucks' success is its relationship with its employees. The firm hires relatively young people to work in its restaurants and starts them at hourly wages that are somewhat higher than most entry-level food services jobs. The company also offers health insurance to all of its employees, including part-timers, and has an attractive stock-option plan for everyone in the firm.

Yet another key to Starbucks' success is its near-fanatical emphasis on quality control. For example, milk must be heated to precise temperatures between 150 and 170 degrees, and every espresso shot must be pulled within 23 seconds or else discarded. And no coffee is allowed to sit on a jolt plate for more than 20 minutes. Schultz also refuses to franchise his Starbucks stores to individuals, fearing a loss of control and a potential deterioration of quality.

Its phenomenal growth rate notwithstanding, Starbucks is also continually on the alert for new business opportunities in the United States, a few years ago managers began to develop strategies for international expansion. (Starbucks had actually opened stores in Canada as early as 1987, but operated them under the same umbrella organization as its domestic stores.)

After considerable market research and planning, Starbucks opened coffee shops in Japan and Singapore in 1996 and then embarked upon a methodical expansion into both Asia and Europe. Starbucks' European expansion got a big boost in 1997 when it acquired UK-based Seattle Coffee Company and converted its stores into Starbucks outlets. By the end of 2002, Starbucks had opened 900 coffeehouses in 22 markets outside of North America and was continuing to expand rapidly. It had also opened a roasting and distribution facility near London.

As it continues to expand, Starbucks is using a three-pronged strategy for growth in international markets. Depending on the circumstances, the firm

relies on licensing agreements, company-owned operations, or joint ventures. It still refuses to franchise to individual operators, however.

For example, Starbucks uses licensing agreements in Australia. Local or regional restaurant operators contract with Starbucks to open and operate Starbucks shops in a given area. While similar to a franchise, this arrangement is more structured and limiting than a typical franchise and is only available to existing businesses. Starbucks owns its own stores in Puerto Rico and the United Kingdom. And it has several joint venture agreements with local investment groups in the People's Republic of China. Starbucks also has in place a strategic business plan for expansion to virtually every region in the world. And with its multipronged plans for expansion, there may indeed one day be a Starbucks on every corner in every corner of the world!

Reading Tasks

Ex. 1. Answer the following questions:

1. When and where was Starbucks company started?
2. What was its primary business at the time?
3. Who was the company sold to in 1987?
4. How did Howard Schultz reorient the business?
5. What does Starbucks put its emphasis on?
6. What are the company's plans for expansion?
7. What strategy is Starbucks using for growth in international markets?

Ex. 2. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. Starbucks was started in Seattle in 1969.
2. Howard Schultz reoriented the business away from bulk-coffee mail-order sales and started to emphasize trade sales of coffee.
3. Through its astute promotional campaigns and commitment to quality, the firm has elevated the coffee-drinking taste of millions of consumers and fueled a significant increase in demand.
4. Starbucks uses a state-of-the-art communication network to keep in contact with its employees.
5. The company offers health insurance to its full-timers.
6. By the end of 2002, Starbucks had opened 900 coffeehouses in North America.
7. Starbucks puts great emphasis on quality control.

Vocabulary Tasks

Ex. 1. Match these terms with their definitions.

- | | |
|---------------------|--|
| 1) outlet | a) a business activity in which two or more companies have invested together |
| 2) joint venture | b) someone who works for parts of the week |
| 3) stock option | c) a place or large building that is used to make or provide a particular product or service |
| 4) enterprise | d) using the most modern and recently developed methods, materials, or knowledge |
| 5) part-timer | e) a company or business |
| 6) aficionado | f) a shop, company or organization through which products are sold |
| 7) facility | g) able to understand situations or behaviour very well and very quickly, bright, keen |
| 8) astute | h) an option to buy shares at a particular price, esp. an option given to employees to buy shares in the company they work for |
| 9) state-of-the-art | i) to start something, esp. something new and difficult that will take a long time |
| 10) embark | j) someone who is very interested in a particular activity or subject and knows a lot about it |

Ex. 2. Use an appropriate word or phrase from Exercise 1 (1 column) in the correct form to complete each sentence. The first letter of each word is given.

1. The company started as a family e.....
2. S..... o..... is benefit that lets employees buy company shares at a low price.
3. Saudi Arabia and Japanese officials agreed on a j..... v..... to build oil refineries in both countries.
4. The farmers need to find more o..... for their produce.
5. In the 1950s China e..... on a major program of industrialization.
6. It was an a move to sell the shares then.
7. We employ about 20 p....., mainly women who have children.
8. Everything we do is s....., using the most advanced techniques available.
9. Torness Harbour has the best permanent docking f..... on Scotland's south-east coast.
10. Starbucks was started by three coffee a.....

Critical Thinking Tasks

Ex. 1. a) What information about Starbucks company have you learned from the article?

b) Analyse Starbucks' strategy. What is the key to Starbucks' growth and success? What are the company's strengths?

c) What methods does the company use to participate in international business?

Ex. 2. Discuss the following question:

Do you think intuition is a valid approach to making decisions in an organization? Why or why not?

Ex. 3. Role-play the following situation. Starbucks is going to enter Belarusian market. The company's representatives have come to Belarus to negotiate a contract with the Belarusian partners. Hold a meeting to discuss a) the conditions of the contract; b) why Starbucks is a good choice for Belarusian partners to cooperate and c) why Belarusian market is attractive for Starbucks.

Project

Task 1. *Choose a company or organization you are familiar with. Try to point out its strengths, weaknesses, opportunities and threats (SWOT). Talk about its objectives and strategies, and say what you think its future prospects are.*

Task 2. *Role-play the following situation. Imagine that you are the Chief Executive of a successful company. You want to expand your business internationally. Hold a meeting with the senior managers to discuss the company's international strategy and the steps of its implementation.*

Problem issues

Revise the material from the textbook and be ready to speak on the following issues. Make use of the new vocabulary you acquired.

1. Why is decision making considered a fundamental part of management effectiveness?
2. What are the steps of decision making process?
3. What are the benefits of planning to an organization?

Unit 5

CONTROL

Self-study material for Unit 6 (Control)
from the textbook.

Vocabulary Focus

Ex. 1. Revise the active vocabulary from the unit. Create a sentence for the each word or word group given.

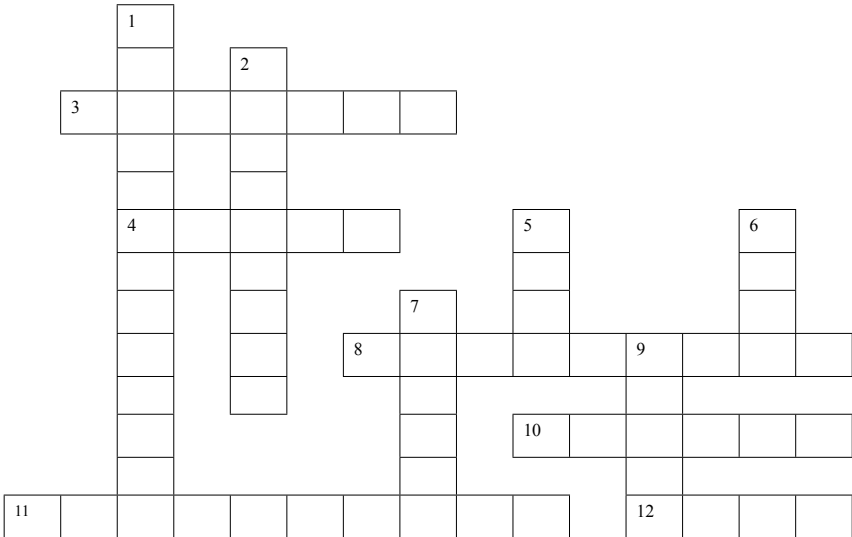
Office productivity, targets, standards of performance, corrective action, strategic planning, concern, merchandise, consistent, to measure, input, ongoing, to emphasize, accuracy, flexibility, timeliness, reward system, to assess, benchmarking, continuous improvement, hierarchy, to generate compliance, feedforward control, concurrent control, feedback control, input quality, end product, strategic objectives, quality circle, total quality management, outsourcing, bureaucratic control.

Ex. 2. Study the following words and word groups concerning control and total quality management. Match them with their definitions. Find their Russian equivalents in your bilingual dictionary and do the exercise that follows.

1. specifications (specs)	a) no faults at all
2. dimensions	b) doing sth again
3. conformity	c) with no correcting mistakes later
4. zero defects	d) quick random examinations during production to ensure everything is going well
5. right first time	e) a detailed description of a product including its design, the materials used, etc.
6. reworking	f) improvements
7. spot checks	g) correspondence or likeness in form or appearance
8. enhancements	h) the recognized methods of correctly running businesses or providing services

9. mystery shoppers	i) a complete restructuring of an organization
10. best practice	j) size
11. business process re-engineering	k) people who pretend to be shoppers to check service in shops

Ex. 3. Complete the crossword with words from ex.1 and Ex. 2.



Across

- 3. See 6 down.
- 4, 5 down Right (5, 4)
- 8. Could be length, height or width. (9)
- 11. Total quality (10)
- 12, 10. Making sure things are alright. (4, 6)

Down

- 1. What the designer decides . (13)
- 2. Doing it again when you shouldn't have to. (9)
- 4. 11 across. Topics relating to the environment. (5, 6)
- 5. See 4 across.
- 6, 3 across. No mistakes at all. (4, 7)
- 7. A quality ... meets to suggest improvements. (6)
- 9. Short form of 1 down in plural. (5)

Ex. 4. Which expression from ex. 1 and ex. 2 describes each of these situations? One of the expressions is used twice.

1. A police service reduces the number of forms to fill in when a crime is reported, first from fifteen to twelve, then to ten, then to seven, then to three.

2. A travel company closes all its high street shops, lays off middle managers and half of its sales assistants and retrains the others to sell on the phone. It also starts an Internet service.

3. A telephone company looks at other telephone companies to see which one issues bills with fewest mistakes to customers. It then copies this company's methods to reduce the mistakes in its own bills.

4. Most parcel delivery companies deliver 70 per cent of parcels by 10 am the next day, but one company has an advanced computer system that enables it to achieve an 80 per cent delivery rate.

5. An Internet banking service starts by allowing customers to see how much money they have in their accounts, and the latest transactions in the order they took place. Six months later customers can view the transactions in different orders. Three months later, they can make payments using the Internet service, which they couldn't do before.

Ex. 5. Study the following words concerning quality control and customer service. Use these words to complete the text below. Mind the form of the verbs.

V e r b s: identify, modify, fail, re-launch, recall, test.

