

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

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**ІНОЗЕМНА МОВА АКАДЕМІЧНОЇ
ТА ПРОФЕСІЙНОЇ КОМУНІКАЦІЇ:
ПРАКТИКУМ З АНГЛІЙСЬКОЇ МОВИ**

Навчальний посібник

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Подано навчальні матеріали та тести до самостійної роботи студентів, що сприяють розвитку мовних компетентностей академічної та професійної комунікації і поглибленню знань з англійської мови для успішного складання вступних іспитів до магістратури.

Рекомендовано для студентів IV курсу всіх спеціальностей першого (бакалаврського) рівня.

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Вступ

Навчальний посібник "Іноземна мова академічної та професійної комунікації: практикум з англійської мови" розроблено відповідно до завдань та умов вивчення іноземних мов у закладах вищої освіти немовного профілю. Збірка вправ сприяє забезпеченню міжпредметного зв'язку, який спрямовує студентів на розвиток мовленнєвих компетентностей англійською мовою.

Метою навчального посібника є надання необхідного навчального матеріалу, що сприяє розвитку мовних компетентностей академічної та професійної комунікації і поглибленню знань з англійської мови для успішного складання вступних іспитів до магістратури.

Дана робота зібрана з використанням англійськомовних автентичних джерел і складається з чотирьох розділів: Marketing, Information Technology, Globalization (теми відповідно до програми дисципліни); Practice Tests (тестові завдання для самостійної підготовки до вступу в магістратуру); Appendix (правила написання есе).

Запропоновані тексти та відеоматеріал дають загальні поняття відповідно до програми навчальної дисципліни "Іноземна мова академічної та професійної комунікації" і дозволяють студентам розширити свої знання й удосконалити практичні вміння за фахом. Для читання підібрано ряд автентичних текстів, перевірка розуміння яких відбувається шляхом виконання різноманітних завдань. Лексико-граматичні завдання спрямовані допомагати студентам творчо працювати, розвивати навички читання, аудіювання, усного монологічного і діалогічного мовлення, проводити дискусії, писати есе. Кожна тема містить необхідний лексичний мінімум, передтекстові завдання, які висвітлюють проблему, та післятекстові завдання, що дозволяють перевірити розуміння тексту й закріпити лексико-граматичний матеріал. Велика увага приділяється роботі в парах і невеликих групах. Все це стимулює говоріння за зазначеними темами. Завдання розроблено на основі поетапного засвоєння знань, що має забезпечити досягнення поставленої мети.

Видання містить десять тестів, а також відповіді до всіх завдань та тестів. Навчальний посібник враховує вимоги до вивчення іноземної мови, що висвітлені як у програмі навчальної дисципліни, так і в Рекомендаціях Ради Європи з мовної освіти.

Unit 1. Marketing

Task 1. Work with a partner. Discuss the following quotes.

1. When it comes to marketing, creative resources are often worth far more than dollars.

Neil Blumenthal

2. You don't need a corporation or a marketing company to brand you now: you can do it yourself. You can establish who you are with a social media following.

Ray Allen

3. Content marketing is one of the most effective ways to promote your business online – but only when it's done right.

John Rampton

4. The world of marketing is all about trends and the ability of marketers to identify and cultivate them.

John Rampton

Task 2. Complete the sentences with these words.

Campaign, market coverage, in-store promotions, public relations, channels, logistics, advertising, placement.

1. Place and ... are about where customers can buy a company's products.

2. Distribution ... are the paths that products follow from a company to its customers.

3. ... is all about how resources and goods are bought, moved and stored.

4. A company's ... is the number of sellers in a particular market that sell the company's products.

5. One form of promotion, ..., is often done through television, radio, print, and the Internet.

6. Managing public opinion and the reputation of a company and its products is called

7. A large-scale, planned marketing effort to promote a company or its products is called a

8. ... are activities that promote a product or company at a retail location.

Task 3. Watch the video about the marketing mix [8] and check the sentences (task 2).

Task 4. Watch the video again and answer the questions.

1. What is marketing?
2. What do the 4Ps include?
3. What does placement mean?
4. What do distribution channels embrace?
5. What does logistics involve?
6. What does promotion include?
7. What methods does PR rely on?
8. What might a promotional campaign include?
9. What may in-store promotions consist of?

Task 5. Match the words with their definitions.

1) persuasion	a) a small magazine containing details and pictures of goods or services that you can buy
2) brochure	b) to make someone feel that they do not understand something
3) to excite	c) the process of persuading someone to do or believe something
4) to confuse	d) to happen; become known
5) to transpire	e) special skill or knowledge that you get from experience, training, or study
6) mailshot	f) a fault or a weak point that makes someone or something less effective
7) expertise	g) to make someone feel happy and enthusiastic about something good that is going to happen; to cause a particular reaction in someone
8) failing	h) a letter or advertisement sent to many people at the same time
9) to convince	i) extremely fashionable, but often silly or annoying
10) trendy	j) to make someone believe that something is true
11) whim	k) having a special, exciting quality that makes something or someone different and better than others; involving magic or the use of magic
12) magical	l) a sudden wish or idea, especially one that cannot be reasonably explained

Task 6. Complete the sentences with the following words.