N o u n s: durability, reliability.

A Defective Product

The product was launched two years ago. Shortly after that, complaints were received about its ... and Because of market feedback, it was ... so that any faults could be investigated. At the same time, it was withdrawn from sale. After extensive tests, a fault was ... by engineers. As a result, they were able to correct the fault and the product was It as then ... under controlled conditions. Finally, the redesigned product was ... in the market. Unfortunately, it ... due to lack of consumer confidence caused by bad publicity.

Ex. 6. Study some more words and word groups concerning quality control and customer service. Match them with their Russian equivalents.

1. after sales care	a) дефект, недостаток
2. consumer satisfaction	b) мониторинг; контроль, наблюдение
3. faults	c) текущий контроль, текущая проверка
4. monitoring	d) послепродажное обслуживание
5. routine checks	e) изъян, дефект, недостаток
6. flaws	f) гарантия
7. warranty	g) минимальный стандарт
8. minimum standard	h) удовлетворенность потребителей

Ex. 7. Match the words and word groups from ex. 6 to the correct headings.

Problems Quality Control Customer Service

Evaluating through Reading

Text A

Before reading the text write your definition of quality.

Quality is not what you think

There was a claim a few years ago that quality is free – higher quality leads to higher profits. It only requires a second's thought to see that this claim is quite absurd. Harrods makes less profit than Wal-Mart, the Savoy Hotel was not as good an investment as Forte Travelodges, and Anita Brookner earns less from her novels than Jeffrey Archer. Not many people need, or will pay for, the level of quality which Harrods, the Savoy and Anita Brookner provides.

I expect that several management consultants have already switched on their computers to communicate with the editor of this newspaper. They will write that I have completely misunderstood what is meant by quality. Other people would say that the Waterside Inn at Bray provides better quality meals than McDonald's. That is how the Michelin restaurant guide judges quality when it gives three stars to the Waterside Inn and does not list McDonald's at all. It is also what ordinary people mean by quality, and is why your partner will be happier if you celebrate your wedding anniversary at the Waterside than at McDonald's.

But that ordinary meaning of quality is not what business consultants mean by quality. What they mean is quality relative to customer expectations, or quality relative to what you set out to achieve. By these standards, McDonald's quality is outstanding, and that is why McDonald's is such a successful company. There is a sense in which this is right. But because there is no observation which could ever disprove this claim, it gives you no practical help.

So does the pursuit of quality mean these firms should change what they do? Should McDonald's offer duck à l'orange, or the Waterside Inn offer even more delicious food at even higher prices? I don't know and nor does anyone. And the instruction to pursue quality creates confusion among simple people who thought that quality meant what it usually means. It had precisely that effect at British Home Stores, which thought it had to move upmarket, only to discover that Marks and Spencer customers were happy at M@S and British Home Stores customers didn't want to pay the extra.

From the Financial Times

Notes. Harrods is a famous department store in London; Wal-Mart is a chain of American discount stores. The Savoy Hotel is a luxury hotel in London; Forte Travelodges is a chain of cheap motels found on motorways in Britain. Anita Brookner is an 'intellectual' British novelist; Jeffrey Archer is a popular, best-selling novelist. The Waterside Inn is a very good restaurant.

Reading Tasks

Ex. 1. Look through the whole article and do the following.

- a) Find five organisations/people producing or selling mass-market products.
- b) Find five organisations/people producing or selling quality products.
- c) Say what type of business the organisations/people are in.

Ex. 2. If a claim is absurd, it is

- a) reasonable.
- b) ridiculous.
- c) interesting.

Ex. 3. Answer the following questions.

- a) Why will some business consultants not agree with the writer's definition of quality?
- b) What is their definition of quality?

Ex. 4. Which of these statements are true and which false? Correct the false ones.

- a) The Michelin restaurant guide is based on the ‘ordinary’ definition of quality.
- b) Ordinary people would probably give the ‘ordinary’ definition of quality.
- c) Your partner would probably give the ‘ordinary’ definition of quality.
- d) The business consultants’ definition of quality is wrong.
- e) The business consultants’ definition can be proved.

Ex. 5. Complete the statements.

- a) McDonald’s quality is very, very good. It is o..... .
- b) If you aim for quality, you p..... it. The corresponding noun is p..... .
The writer doesn’t know if the p..... of quality means that businesses should change what they do.
- c) When people get confused about something, there is c..... .
- d) Managers at British Home Stores thought it had to improve the quality of its products and move u....., but this was a mistake. People weren’t willing to pay more: they weren’t willing to p..... t..... e..... .

Vocabulary Tasks

Ex. 1. Match a word or a word partnership from box A with the Russian equivalent from box B.

A	B
1. management consultant	a) платить наценку, надбавку
2. to pay the extra	b) перейти в верхние эшелоны рынка
3. to judge quality	c) добиваться качества
4. business consultant	d) ожидания потребителей
5. to pursue quality	e) консультант по вопросам управления
6. customer expectations	f) утверждение, заявление
7. claim	g) оценивать качество, судить о качестве
8. to move upmarket	h) консультант по вопросам бизнеса

Ex. 2. Create a sentence for the each word or word group given in ex. 1.

Critical Thinking Tasks

Ex. 1. Look at the definition you wrote before you read the article. Do you want to change it? If so, how?

Ex. 2. Think of a product that you use. In what ways would you like to ‘improve’ it so that it is of better quality? How much extra (as a percentage) would you be willing to pay for these improvements the next time you buy this product?

Text B

Before reading the text answer the following question using the active vocabulary.

Is total perfection possible?

The Unforgiving Demands of ‘Six Sigma’ Process Controls

The term ‘six sigma’ is one familiar to statisticians. In practical terms, it means reducing the defects in a process to just over three per million. It is thus an extremely demanding target for quality control.

The term was thought up 10 years ago by the US electronics group Motorola, based on Japanese methods of total quality management. The approach is particularly suited to the high-volume, high-precision electronics industry. For example, a mobile phone such as Motorola produces might contain 400 components. If the company operates to two sigma – 45,000 defects per million – on each part, the chances of the phone being defective are far too high.

General Electric is now in its second year of applying six sigma across its businesses. Last year, it spent \$200m on the initial parts of the programme. This year, it aims to spend \$300m and expects cost savings in the year of \$400m – \$500m: that is, a profit of \$100m – \$200m.

Six sigma is by no means confined to manufacturing. GE Capital, the financial services division of General Electric, applies it to processes ranging from billing to various kinds of customer service. Denis Nayden, president of GE Capital, says that in practical terms the hard part of applying six sigma is obtaining real data. ‘It’s highly dependent on the data you have,’ he says. ‘And given all the businesses we’re in, the data are all different.’ Thereafter, he says: ‘The real question is whether you can put the right model in place, so the process has fewer moving parts and less things to break down. It’s very important to change the process fundamentally. You need to change the whole behaviour of the company, to become more responsive to the customer.’

This last part is crucial. GE Capital surveys its customers regularly – some weekly, some monthly or quarterly, depending on their business – to check its performance. ‘It’s very important that the customer is engaged in this,’

Nayden says. ‘We use a score card, whereby customers identify what’s going wrong and what we should focus on.’

From the *Financial Times*

Reading Tasks

Ex. 1. Complete these statements.

- a) Figures and information are
- b) Preparing and sending invoices to customers is
- c) A way of doing something that can be used in different situation is a.....
- d) The way that someone acts, does things, etc. is their
- e) If something is only used in a particular situation, it is To that situation.
- f) If you use something in a situation, you it to that situation.

Ex. 2. True or false about General Electric. Correct the false statements.

General Electric

- a) has been using six sigma for three years.
- b) spent \$200m on it in the first year.
- c) expects to save over \$400m in the second year by using it.
- d) only uses six sigma in manufacturing.
- e) has found it easy to apply to different activities.
- f) changes the way it does things when it applies six sigma.
- g) says six sigma makes it more aware of customers’ needs.

Ex. 3. Use the words and phrases separated by slashes and add the missing words to make complete sentences about GE, based on the article. Each slash indicates one missing word, and the words in brackets have to be put into their correct grammatical form.

- a) / involvement / customers / extremely /.
- b) GE Capital (question) / customers regularly – some / week, some / month, some / three months: / (depend) / their type / business – / order / check how it / (do).
- c) Mr Nayden (think) it / very important / customers should / (involve) / the process.
- d) GE uses / score card, where customers (show) what (need) (improve) / what it / concentrate /.

Vocabulary Tasks

Ex. 1. Match 1–7 with a–g to form expressions.

1. familiar	a) control
2. demanding	b) methods
3. high	c) term
4. mobile	d) precision
5. high	e) target
6. quality	f) phone
7. Japanese	g) volume

Ex. 2. Now match these expressions to their definitions.

- a) the way they do things in Japan
- b) a word you know and understand
- c) extremely accurate
- d) a phone you can use anywhere
- e) a goal that is difficult to reach
- f) the activity of achieving and maintaining high quality
- g) produced in large numbers

Critical Thinking Tasks

Ex. 1. Expand on the following questions.

- a) Do you think that total perfection in manufacturing is possible?
- b) And in activities like invoicing?

Ex. 2. If you're in a company, how do ideas about quality affect your work? If you're a student, do you think ideas about quality can influence the way you study, write essays, etc.?

Project

Ex. 1. Work in groups. You are managers dealing with quality control. You are a supporter of the zero defects method. Search for more information on the method. Be ready to speak on it to the other managers.

Problem Issues

Revise the material of Unit 3 from the Course Book and be ready to speak on the following issues using the active vocabulary you acquired.

a) The approach to quality management is not limited to the manufacturing theatre only but can be applied to any business activity.

b) Total Quality Control is the most necessary inspection control of all in cases where sales decrease.

c) The major problem which leads to a decrease in sales was that the specifications did not include the most important factor, “What the customer required”.

Unit 6

LEADERSHIP

Self-study material for Unit 7 (Leadership)
from the textbook.

Vocabulary Focus

Ex. 1. Revise the active vocabulary from the unit. Create a sentence for the each word or word group given.

Accomplish, advancement, attain, carry out, challenge, charisma, contribute to, enforce, feedback, impact, to lead work groups toward high performance, interact, to delegate power, persuasion, leader's authority, to overcome obstacles and achieve higher performance, reward, to keep things running smoothly and efficiently, subordinate, female leadership, vision, to have the capacity to motivate people, to empower, to set clear and challenging objectives, hostile, task-oriented leader.

Ex. 2. Study the following words and word groups concerning leadership. Match them with their definitions. Find their Russian equivalents in your bilingual dictionary and do the exercise that follows.

1. subordinate	a) information about the result; response
2. performance	b) power to inspire or attract others
3. impact	c) gain; accomplish; reach
4. feedback	d) collision; immediate effect or influence
5. contribute	e) put into practice
6. advancement	f) demanding or difficult task
7. attain	g) unfriendly
8. carry out	h) person working under authority of another
9. challenge	i) promotion of person, cause, etc.
10. hostile	j) give jointly with others to common purpose
11. charisma	k) act, process or manner of doing or functioning

Ex. 3. Which expression from ex.1 and ex.2 describes each of these situations?

1. Clorox's Cindy Ransom decided as factory manager to revamp operations at the Fairfield, California, plant. A team was given responsibility

for establishing everything from training programs to work rules. Soon Ransom and her 100 employees were recognized by Clorox as the most improved plant.

2. Millard S. Drexler has transformed The Gap into the most popular and profitable clothing chain in the US. He pushed new designs, tight controls and customer service. He is primarily motivated by task accomplishment.

3. My favourite boss was a woman who was younger than me. She was a leader who was fair but firm and was willing to deal with difficult issues immediately. Her employees, who all spoke very highly of her, were very motivated. She had a clear strategy for the business, and enormous energy which enabled her to work harder than other people.

4. Sara Brown is the manager of Far Eastern imports for a major steel corporation. There is an opening for a person working under her in her department who will supervise the field sales personnel. For this position, the personal characteristics of intelligence and a working knowledge of steel product marketing are important.

5. The company's boss is always ready to enhance satisfaction and job performance. In many situations he works with subordinates to help them acquire the skills and confidence needed to perform tasks and achieve return.

Ex. 4. Study the following words concerning leadership. Use these words to complete the text below. Mind the form of the verbs.

Verbs: motivate, create, stimulate, drive, raise.

Nouns: leader, subordinates', impact, vision.

My Favourite Boss

When one of the top executives retired, she succeeded him as Chief Executive and the company went from strength to strength. She was a ... who ... consciousness about new outcomes and motivated them to transcend their own interests for the sake of the organization. She ... an atmosphere of change, and she might be obsessed by visionary ideas that excite, ... and ... other people to work hard. She had an emotional ... on She had a ... of the future, was able to communicate that ... to employees and encourage them to realize it.

Ex. 5. Study some more words and word groups concerning leadership. Match them with their Russian equivalents.

1. outcome	a) облеγχать, содействовать
2. assume responsibility	b) достижение

3. intervene	с) обеспечить соответствующее вознаграждение
4. facilitate	d) результат
5. goal attainment	е) увеличить самооценку людей
6. provide appropriate rewards	f) измерить успех
7. enhance people's self-worth	g) брать на себя ответственность
8. to measure the success	h) происходить, вмешиваться

Ex. 6. Match the words and word groups from Ex. 5 to the correct headings.

The effects of leadership

Leadership behavior

Evaluating through Reading

Text A

Before reading the text write your ideas of Japanese and Western leadership.

Leadership

Westerners tend to value a tough, individualistic and dominating leadership style including the ability to take independent decisions and have them successfully implemented. The higher a Japanese manager rises in a company the more pains he will take to hide his ambition and capability and not to be seen as a forceful leader. Westerners who look for a decisive and charismatic boss are likely to be disappointed.

A Japanese manager concentrates on getting his group to work together. He is expected to be accessible, to work as an integral part of the group and to share whatever information he has. Because he has spent his whole career with the company, more often than not in the same type of function, he is expected to be fully knowledgeable about his subordinates' work as well as his own.

One of the problems Japanese managers often have with western subordinates is getting them to show initiative. They complain that Europeans need to be told what to do all the time. And when they have done it they need immediate assurance that they have done it right and a pat on the back. This would be embarrassing to the boss and personally offensive to a Japanese subordinate who expects no more than a vague indication of the job to be

done. Japanese do not have personal job descriptions or performance appraisal system. Japanese job definition is for the group and it is assumed that everyone will do their best to fulfil it.

Their western subordinates on the other hand complain that they are given only vague hints of what they are supposed to do. Without defined responsibility, clear direction, and realistic goals they may find their job boring and without scope. When individual descriptions are instituted in Japanese companies in Europe it is usually at the European's insistence.

Europeans who discover the ground rules find that they have more scope to make their own jobs than in a circumscribed western environment. The ground rules are never do anything that is above your status, never do anything that infringes on someone else's status and never cut across hierarchical boundaries. The way to ensure you keep within the boundaries of your status is to keep your boss informed of the smallest detail. Among the sample of people I talked to it was those at the lower level of organization who found this the most stimulating change from a European working environment where junior people are given comparatively little scope or responsibility.

From *Mind your Manners* by John Mole

Reading Tasks

Ex. 1. Look through the whole article and do the following.

- a) Find characteristics describing western leadership style.
- b) Find characteristics describing Japanese leadership style.
- c) Say what the most stimulating change from a European working environment is.

Ex. 2. If you work with a Japanese manager, he concentrates on

- a) keeping the information he has and implementing the task on his own.
- b) giving immediate assurance to the subordinates that they have done the job right.
- c) getting his group to work together.

Ex. 3. Answer the following questions.

- a) How do leadership styles differ depending on cross-cultural management?
- b) What are the essentials of successful leadership?

Ex. 4. Which of these statements are true and which false? Correct the false ones.

- a) The Japanese approach to leadership is more individualistic than the western approach.
- b) Japanese bosses tend to be more decisive, charismatic and overtly ambitious than their western counterparts.
- c) European employees expect defined job responsibilities and clear-cut goals.
- d) Japanese employees expect regular feedback on their performance.
- e) Japanese employees expect to use their initiative more than their European counterparts.
- f) Success in Japanese business depends on careful observation of the boundaries of status and hierarchy.

Ex. 5. Complete the statements.

- a) Japanese bosses tend to be more decisive, c... and overtly ambitious than their western counterparts.
- b) European employees expect defined job responsibilities and clear-cut g... .
- c) Japanese employees expect to use their i... more than their European counterparts.
- d) Success in Japanese business depends on careful observation of the boundaries of status and h... .

Vocabulary Tasks

Ex. 1. Match a word or a word partnership from box A with the Russian equivalent from box B.

A	B
1. to infringe on someone else's status	a) уверенность, гарантия
2. clear direction	b) влиятельный лидер
3. subordinates' work	c) нарушать чье-то положение
4. cut across hierachical boundaries	d) решительный начальник
5. forceful leader	e) нарушать границы иерархии
6. assurance	f) работа подчиненных
7. tough leadership style	g) четкое направление
8. decisive boss	h) жесткий стиль руководства

Ex. 2. Create a sentence for the each word or word group given in ex. 1.

Critical Thinking Tasks

Ex. 1. Look at your ideas of Japanese and Western leadership you wrote before you read the article. Do you want to change them? If so, how?

Ex. 2. Think of the individual you consider an effective Western leader. What traits and skills make this individual effective? Which approach to business in terms of leadership and attitudes/behaviour do you prefer: Western or Japanese?

Text B

Before reading the text answer the following question using the active vocabulary.

Is corporate leadership a crucial determinant of a company's success or failure?

Crisis in Leadership at Bethlehem Steel

“The tougher the environment,” according to Michael E. Porter, professor and author of *Competitive Strategy* and *Competitive Advantage*, “the more crucial it is to have good leadership.”

He's right. But the difficulty in implementing that advice is that judging in advance who will be a good leader is not always easy. Take, for example, the case of Donald H. Trautlein, who in 1980 was chosen to lead Bethlehem Steel. At the outset, he was hailed as an evangelist of change and the company's savior. But by May 1986, he had been singled out by critics as the executive whose mistakes hastened Bethlehem's turbulent decline. Trautlein retired that month, leaving the company reeling from \$1.94 billion in losses since 1982.

Trautlein became Bethlehem's comptroller after spending most of his career as a Big Eight accountant. His rise to the presidency was not a fluke. Outside directors chose him over career steel executives because they believed his financial expertise could turn the company around.

Bethlehem certainly needed someone to take control. The company Trautlein inherited was plagued with antiquated plants, mounting import competition, steep labor costs, and eroding profits. Under Trautlein, however, conditions did not improve – they worsened. The story of Bethlehem's slide reveals more than just the onslaught of imports and shrinking demand. It reflects strategic errors and paralyzing indecision. It is the story of choosing the wrong leader.

Trautlein failed as a leader in several crucial ways. At the most basic level, he never crafted an overall strategy for his company. Instead, he vacillated – saying initially that he might diversify, later announcing that the company would stick with steel, and finally attempting diversification. Other strategic actions were just as confusing. Trautlein made a decision to sell Bethlehem’s vast coal reserves to raise cash but then dawdled until the market for coal slumped. The company had to keep its coal and remain cash poor. At perhaps the most critical level, Trautlein continued to believe the downturn in steel was a cyclical phenomenon and a steel recovery was near. Instead, the decline appears permanent, a prospect that will doom many of Trautlein’s modernization projects.

Observers maintain that Trautlein’s personality turned his work force against him. He was at heart a numbers man who had never worked in a steel mill. He rarely talked shop with customers or steelworkers and had difficulty when he did. He had a different style, too – more of a sophisticated New York ap- proach, incompatible with the familiar Bethlehem manner. Indeed, Trautlein alienated subordinates by accepting pay increases for himself while cutting their salaries.

In hindsight, many current and former company officers, as well as industry executives and analysts, contend that Donald Trautlein was the wrong choice to lead an ailing steel company through a period of deepening crisis.

Sources: M. Porter, *Competitive Strategy* (New York: Free Press, 1980); *Competitive Advantage: Creating and Sustaining Superior Performance* (New York: Free Press, 1985); and J. Beazley and C. Hynowitz, “Critics Fault Trautlein for Failure to Revive an Ailing Bethlehem,” *The Wall Street*

Reading Tasks

Ex. 1. Complete these statements.

- a) If the environment is tough it is crucial to have good
- b) Judging in advance who will be a good leader is
- c) Sometimes executives’ mistakes ... company’s decline.
- d) Strategic errors and paralyzing indecision may lead to
- e) Good leader is a great communicator, he often talks ... with customers or his workers.
- f) Company officers alienate ... by accepting pay increase for themselves while cutting their salaries.

Ex. 2. True or false about crisis in leadership at Bethlehem Steel. Correct the false statements.