Convince, trendy, excites, failings, magical, expertise, mailshot, whim, persuasion, transpire, brochure, confuse.

1. They produced a ... on healthy eating that was to be distributed in supermarkets.
2. If you don't explain clearly, you'll just ... the reader.

3. They tried to ... him to buy a cheaper car.
4. Diamonds were once thought to have ... powers.
5. It took a lot of ... to convince the committee of the advantages of the new plan.
6. No one is willing to predict what may ... at the peace conference.
7. We booked the trip on a
8. Maybe a ... should be sent to all customers to notify them of the product changes.
9. New York City is full of ... shops and restaurants.
10. He had his ..., but he was basically a good man.
11. The database is simple to use and requires no ... at all.
12. I only take on work that ... me, even if it means turning down lots of money.

Task 7. Read the advice below about producing a company brochure. For questions (1 – 5) choose the correct answer (A, B, C or D).

The art of persuasion

"Let me send you a brochure" is probably the most commonly used phrase in business. But all too often, it can spell the end of a customer enquiry because many brochures appear to be produced not to clarify and to excite but to confuse. So what goes wrong and how can it be put right? Too often, businesses fail to ask themselves critical questions like, "Who will the brochure be sent to?" "What do we want to achieve with it?" The truth is that a brochure has usually been produced for no other reason than that the competition has one.

However, with a little research, it often transpires that what the client wants is a mixture: part mailshot, part glossy corporate brochure and part product catalogue – a combination rarely found. Having said that, the budget is likely to be finite. There may not be enough money to meet all three marketing needs, so the first task is to plan the brochure, taking into account the most significant of these. The other requirements will have to be met in a different way. After all, introducing the company's product range to new customers by mail is a different task from selling a new season's collection to existing customers.

The second task is to get the content right. In 95 per cent of cases, a company will hire a designer to oversee the layout, so the final product looks stylish, interesting and professional; but they don't get a copywriter or someone with the right expertise to produce the text, or at least tidy it up – and this shows.

A bigger failing is to produce a brochure that is not customer focused. Your brochure should cover areas of interest to the customer, concentrating on the benefits of buying from you.

Instead, thousands of brochures start with a history lesson, "Founded in 1987, we have been selling our products...". I can assure you that customers are never going to say to themselves, "They've been around for 20 years – I'll buy from them". If it's not how long you've been in business that counts, it's what you've done in that time. The important point to get across at the beginning is that you have a good track record. Once this has been established, the rest of the brochure should aim to convince customers that your products are the best on the market.

It is helpful with content to get inside the customer's head. If your audience is young and trendy, be creative and colourful. As always, create a list of the benefits that potential customers would gain from doing business with you, for example, product quality, breadth of range, expertise of staff and so on. But remember that it is not enough just to state these; in order to persuade, they need to be spelt out. One possibility is to quote recommendations from existing customers. This also makes the brochure personal to you, rather than it simply being a set of suppliers' photographs with your name on the front.

At the design stage, there are many production features that can distinguish your brochure from the run of the mill. You may think that things like cutouts or pop-ups will do this for you and thus make you stand out, or you may think they just look like designer whims that add cost. Go through all the options in detail. One of them might be that all-important magical ingredient.

1. What point does the writer make about brochures in the first paragraph?
 - A. Customer expectations of them are too high.
 - B. They ought to be more straightforward in design.
 - C. Insufficient thought tends to go into producing them.
 - D. Companies should ensure they use them more widely.

2. The writer's advice to companies in the second paragraph is to
 - A. produce a brochure to advertise new product lines.
 - B. use a brochure to extend the customer base.
 - C. accept that a brochure cannot fulfil every objective.
 - D. aim to get a bigger budget allocation for producing brochures.

3. In the third paragraph, which of the following does the writer say would improve the majority of brochures?

- A. Better language and expression.
- B. Better overall appearance.
- C. More up-to-date content.
- D. More product information.

4. In the introduction to a brochure, the writer advises companies to focus on

- A. their understanding of the business environment.
- B. the range of products they offer.
- C. their unique market position.
- D. the reputation they have built up.

5. When discussing brochure content in the fifth paragraph, the writer reminds companies to

- A. consider old customers as well as new ones.
- B. provide support for the claims they make.
- C. avoid using their own photographs.
- D. include details of quality certification.

Task 8. Read the article again and decide whether the sentences below are true or false.

1. Many brochures appear to be produced not to clarify and to excite but to confuse.

2. The truth is that a glossy magazine has usually been produced for no other reason than that the competition has one.

3. The client wants a mixture: part mailshot, part glossy corporate brochure and part product catalogue – a combination rarely found.

4. Introducing the company's product range to existing customers by mail is a different task from selling a new season's collection to new customers.