- a) At the outset, Donald H. Troutlein was hailed as one of the company's accountants.
- b) By May 1986, Donald H. Troutlein had been singled out by critics as the executive, whose mistakes hastened Bethlehem's turbulent decline.
- c) The company Troutlein inherited was plagued with profits.
- d) At the most basic level, Troutlein crafted an overall strategy for his company.
- e) Troutlein failed as a leader in several crucial ways.
- f) Donald H. Troutlein successfully led the company through a period of deepening crisis.

Ex. 3. Use the words and phrases separated by slashes and add the missing words to make complete sentences about crisis in leadership at Bethlehem Steel, based on the article. Each slash indicates one missing word, and the words in brackets have to be put into their correct grammatical form.

- a) Prof. Mickael E. Porter says that the / the environment, the more / it is to have good /.
- b) Mr. Troutlein's / to the presidency was not a /.
- c) His story is the / of choosing the wrong /.
- d) his strategic / were just as /.

Vocabulary Tasks

Ex. 1. Match 1–7 with a–g to form expressions.

1. implement	a) savior
2. hasten	b) errors
3. strategic	c) advice
4. company's	d) decision
5. attempt	e) shop
6. make	f) decline
7. talk	g) diversification

Ex. 2. Now match these expressions to their definitions.

- a) at the beginning
- b) to be chosen for special attention
- c) very important, decisive

- d) lucky accident
- e) person involved in financial accounts
- f) salary growth
- g) to increase amount of money in coins or notes
- h) controller
- i) person who saves from danger. etc.

Critical Thinking Tasks

Ex. 1. Expand on the following questions.

- a) Is the ability to identify relevant dimensions of the situation important for a leader?
- b) Do you think leadership style is fixed and unchangeable for a leader or flexible and adoptable ? Discuss.

Ex. 2. Many leadership theories emphasize that a leader needs to build cooperative, positive relationship with others. How would you suggest that a leader accomplish this?

Project

Ex. 1. Work in groups. Consider the leadership position of a senior partner in a new subsidiary. Challenge your executives to identify the leaders and nonleaders in your company. Follow the description.

Leader

Comfortable with people
 Company is number one
 Open-door cheerleader
 Arrives early, stays late
 No reserved parking place,
 private wash-room or dining room
 Common touch
 Good listener
 Fair
 Humble
 Tough; confronts nasty problems
 Tolerant of disagreement
 Has strong convictions

Nonleader

Uncomfortable with people
 Self is number one
 Invisible
 In late, leaves on time
 Has them

 Strained with blue-collars
 Good talker
 Fair to the top; exploits the rest
 Arrogant
 Elusive; the artful dodger
 Intolerant of disagreement
 Vacillates

Trusts people
Gives credit; takes blame
Prefers eyeball to eyeball
Keeps promises
Thinks there are at least two other people in the company, who would be good CEOs.

Trusts only words and numbers on paper
The reverse
Prefers memos, long reports
Doesn't
Number one priority is to make bloody sure no one remotely resembling a CEO gets on the payroll.

Problem Issues

Revise the material of Unit 7 from the Course Book and be ready to speak on the following issues using the active vocabulary you acquired.

- a) Executives at all levels, in all industries, are interested in the question what makes a great leader. They believe that the answer will lead to improved organizational performance, personal career success, and guaranteed demand on television talk shows.
- b) Many managers execute their responsibilities without being great leaders. A number of important characteristics distinguish true leaders from most managers. Managers deal with problem solving; leaders *find* important organizational problems to solve.

Women bring a different leadership style to organizations, a style that is very effective in today's turbulent corporate environment.

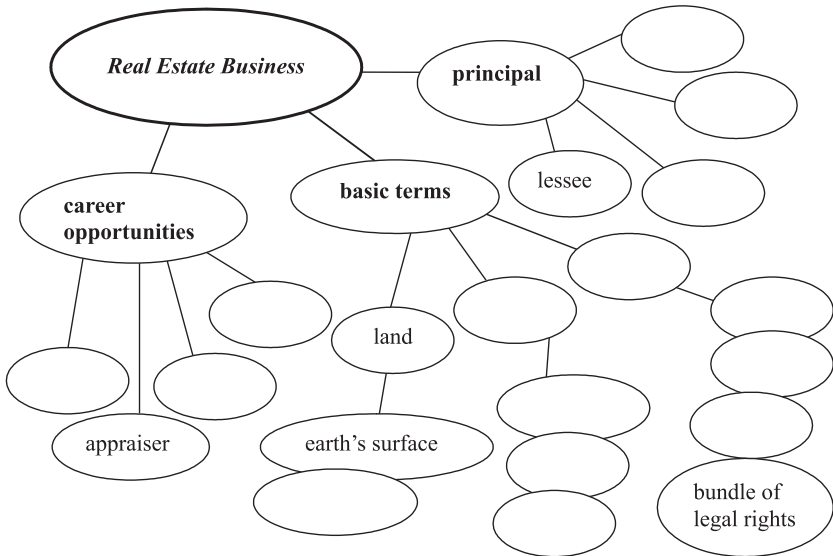
Unit 7

REAL ESTATE EXPERTISE

Self-study material for Unit 9 Real Estate Management.

Vocabulary Focus

Ex. 1. Revise the material from Unit 9 Real Estate Management to complete this bubble network. Add extra bubbles if you need them.



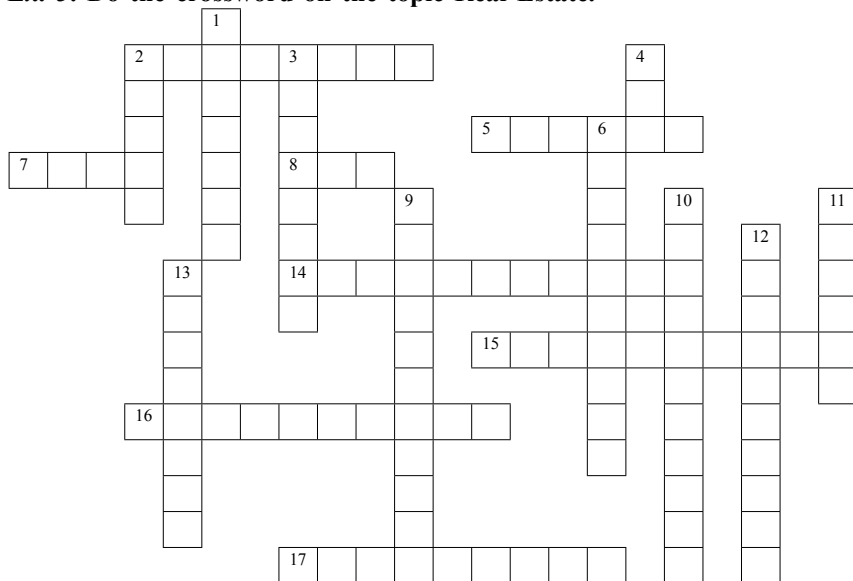
Ex. 2. Choose the best word from those given to complete each of the sentences which follow.

contingent	layout	negotiable	orderly	embedded
improvements	appliances	open house	erected	

1. Matsushita Electric Industrial Ltd. is a major Japanese manufacturer of electric ___ and consumer electronics products. 2. Further investment would be ___ on the company's profit performance. 3. Small stones were ___ in the

ice. 4. That imposing town hall was ___ in 1892. 5. Aspects of this complex transformation included an increased investment in technical ___, such as new machinery, better drainage, scientific methods of breeding. 6. The ___ of Temple of Heaven symbolizes the belief that heaven is round and earth square. 7. *Advertisement*: Part-time barman required. Hours and salary ___. 8. ___ is an occasion when a house or apartment open for inspection by prospective buyers or tenants. 9. The bank has primary responsibility for the ___ functioning of the banking system.

Ex. 3. Do the crossword on the topic Real Estate.



Across

- 2. Something or a number of things owned by someone, esp. buildings and land.
- 5. An area of land that is part of a larger area which has been divided up.
- 7. A fixed amount of money paid or received regularly for the use of a room, house, etc that is owned by someone else.
- 8. An area of land used for building on or for another particular purpose.
- 14. A business deal, especially one involving the exchange of money.
- 15. The act of having and controlling property.
- 16. Something that you allow someone to have in order to end an argument or a disagreement.
- 17. A substance or product that can be traded, bought or sold.

Down

1. To ask someone for money or information.
2. One of the people or groups of people involved in an official arrangement.
3. To carefully consider something to see how useful or valuable it is.
4. An amount of money that you pay to a professional person for their work.
6. An amount of money paid to smb according to the value of goods, etc they have sold.
9. A building containing several flats, each of which is owned by the people living in it.
10. Art of planning the way an area of land looks, including roads, buildings, etc.
11. A person who pays rent for the use of land or a building.
12. To make it easier for a process or activity to happen.
13. Done to make sure that an earlier one was effective, or to continue a plan of action that was started earlier.

Evaluating through Reading

Text A

Ex. 1. Before reading the text answer the following questions.

1. What qualities should a person have to be a successful real estate entrepreneur?
2. What specialists does a real estate entrepreneur mostly work with?
3. What are day-to-day operations of a person in the real estate business?

Ex. 2. Read the article. What does it say about the questions above?

Getting Started as a Real Estate Entrepreneur

Whether you are new to real estate, or have reached a “plateau,” the following will help “jump-start” your real estate investing career.

Surround Yourself with Like-Minded People

“Creative” real estate is non-traditional, which means that most people don’t do it this way. Thus, most people you speak with will tell you it won’t work. The first thing you should do is to join a local real estate association. These associations will help you keep your thoughts in the right place and prove to your subconscious that it really does work. If you cannot find a group, form a “mastermind” group that meets for breakfast once a week.

Have a Team

Don’t wait until you have a deal brewing to find the players. You need to find the following players on your team: (1) *attorney* – preferably one that

does real estate deals for himself as well as others; (2) *title or escrow company* – find one that caters to investors. Make sure they understand double closings, land contracts etc; (3) *insurance agent* – find one that understands land contracts, landlords, etc; (4) *certified public accountant* – find one that is aggressive and owns real estate; (5) *contractor* – one that will give you free estimates and knows how to “cut corners” in the right places; (6) *mortgage broker* – one that is savvy, creative and experienced with investors; (7) *partner* – in case you need it for money or experience; (8) *mentor* – someone you can call to smooth out the rough spots.

Don't Talk to Unmotivated Sellers

This is the biggest mistake I see beginning investors make. They waste time talking to sellers who are marginally motivated. Even worse, they drive by the house and look for comps (comparable sales data) without even talking to the seller first! Never visit a house before speaking with the seller over the phone.

So what makes a person a motivated seller? Divorce, death of a relative, job transfer, and serious financial distress are the items that top the list. While you might feel guilty for “taking advantage” of people in such a situation, you shouldn't. After all, they need to sell – you are helping them! You are getting a great deal and they are unloading a headache. It's a win-win situation.

Be Persistent

Anyone who has ever been in sales will tell you that few deals are ever made on the first try. In fact, most deals are made after contacting a prospect for the fourth or fifth time. Let me give you an example. I contacted a person in May 1998 who had a junker house he was thinking of selling. I met with him once and made him an offer. He didn't like it. Did I stop there? No way! I called him twice a month for the last year. I mailed him two more offers he rejected. We finally came to an accord and closed this month.

Have a follow up system like a salesman. I use Symantec Act! 4.0. It allows me to schedule follow ups and keep a running history of calls and conversations.

Develop your skills

Real estate jobs tend to be more entrepreneurial and create opportunities to become wealthy if you have the right mix of analytical skills and entrepreneurial drive. The skills involved include:

Key Skill Area	Requirement
<i>People skills:</i>	High
<i>Sales skills:</i>	Very High
<i>Communication skills:</i>	High
<i>Analytical skills:</i>	Medium
<i>Ability to synthesize:</i>	Low
<i>Creative ability:</i>	Medium
<i>Initiative:</i>	High
<i>Work hours:</i>	20–70/week

Keep Educated

“If you think education is expensive, try ignorance.” I am not sure who first said it, but I give him credit. You can lose more money with a mistake than you can learning how to avoid one. You need to keep up with current trends and laws. As an attorney, I have to go to seminars every year. Some are boring, but I always learn something that either makes me more income or prevents a lawsuit.

Have a Plan

Don't just wander around looking for deals. Have a plan. Make X number of phone calls a week. Spend \$X a month on advertising. Make X number of offers per week. Pass out X number of business cards each day. Remember, luck always happens to those who are at the right place at the right time.

Treat This as a Business

People are lured to real estate because of the quick buck that it promises. Don't hold your breath, you won't get rich quick. This is a business like any other. It takes months, even years to cultivate customers and have a life of its own.

Reading Tasks

Ex. 2. Which of these statements more accurately summarises the information in each part of the text?

1. Surround Yourself with Like-Minded People
 - a) When you start working in real estate, don't listen to anybody's advice.
 - b) When you start working in real estate, be creative.
 - c) When you start working in real estate, your best helpers could be people who share your ideas.
2. Have a Team
 - a) You'd better employ a lot of different specialists.
 - b) You need to make contacts with experts who can help you in your business.
 - c) You need to consult the team of specialists as soon as you find your first prospective buyer/seller.
3. Don't Talk to Unmotivated Sellers
 - a) You should work with prospective sellers only by the phone.
 - b) Marginally motivated sellers are the ones you should be looking for.
 - c) It is necessary to do prep work (talk over the phone, find out the motives, check comps, etc.) before meeting the prospective seller.

4. Be Persistent
 - a) Few deals are ever made on the first try so you need to organize an efficient follow-up system to close deals.
 - b) Few deals are ever made on the first try so try to do it four or five times before giving it up.
 - c) Few deals are ever made on the first try but if you are persistent enough, it is possible to do this.
5. Develop your skills
 - a) Entrepreneurial drive is the most important requirement for those you want to work in real estate.
 - b) You need to work 20–70 hours a week to develop your skills.
 - c) A balanced combination of communication skills, sales skills, personal qualities and stamina can help you be a success in real estate.
6. Keep Educated
 - a) You should visit a lot of boring seminars if you want to keep educated.
 - b) If you are aware of latest trends and laws in real estate, you can save a lot of money.
 - c) Attorneys in real estate should regularly update their knowledge to avoid mistakes.
7. Have a Plan
 - a) Thoroughly planned activities and expenses help you to succeed.
 - b) You should develop a plan not to wander around looking for deals.
 - c) If you are lucky, any plan is good.
8. Treat This as a Business
 - a) In real estate there are much better chances to get the quick buck than in any other business.
 - b) Real estate is a special business where it might take years to get a profit.
 - c) Any business including real estate takes a lot of time and efforts to develop into profitable.

Ex. 3. Answer these questions about the text.

1. What are the benefits of joining a local real estate association or organizing a “mastermind” group?

2. What specialists should be on your team to work efficiently? (compare the experts needed for an American businessman given in the text and those involved in real estate in our country)

3. How would you know that the seller is unmotivated? What should you do before visiting the seller?
4. In which situations is the seller motivated?
5. Which example in the text illustrates that a real estate entrepreneur should never give up?
6. Which skills are necessary to develop to work in the real estate business? Which are less important?
7. What activities should a real estate businessman's plan include?

Vocabulary Tasks

Ex. 1. From these jumbled words, find the combinations which are used in the text.

{ closing }	{ title }	{ motivated }	{ mortgage }	{ land }
{ broker }	{ contract }	{ double }	{ entrepreneurial }	{ corners }
{ company }	{ an accord }	{ cut }	{ come to }	{ drive }
				{ marginally }

Now match them to the definitions.

- | | |
|-------|---|
| _____ | a) a business that examines and insures a legal right proving ownership of a piece of property; |
| _____ | b) the simultaneous purchase and sale of a real estate property involving three parties: the original seller, an investor, and the final buyer; |
| _____ | c) to perform some action in the quickest, easiest, or cheapest way |
| _____ | d) an individual who is licensed to act as an intermediary in bringing borrowers and lenders together; |
| _____ | e) to reach a formal agreement; |
| _____ | f) determination and energy that make someone arrange business deals and take risks to make a profit; |
| _____ | g) slightly interested; |
| _____ | h) an agreement between a seller and buyer of real property that provides means of financing a buyer's purchase of land whereby the seller receives a nominal down payment and regular payments over a number of years. |

Ex. 2. Read the definitions. Then put the anagrams in the correct order. The first letter of each word is in bold.

- | | |
|--|-------------------------------------|
| 1) someone whose job is to advise people about laws, write formal agreements, or represent people in court | <u> ytoratne </u> |
| 2) property or money held by a third party until the agreed upon obligations of a contract are met | <u> owcesr </u> |
| 3) the owner of property that is leased or rented to another | <u> nradlodl </u> |

- | | |
|--|-------------------|
| 4) someone whose job is to keep and check financial records of a company | <u>cncoauantt</u> |
| 5) a person or company that makes an agreement to perform work or provide supplies | <u>actrontcor</u> |
| 6) having practical knowledge and ability | <u>vaysv</u> |
| 7) an experienced person who advises a less experienced one | <u>mreotn</u> |
| 8) a potential buyer or customer | <u>ospcpret</u> |

Critical Thinking Tasks

1. Have you got any experience of working for a real estate agency? If yes, which of the given above advice could be helpful for your work there? Would you like to be a real estate entrepreneur or would you rather work as a real estate salesperson for some agency? Explain your choice.
2. Comment on the statement given in the text: "If you think education is expensive, try ignorance". Do you agree with the author of this article? Give your own arguments for or against this opinion. Which other skills but those you acquire at the University are essential for a real estate entrepreneur? Which seminars or courses would you like to attend?
3. Draw up your own list of recommendations for those who want to work in the real estate business.

Text B

Ex. 1. Before reading the article below think over the following questions:

1. Do you know any successful real estate entrepreneurs?
2. What are the reasons for their success?
3. What questions would you ask a successful real estate businessman if you had a chance?

Ex. 2. Now read the article and complete the fact sheet that follows it.

Mori

by Jim Frederick, Yuki Oda

MORI BUILDING/MORI TRUST Minoru and Akira Mori split up and built successful real estate companies on their own.

One brother now talks of building Utopia, while the other is content to just build 2003 Revenues: \$2.25 billion.

Minoru Mori, Tokyo's most powerful property tycoon and leading member of Japan's most prominent real estate development family, fancies himself as something of a philosopher-builder. He's fond of mentioning that he planned to become a novelist, until the duties of his family's business took precedence.

Today, sitting in a leather armchair behind a gigantic marble conference table at his company headquarters, the 69-year-old president and CEO of Mori Building grandiloquently expounds upon his vision: buildings are not just business ventures or structures where people live and work but also opportunities for social betterment. His goal, he says, is to revolutionize the way his countrymen live by creating high-rise, inner-city communities that do away with the infamous Tokyo commute and free up more leisure time.

And Mori actually has the muscle to put some mortar behind his message. Take his \$2.25 billion, 11.6-hectare mini-city that opened in downtown Tokyo 10 months ago. Called Roppongi Hills, the project features a 54-story office tower and 793 apartments, integrated with hundreds of shops and restaurants, plus parks, movie theatres and gardens, and the Mori Art Museum.

Minoru's father, Taikichiro Mori (the richest man in the world in 1991 and 1992), the founder of what is now Mori Building, was originally a professor of business in Yokohama. But seeing how absurdly low land prices had fallen in post-war Japan, Taikichiro began buying lots in central Tokyo. With the assistance of his second son, Minoru, and third son, Akira, now 67, Taikichiro built Mori Building into one of Japan's most successful real estate management companies.

Following Taikichiro's death in 1993, however, a rift arose in the house of Mori. Minoru and Akira harboured conflicting strategic visions. Minoru favoured bold urban re-engineering, as demonstrated not only by Roppongi Hills but also a project in Shanghai to build the world's tallest building. Akira gravitated toward more modest, financially conservative projects. In 1999 the brothers split the family empire into Minoru's Mori Building (with \$1.3 billion in sales and 122 buildings under management) and Akira's Mori Trust (\$949 million in sales and 68 buildings under management).

Akira concedes the spotlight to Minoru, calling him a "great and true developer." By temperament, Akira is more cautious, a shrewd financial analyst and hard bargainer who sees himself more as custodian of assets than a changer of landscapes. He started his career as a banker – the black sheep salaryman in a clan of intellectuals – before joining the family firm in 1972. Many analysts say that Akira's workmanlike approach has created the more profitable, financially stronger company. His \$4.1 billion fortune qualified him for the *Forbes* list of the world's richest people in 2003; Minoru did not make the list.

Inevitably, some sibling rivalry remains. "My brother is more interested in creating a good company with a high valuation than in creating cities," Minoru sniffs. But both men agree that the dynamics of operating a family business are changing. Investors today demand a level of financial and organizational sophistication that goes far beyond the amateurish, seat-of-the-pants management style characteristic of so many family-run organizations.

Sensitive to charges of nepotism, both men insist it is not a foregone conclusion that their companies will remain family dynasties. Akira’s two sons and one daughter work for him, but he says it’s unclear whether any of them will occupy his corner office when he retires. While two sons-in-law and one daughter work for Minoru, he too won’t confirm whether any of them will one day take over the company. “I am open to management excellence wherever it may come from,” Minoru says.

Indeed, Minoru would prefer that Mori Building not be seen as a family company at all – even though his and his older brother Kei’s immediate families own 100 % of the stock. “What we are doing is not to make money for the family,” he says, “but to create something that contributes to the society.”

From TimeAsia Magazine, 2004.

	<i>Akira Mori</i>	<i>Minoru Mori</i>
Parents’ background:		
Present position:		
Previous job:		
Personal qualities:		
Approach to real estate management:		
Achievements:		

Ex. 3. Which of these statements are true? Correct the false ones.

1. Minoru and Akira Mori were the founders of Mori Building, which they split up later.
2. Taikichiro Mori decided to quit his post as a University professor as his salary was absurdly low.
3. According to Minoru Mori, his countrymen need betterment in transport communication, so that they could commute to Tokyo to spend their leisure time there.
4. Minoru Mori’s main goal is to construct buildings which will help to contribute to the society.
5. Akira is the only member of the Mori clan who was qualified for the list of the richest people in the world.

6. Having some finance management background and being more cautious
Akira Mori prefers investing into smaller and financially sound projects.
7. Having different strategic visions on the real estate business, both brothers share the same approach to management styles in a modern company.
8. Mori Building and Mori Trust are family-run companies.

Vocabulary Tasks

Ex. 1. Find words or phrases in the text which are similar in meaning to the definitions below.

- 1) a businessman of exceptional wealth and power (paragraph 1);
- 2) an improvement that adds to the value of a property or facility (paragraph 1);
- 3) modification of a system to reconstitute it in a new form and the subsequent implementation of the new form (paragraph 4);
- 4) a harsh, strong, and ready to fight person who succeeds in making an agreement that is very much to his/her advantage (paragraph 5);
- 5) one that guards and protects or maintains the entire property of a person, association, corporation, or estate (paragraph 5);
- 6) a competent and skillful but not outstanding or original approach (paragraph 5);
- 7) employing or based on personal experience, judgment, and effort rather than technological aids or formal theory (paragraph 6);
- 8) giving the best jobs to members of your family when you are in a position of power (paragraph 6);
- 9) to assume control or possession of or responsibility for the company (paragraph 6);
- 10) the quality of being extremely good (paragraph 6).

Ex. 2. Use an appropriate word or phrase from Exercise 1 in the correct form to complete each sentence.

1. This firm has ___ three companies this year. 2. There were rumours that a Hong Kong property ___ was going to withdraw his millions from the bank. 3. The government was dismissed following revelations about corruption, ___ and political incompetence. 4. The University of Cambridge is noted for its educational ___ and outstanding architecture. 5. He had no formal qualifications or training, and managed the business by the ___. 6. ___ implies changes of various types and depth to a system, from a slight renovation to a total overhaul. 7. ___ who will act competitively – offering few, if any concessions, concealing their bottom line, even making threats. 8. I had hoped

for a little more from the world's greatest tenor, whose performance was ___ but hardly inspired. 9. The ___ of ___ is responsible for maintaining all the records and paperwork required for asset accountability within the area. 10. The Foundation for Community ___ is an organization dedicated to community enhancement by creating an immediate, positive impact on the lives of individuals or organizations.

Critical Thinking Tasks

1. Which of the two brothers, Akira or Minoru Mori, would you prefer to work for? Explain your choice.
2. In your opinion, is a socially responsible business a successful advertising strategy or a real change in the business environment?
3. What do you think about the issue of nepotism? Why do you think large Japanese companies are trying to follow the Western tradition in this question, namely consider nepotism as unethical?

Project

Task 1. Discussion 'Current Trends in Real Estate Development'. Imagine that you are a supporter of Akira/Minoru Mori. Search for more information on the chosen position. Support your guru's strategy.

Task 2. Conference 'My Vocation is Real Estate'. Gather the information about the players in the real estate market in your country; find out who the motivated sellers are in your country; draw up a questionnaire for the prospective seller to find out his/her motives; find out about possibilities for a real estate agent in your city to develop her/his skills (seminars, lectures, etc.) and make a brief overview of them; find out about prominent people in real estate (especially in your country) and report on their philosophy and keys to success. Be ready to speak on the issue you are highly interested in and share your experience with your classmates.

Problem issues

Revise the material of Unit 9 from the textbook and be ready to speak on the following issues. Make use of the new ideas and vocabulary you acquired.

- Real estate business: land, real estate, real property
- Job opportunities in real estate.
- Qualities needed for a real estate agent.
- Things which are necessary to bear in mind starting to work in real estate.
- Different philosophies in real estate development, pros and cons.

Appendix A

IMPLICATIONS IN TRANSLATING ECONOMIC TEXTS

Although the general tendency is to consider translation as something that anybody can do with the help of an adequate dictionary, the fact is that producing a written text using another text as a basis is a much more complex phenomenon than what is commonly believed. This complexity becomes even more evident when the text in question deals with specialised subjects such as finance, banking, or the like. In this particular case, when words belonging to the so-called General English appear next to specific terms and within a specific context, they contain nuances that must be accounted for in the final translation.

The nuances added by the contextual area will have the specific mission of confirming the correct meaning of a given term, while the rest of irrelevant entries that can be found in a specific dictionary or encyclopedia should be ignored.

This highlights that a translation, apart from being cohesive, must also be coherent. The translator must take into account the contextual clues embedded in the discourse in order to avoid ambiguities in the produced document, as long as such ambiguity did not exist in the original one.

Step I. Background Preparation

We observe that a wide variety of specific words belonging to the field of economics, as well as a great number of noun clusters and polysemous terms, can be found in the text. Nowadays both students and professionals belonging to the banking and financial sectors are compelled to deal with English texts, which sometimes include a difficult-to-understand language if we take it out of its natural context. If the linguistic field related to economics is based on the use of universal terms and equivalents, we need, as a consequence, to obtain a one-to-one translation that contains no ambiguities, that is to say, an exact and precise translation for an exact and precise science.

Step II. Quantitative and Qualitative Analysis

By making a quick inventory of the number of noun clusters found in the text, we discover a reasonable number of examples in which several nouns and adjectives are combined to designate one single concept (for example,

“short-term contracts,” “after 20-odd years of sell-offs,” “the debt-laden state television service” etc.). Noun clusters can be defined as “groups of words consisting of a chain of elements, all of them pre-modifying a final noun which is the nucleus of the series as found in “supply-side issue,” “large but undynamic ex-state banks” or “industry-wide wage negotiations.”

Such noun clusters usually form part of both scientific and economic documents, since it is often necessary to give a large amount of information in a restricted space at our disposal. The problem arises when trying to translate these expressions as correctly as possible. In English the more specialised the topic, the greater the number and complexity of noun clusters. So, what can we do to render them without altering their original sense? As we have already mentioned, the first thing we have to do is to take into account the context in which they are immersed as serious errors can produce an ambiguous or erroneous translation. As a case in point, extracting the noun cluster “labour arrangements” from a purely financial or economic context and placing it in an agricultural context, we observe a transformation in meaning, i.e., human resources management in the former and soil preparation in the latter, for example.

Step III. Organizational Collocation

The widespread tendency is to start translating the last element of the group and then continue in reverse order until we get to the first one, keeping in mind the fact that we must produce a piece of information which can be clearly and properly understood.

Step IV. Socio-Linguistic Analysis

The process calls for cross-cultural expertise on the part of the translator, and this is where translation becomes interpretation, and using an exact word is not as efficient as creating the appropriate whole. In other words, an exact, precise and concise context is the backbone of such a creative activity as translation. Some words belonging to the so-called General English, when they appear next to specific nouns or accompanying words, acquire different meanings and nuances that must be reproduced in the final translation.

The word “labor” may appear nine times with different meanings. This gives an approximate idea of how complex it becomes to translate a concept several times in the different ways intended by the transmitter. The examples encountered are mobile labor, flexible labor, labor market, labor efficiency, labor arrangement, shedding labor and labor law which is different from “labor legislation etc.

As can be seen, the word has a variety of possible translations depending on the specific context that it is necessary to highlight nuances we cannot find in a bilingual dictionary.

In fact, when we looked up these terms in one of these dictionaries, we found that it was often nearly impossible to get more than a general sense or meaning. In contrast, when we made use of specialised dictionaries, the result was quite different and it was easier to find the right definition corresponding to each of the noun phrases. However, it was still necessary to add some cultural nuance.

This shows that we must take into account not only the elements present in the text, but also the entire underlying sociocultural framework, together with a general knowledge of economics, in order to produce a good translation.

TO SUM UP

It is necessary to pay attention to the importance of lexical relationships between words, especially in the context of financial translations. These relationships are fundamental if we wish to make an appropriate textual and contextual interpretation. If they are essential when dealing with General English, they become the supporting element that gives clarity to an economic or financial document.

Second, the consultation of specialised reference works in specific areas, as opposed to the use of general language dictionaries aids the translator in carrying out the process efficiently.

Third, we reaffirm the necessary role played by context when dealing with documents that leave no place for ambiguity since they include clear and straightforward concepts, which must be translated with the same scientific rigor they had in the original text. As Halliday and Hasan say (1976) “context is what goes with the text”; therefore, an accurate translation cannot be achieved by simply putting disconnected elements together; instead, associated elements must work together to form a coherent whole. It is a much more complex and interesting activity, which involves going beyond simply linking a series of words to produce a translation that is correctly understood by the target audience unfamiliar with the source language.

Appendix B

SOME WAYS OF TRANSLATING ENGLISH PHRASAL VERBS INTO RUSSIAN

It is common knowledge that in order to provide an adequate translation, the translator must be able to sense nuances in the semantics of both the source-language and target-language texts. English phrasal verbs (e.g. *give up*, *break in*, *fall out*) are of great interest in this respect because they possess quite a number of semantic, grammatical and stylistic peculiarities, sometimes

making their accurate translation into Russian difficult. Of course, in dealing with the translation of such lexical units into his or her native language, the translator can consult the appropriate bilingual dictionary, but what about the profound comprehension of why this or that phrasal verb is translated only this and not any other way?

In addition to their function that is analogous to that of English prefixes, Russian verbal prefixes resemble English adverbial particles in their semantic functions.

To get a good idea of English phrasal verbs' semantic nuances, let us first look at their conceptual features. In theory, phrasal verbs are generally considered to be idiomatic combinations of a verb and an adverbial particle. The exact status of the latter is still being debated, scholars being divided on whether it is an adverb, prepositional adverb, postpositional prefix, special part of speech, etc. However, here we are interested only in the features of adverbial particles.

In general, the main function of phrasal verbs is conceptual categorization of reality in the speaker's mind. They denote not only actions or states as «ordinary» verbs do, but also specify their spatial, temporal or other characteristics. This ability to describe actions or states more precisely, vividly and emotionally is determined by the adverbial components of phrasal verbs. By combining with these elements, verbs of broader meaning are subjected to a regular and systematic multiplication of their semantic functions. While the English verb has no consistent structural representation of aspect, adverbial particles either impart an additional aspective meaning to the base verb (e.g. the durative verb *sit* merges with the particle *down* into the terminative phrasal verb *sit down*) or introduce a lexical modification to its fundamental semantics. In most cases adverbial elements denote the general spatial direction of the action or express its qualitative or quantitative characteristics, like beginning (*set out*), duration (*bum along*), completion (*think out*), intensity (*hurry up*), and so on.

Obviously, such semantic peculiarities of English phrasal verbs must influence the process of their translation into the Russian language, which has a highly developed system of verbal prefixes. In addition to their function that is analogous to that of English prefixes, Russian verbal prefixes resemble English adverbial particles in their semantic functions, also indicating various qualities of actions and states. Like adverbial particles in English, Russian prefixes are lexically strong. For example, the Russian prefix “раз-» denotes 1) division into parts (*раскрошить*); 2) distribution, direction of action in different directions (*разъехаться*); 3) action in reverse (*разминировать*); 4) termination of action or state (*разлюбить*); 5) intensification of action (*расплясаться*) [The Oxford Russian Dictionary]. Thus, in translation from English into Russian, the meaning of the English adverbial component of the

phrasal verb is mostly conveyed by using the Russian prefix that reflects the character of the described action or state most accurately. To a greater degree, this refers rather to nuances of semantics than grammar.

When dealing with translation of English phrasal verbs or pre-analysis of their adverbial elements' meaning, one should always keep in mind their astounding polysemy, which sometimes borders on homonymy. Compare the following: *take in 4* (to receive sb in one's home with welcome, as a guest) and *take in 12* (to deceive sb) (*Longman Dictionary of Phrasal Verbs*). It holds true for Russian prefixes as well, the same ones rendering different shades of meaning in different uses (see examples above). That is why it seems almost impossible to create a consistent rigid system of lexical correspondences between English adverbial particles and Russian prefixes, without encountering numerous debatable problems.

Strictly speaking, proper translation of English phrasal verbs to a high degree depends on the context in which they are used, which suggests the appropriate interpretation of the described action. Having stated the specific characteristics of the action denoted by a certain phrasal verb, one can seek a Russian counterpart prefix, which is the closest in rendering the same idea and meets the lexical and grammatical requirements of translation into the target language.

For example, the sentence "*The attack had gone across the field, been held up by machine-gun fire from sunken road, encountered no resistance in the town, and reached the bank of the river*" [E. Hemingway, *A Way You'll Never Be*] should be translated as «Атака развертывалась на луку и была приостановлена пулеметным огнем с дорожной выемки, не встретила отпора в городе и закончилась на берегу реки». According to the *Longman Dictionary of Phrasal Verbs*, in the above context the phrasal verb *hold up* has the following meaning: 2. to delay (sth or sb). The Russian prefix «при-» adequately renders the idea that the attack was delayed just for a while.

The sentences "*There was a little fire there. Nancy built it up, when it was already hot inside*" [W. Faulkner, *That Evening Sun*] have the following translation: «В очаге еще были горячие угли, она их раздула, и пламя вспыхнуло». The adverbial particle *up* in the phrasal verb *build up* imparts the idea of increasing the size of the fire and shows the intensification of the action. According to the definition given in the *Oxford Russian Dictionary*, the most appropriate Russian prefix should be «раз-», indicating the intensification of action.

For the sentence "*Three or four times while I was going through their envelopes, I was tempted to get up and make a formal protest to M. Yoshoto*" [J. D. Salinger, *De Daumier-Smith's Blue Period*] the best translation would be «И когда я просматривал их работы, меня не раз так и подмывало вскочить и обратиться с официальным протестом к мосье Йошото»,

as there is a proper semantic correspondence between the adverbial element through in the phrasal verb going through and the Russian prefix “про-» in the verb “просматривал», both denoting exhaustive action.

English phrasal verbs can be highly idiomatic, their meanings being unpredictable from the sum of their constituents' meanings (e.g. *take in* (to deceive), *lay down* (to build), *let on* (to tell a secret)). In such cases, where the context or professional experience fail to reveal the sense of a phrasal verb, a good explanatory or bilingual dictionary can be of great help to the translator. For example, for a person who is not a native speaker of English, in the sentence “He liked to *break in* his assistants slowly” neither the context, nor the adverbial element of the phrasal verb hint at the real meaning of the combination *break in*. According to the Longman Dictionary of Phrasal Verbs, the phrasal verb *break in* has the following “unexpected” meaning: 4. to help (smb) to become accustomed (to work, etc.). The Russian edition of this very dictionary (*Английские фразовые глаголы. Англо-русский словарь*, Russkiy Yazyk Publishers, Moscow, 1997) treats this meaning in the same way: 4. ВВОДИТЬ (КОГО-Л.) В КУРС (НОВОЙ РАБОТЫ И Т. П.).

A thorough study and consequent understanding of semantic correspondences in the English and Russian verbal systems can be quite a powerful tool in the translator's arsenal.

Appendix C

HOW TO MAKE YOUR TRANSLATION SOUND PERFECT

There is no single path to becoming a good translator, there is not even a safe path that will guarantee that those who tread it will become good translators. Some trails are better than others, some are less steep, less arduous, less hazardous, some may be more appropriate to individual tastes. But there are many routes, not just a single one. Worse still, none of those roads will take us to the very top, to that exalted situation of being a complete translator, for there is no such a thing. No matter what route we follow, every translator suffers from so-called «systemic defects»: shortcomings inherently related to the particular path that this individual followed to become a translator. *Your style* is not native – but *your style* is. Because (Belorussian Russian) is your native language and you live in Belarus, you can easily pick up and understand half-hidden shades of meaning and cultural allusions that would go unnoticed if you were not a native speaker.

Not that you can always explain it well in English: that is the privilege of the native speaker who's got the *native style*.

The Advantages of Transplants. Alas, had you lived abroad, your English would be a lot better. Or *might* be, because a lot of people live abroad for ages and never learn the language, as everybody knows. People who have lived abroad claim they make the best translators because they are native speakers of Russian and speak English like a native. Their detractors claim their Russian starts getting funny long before the improvement in their English begins to show and that *she speaks like a native* actually means *she speaks as only a foreigner will*.

Both sides are right to some extent (meaning both are wrong most of the time). The fact is that no matter where you live, your day still has twenty-four hours.

A translation into English by an incompetent foreigner is a laughable string of nonsense. This is a good thing because the very absurdity of it all will tell the reader the translation cannot be trusted. So it is no security risk.

A translation into English done by a native speaker whose style is OK but who lacks his *own* style is a lot more dangerous. Because the translation *looks* OK and *reads* like decent, honest English, the reader who has no access to or does not understand the original is misled into believing it *is correct*.

This type of translation is what the French call the *belles infidèles*, the unfaithful beauties: beautiful text that fails to reproduce the meaning of the original.

The term refers to a certain type of translation popular in the nineteenth century that made excellent reading in French but did not reflect the original for several reasons, including the fact that the translator often was not entirely conversant in the original language.

Translating is a profession and that a good lawyer does not necessarily a good translator make. *Some* lawyers are excellent translators, certainly, but *most* are not. Same goes for managers, accountants, doctors, and members of other equally worthy professions, trades and calls.

As a matter of fact, being a “professional” (*meaning manager, lawyer, accountant, etc., not “professional translator”*) may be an asset but often it is a liability.

We are all in favor of training students for translating style.

Conclusion-wise: If you translate into a foreign language, your style will be non-native. If you translate into your own language, you’ll miss the point of the original. If you live abroad, your native language will get a bit rusty, and you’ll never write the foreign language like a *real* native does. If you are a translator, you’ll fail to grasp the fine technical points of the original or to convey them to the reader using the appropriate language. If you are a non-translator you should be doing your thing, not translating, because you do not know how to translate. If you do not have a degree, you lack the necessary theoretical foundation. If you have a degree, you lack the necessary practice.

You can’t win but you *must* have *your own* translating style.

ANSWER KEYS

Unit 1

Text 1. Reading Tasks:

Ex. 1. b; c; b; a; c; b;

Vocabulary Tasks:

Ex. 1. Leader, spokesperson, monitor, disseminator, entrepreneur, liaison.

Ex. 2. Decisional, resource, skills, relationship, technical.

Text 2. Reading Tasks:

Ex. 1. False, true, true, true, false.

Vocabulary tasks:

Ex. 1. a, d, b, a, a, b.

Ex. 2.

- a) sustainable – constant;
- b) competitor – rival;
- c) to enhance – to increase;
- d) advertising – promotion;
- e) to emphasize – to underline;
- f) goal – aim;
- g) to evaluate – to appraise;
- h) dealer – supplier.

Unit 2

Vocabulary Focus

Ex. 2.

1. b/c 2. e 3. g 4. a 5. f 6. d 7. c/b

1. взятка, подкуп
2. китайская стена, принцип китайских стен (строгое разграничение функций и информации между подразделениями фирмы или другой организации)
3. инсайдерные торговые операции с ценными бумагами (незаконные операции с ценными бумагами на основе внутренней информации о деятельности компании-эмитента)
4. манипулирование рынком
5. фиксация [фиксирование] цен(ы)
6. аморальность
7. взятка

Ex. 3.

1. price fixing
2. market rigging

3. sleaze
4. insider dealing, insider trading; use Chinese walls
5. bribes, backhanders, kickbacks, sweeteners; corruption, sleaze

Ex. 4.

1. c 2. f 3. h 4. a 5. g 6. d 7. k 8. j 9. b 10. i 11. e

1. программа компенсирующих действий, компенсирующая программа (политическая программа, направленная на ликвидацию дискриминации в какой-л. сфере)
2. детский труд
3. экологическая проблема, проблема состояния окружающей среды
4. этический потребитель
5. этическое инвестирование, этические инвестиции, социально-ответственное инвестирование
6. этическая политика
7. пользоваться, использовать, эксплуатировать
8. активный участник движения по охране окружающей среды
9. дискриминация (расовая, половая и т. д.)
10. потогонное производство
11. тяжелая работа

Ex. 5.

Across

2. affirmative
5. sweatshop labour
7. discrimination
10. exploit
11. issues
13. investments

Down

1. responsible
3. ethical
4. green
6. environment
8. activist
9. code

Evaluating through Reading

Text A

Reading Tasks

Ex. 1.

- a) arms of any kind.

Ex. 2.

- a) False. Some but not all ethical investors vote Labour.
- b) False. They are middle class and middle-aged or older.
- c) False. They often read the *Guardian*.

- d) True.
e) False. There are equal numbers of men and women among them.

Ex. 3.
c) less profitable

Ex. 4.
If they were performing 5 % or less well than other investments. The amount of money invested has no effect on this.

Vocabulary Tasks

Ex. 1.

1. e	2. d	3. a	4. b	5. f	6. c
------	------	------	------	------	------

1. паевой (инвестиционный) траст
2. инвесторский портфель
3. находиться в связи, в определённом соотношении
4. половая дискриминация
5. комплекс характеризующий стиль жизни
6. ненадежный с этической точки зрения

Text B

Reading Tasks

Ex. 1.

- a) Ben & Jerry's – ice cream, Body Shop – cosmetics, Cummins – diesel engines.
- b) yes; Their reputation suffered.
- c) financial; The audit here looks at the way the companies' activities affect the environment, and other issues; no.
- d) no; no.
- e) Nash's ideas 'go against shareholder capitalism' because shareholders have traditionally only been interested in how much profit companies make.
- f) get worse.

Ex. 2.

Shareholders, for example.

Vocabulary Tasks

Ex. 1.

- a) clever
- b) non-commercial
- c) ethical
- d) dangerous
- e) stricter

Ex. 2.

- a) publicise
- b) harms
- c) strengthen
- d) lobby

Unit 3

Ex. 2. (before Text A) 1. assigned; 2. provide for; 3. reduce; 4. accomplished; 5. anticipate; 6. inhibited; 7. appropriate; 8. continuity; 9. implemented; 10. liaison; 11. prosperity.

Ex. 2. (after Text A) 1 T 2 T 3 F 4 F 5 T 6 F 7 T.

Ex. 2. (after Text B) 1t, 2f, 3f, 4t, 5t, 6t.

Vocabulary Task After Text B ex. 1. 1c, 2e, 3d, 4j, 5f, 6a, 7g, 8i, 9b, 10h.

Ex. 2. 1. intermediary 2. accounts 3. retailer 4. facilitate 5. implemented 6. incentive 7. incorporated 8. inventories 9. accounts for 10. expertise.

Unit 4

Ex. 2 (crossword)

Across: 1. assess
3. work out
4. objectives
6. carry out
8. pull out
9. break into
10. supplier

Down: 2. strategy
5. laurels
7. growth rate

Vocabulary Tasks (Text A)

Ex. 1. 1. growth rate
2. product line
3. resources
4. productivity
5. product range
6. production capacity
7. sales revenue
8. market share
9. output
10. performance

Ex. 2. 1. b 2. b 3. c 4. b 5. a 6. a 7. b 8. b.

Vocabulary Tasks (Text B)

Ex. 1. 1. f 2. a 3. h 4. e 5. b 6. j 7. c 8. g 9. d 10. i.

Ex. 2. 1. enterprise
2. stock option
3. joint venture
4. outlets
5. embarked
6. astute
7. part-timers
8. state-of-the-art
9. facility
10. aficionados

Unit 5

Vocabulary Focus

Ex. 2.

1. e 2. j 3. g 4. a 5. c 6. b 7. d 8. f 9. k 10. h 11. i

1. спецификация, подробное описание
2. размеры
3. соответствие
4. бездефектность
5. с первого раза
6. переделка; исправление
7. выборочная проверка
8. улучшение, усиление, расширение
9. мнимые покупатели
10. передовой опыт, лучший метод организации производственных работ
11. реструктуризация организации путем радикальной переоценки ее ключевых процессов и компетенций

Ex. 3.

Across	Down
3. defects	1. specification
4. first	2. reworking
8. dimension	5. time
11. management	6. zero
12, 10. spot checks	7. circle
	9. specs

Ex. 4.

1. continuous improvement
2. business process re-engineering
3. benchmarking
4. best practice
5. continuous improvement

Ex. 5.

A Defective Product

The product was launched two years ago. Shortly after that, complaints were received about its durability and reliability . Because of market feedback, it was recalled so that any faults could be investigated. At the same time, it was withdrawn from sale. After extensive tests, a fault was identified by engineers. As a result, they were able to correct the fault and the product was modified . It was then tested under controlled conditions. Finally, the redesigned product was re-launched in the market. Unfortunately, it failed due to lack of consumer confidence caused by bad publicity.

Ex. 6. Study some more words and word groups concerning quality control and customer service. Match them with their Russian equivalents.

1. d 2. h 3. a 4. b 5. c 6. e

Ex. 7.

Problems: flaws, faults.

Quality Control: monitoring, routine checks.

Customer Service: after sales care, consumer satisfaction.

Evaluating through Reading

Text A

Reading Tasks

Ex. 1.

Stores: Wal-Mart and Harrod's.

Restaurants: McDonald's and the Waterside Inn.

Literature: Jeffrey Archer and Anita Brookner.

Shops: British Home Stores and Marks and Spencer.

Hotels: Forte Travelodges and the Savoy.

Ex. 2.

b) ridiculous

Ex. 3.

Business consultants say that quality is relative to what customers expect, or relative to what you try to achieve, whereas ordinary people just judge the relative quality of two things and compare them.

Ex. 4.

True: a, b, c; false: d, e

Ex. 5.

a) outstanding

b) pursue, pursuit, pursuit

c) confusion

d) upmarket, pay the extra

Vocabulary Tasks

Ex. 1.

1. e

2. a

3. g

4. h

5. c

6. d

7. f

8. b

Text B

Reading Tasks

Ex. 1.

a) data

b) billing

c) model

d) behaviour

e) confined

f) apply

Ex. 2.

True: b, c, f, g; false: a, d, e.

Ex. 3.

- a) The involvement of customers is extremely important.
- b) GE Capital questions its customers regularly – some every week, some every month, some every three months: it depends on their type of business – in order to check how it is doing.
- c) Mr Nayden thinks it is very important that customers should be involved in the process.
- d) GE uses a score card, where customers show what needs improving and what it should concentrate on.

Vocabulary Tasks

Ex. 1.

1. c 2. e 3. d/g 4. f 5. g/d 6. a 7. b

Ex. 2.

- a) Japanese methods
- b) familiar term
- c) high-precision
- d) mobile phone
- e) demanding target
- f) quality control
- g) high-volume

Unit 6

Vocabulary Focus

Ex. 2.

1-h, 2-k, 3-d, 4-a, 5-j, 6-i, 7-c, 8-e, 9-f, 10-g, 11-b.

Ex. 3.

1-to empower; 2-task-oriented leader; 3-female leadership; 4-subordinate; 5-reward.

Ex. 4. leader, raised, subordinates, created, stimulate, drive, impact, subordinates, vision, vision.

Ex. 5.

1-d; 2-g; 3-h; 4-a; 5-b; 6-c; 7-e; 8-f.

Ex. 6.

The effects of leadership
достижение цели
результат
обеспечить соответствующее
вознаграждение
измерить успех

Leadership behavior
облегчать
увеличить самооценку
брать на себя ответственность
происходить, вмешиваться

Reading Tasks

Ex. 2. c

Ex. 4.

T-2, 3, 5, 6.

F-1, 4.

Ex. 5.

- a) charismatic
- b) goals
- c) initiative
- d) hierarchy

Vocabulary Tasks

Ex. 1

1-c; 2-h; 3-f; 4-e; 5-b; 6-a; 7-g; 8-d.

Text B

Reading Tasks

Ex. 1.

a) leadership; b) hard (not easy); c) hasten; d) slide(collapse); e) shop; f) subordinate

Ex. 2

T.-b, e

F-a, c, d, f

Ex. 3

- a) tougher, crucial, leadership
- b) rise, fluke
- c) story, leader
- d) actions, confusing

Vocabulary Tasks

Ex. 1

1-c; 2-f; 3-b; 4-a; 5-g; 6-d; 7-e.

Ex. 2

- a) at the outset
- b) to be singled out
- c) crucial
- d) fluke
- e) a numbers man
- f) pay increase
- g) to raise cash
- h) comptroller
- i) savior

Unit 7

Vocabulary focus

Ex. 1. (possible answers)

Basic terms: land, real estate, real property

Land; earth's surface (downward and upward), natural attachments

Real estate: earth's surface, natural attachments, artificial attachments
Real property: earth's surface, natural attachments, artificial attachments
Principal: seller, purchaser, lessor
Career opportunities: real estate salesperson, property manager, insurance broker

Ex. 2.

1. appliances; 2. contingent; 3. embedded; 4. erected; 5. improvements; 6. layout;
7. negotiable; 8. open house; 9. orderly.

Ex. 3. Do the crossword on the topic Real Estate.

Across

- 2 property
- 5 parcel
- 7 rent
- 8 lot
- 14 transaction
- 15 possession
- 16 concession
- 17 commodity

Down

- 1 solicit
- 2 party
- 3 evaluate
- 4 fee
- 6 commission
- 9 condominium
- 10 landscaping
- 11 tenant
- 12 facilitate
- 13 follow-up

Text A

Reading tasks

Ex. 2

- 1 c; 2 b; 3 c; 4 a; 5 c; 6 b; 7 a; 8 c

Vocabulary Focus

Ex. 1.

title company (a); double closing (b); land contract (h); cut corners (c); mortgage broker (d); marginally motivated (g); come to an accord (e); entrepreneurial drive (f).

Ex. 2.

- 1 attorney; 2 escrow; 3 landlord; 4 accountant; 5 contractor; 6 savvy; 7 mentor;
- 8 prospect.

Text B

Reading tasks

Ex. 3.

- 1 false, 2 false, 3 false, 4 true, 5 false, 6 true, 7 true, 8 true.

Vocabulary Focus

Ex. 1.

- 1 tycoon; 2 betterment; 3 re-engineering; 4 hard bargainer; 5 custodian of assets;
- 6 workmanlike; 7 seat-of-the-pants; 8 nepotism, 9 take over the company; 10 excellence.

Ex. 2.

1. taken over; 2. tycoon; 3. nepotism; 4. excellence; 5. seat-of-the pants; 6. re-engineering; 7. hard bargainers; 8. workmanlike; 9. custodian of assets; 10. betterment.

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Учебное издание

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Student's Resource
and Activity Manual



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ДЛЯ МЕНЕДЖЕРОВ

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для самостоятельной
работы студентов
специальности
«Менеджмент»

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