5. In 95 per cent of cases, a company will hire a sales representative to oversee the layout, so the final product looks stylish, interesting and professional.

6. Your brochure should cover areas of interest to the customer, concentrating on the benefits of buying from you.

7. Thousands of brochures start with a history lesson.

8. It is helpful with content to get inside the seller's head.

9. If your audience is young and trendy, be creative and colourful.

10. At the design stage, there are many production features that can distinguish your brochure from the run of the mill.

Task 9. Match the words in A and B columns and make word partnerships.

A	B
1) to ask	a) magical ingredients
2) glossy	b) recommendations
3) to meet	c) corporate brochure
4) to sell	d) critical questions
5) to have	e) benefits
6) young and trendy	f) marketing needs
7) to quote	g) of supplier's photographs
8) a set	h) a new season's collection
9) all-important	i) audience
10) to gain	j) a good track record

Task 10. Look at the following groups of words. Find an extra word in each group.

1. Confuse, mess up, distract, excite.
2. Oversee, watch, gain, observe.
3. Encourage, manage, persuade, convince.
4. Trendy, contemporary, fashionable, valuable.
5. Benefit, expertise, experience, ability.
6. Whim, failure, mood, feelings.
7. Brochure, feature, factor, property.

Task 11. Read the text and fill in each of the gaps with the appropriate word.

Complaint, expertise, assistants, quality, foods.

Buying modern foods

Never has there been such a wide choice of attractive foods for the housewife to buy. Producers and manufactures use all their (1) ... to give us first-class condition at competitive prices, and with most of the hard work already done. Convenience (2) ... are here to stay, since more and more women are running jobs and homes, and also have neither time nor energy for unnecessary chores.

No sacrifice of (3) ... is involved; indeed, pre-packed foods are often fresher and of more even standard than similar goods unprocessed.

Every district has its shops, large and small, stores, supermarkets and shopping centers within easy reach. Even country villages are catered for in ways that would have been impossible a generation ago. Try all the facilities in your area. You will find clean, bright, airy premises, well-arranged goods and friendly (4) ... ready to advise and help you in your choice. If you have the time, 'shop around' for special offers and bargain buys. Everyone makes a bad buy occasionally, but never make the same mistake twice. When you have a reason to be dissatisfied, register a (5) ... and return unsatisfactory goods.

Task 12. Read the text below. For gaps (1 – 10) choose the correct word (A, B, C or D).

The secret of success for online businesses

The secret of success in electronic commerce lies in placing a new emphasis on a well-established area. That area is customer service, which is now the only point of (1) ... between a business and the buying public.

There are a number of factors in a real-world shop that (2) ... people's perceptions of a business: these include the location and the appearance of the premises, the quality and the pricing of the merchandise or services, and the behavior of the staff.

However, if a company is trying to make a good impression with online customers, most of these factors do not play a part. In the (3) ... of these factors, the way customers are treated when they have a reason to call has a fundamental effect on a company's ability to retain them as customers. Even more than regular telephone or in-person customers, web customers are impatient, easily frustrated and always conscious that they have other places where they can (4) ... their business. Preventing them from doing that means meeting them on their own (5) ... and providing them with what they want.

This necessity, in (6) ..., means that companies that sell over the net must get back-end functions right. Imposing rigid requirements on customers will not work; a business that (7) ... on customers emailing for assistance instead of using the phone, for example, will lose repeat custom.

If the phone is used, it must be answered (8) ..., and the staff should look for ways of helping even the most awkward customers rather than, as is more usual, trying to find some (9) ... to blame the customer for any problem.

An important, final point is that it is vital that all addresses, web links and phone numbers work properly and efficiently. This ought to (10) ... without saying. Experience, however, shows that it does not.

1	A	relationship	B	association	C	meeting	D	contact
2	A	force	B	determine	C	decide	D	fix
3	A	absence	B	lack	C	need	D	scarcity
4	A	deliver	B	bring	C	move	D	take
5	A	policies	B	standards	C	terms	D	conditions
6	A	turn	B	sequence	C	line	D	order
7	A	demands	B	insists	C	expects	D	instructs
8	A	punctually	B	precisely	C	promptly	D	presently
9	A	case	B	excuse	C	fault	D	purpose
10	A	do	B	make	C	go	D	come

Task 13. Read the text below. For gaps (1 – 15) choose the correct word (A, B, C or D).

Your rights when buying goods

When you buy something from a shop, you are making a contract. This contract (1) ... that it's up to the shop – not the manufacturer – to deal with your complaints if the goods are not satisfactory. What do we mean by satisfactory?

The goods must not be broken or damaged and must work properly. This is known as 'merchantable quality'. A sheet, say, which had a tear in it, or a clock that didn't go when you wound it (2) ... not pass the test.

The goods must be described – whether on the pack or by the salesman. A pair of shoes the salesman says is leather should not be plastic.

The goods should be fit for their purpose. This means the purpose for (3) ... most people buy those particular goods. If you (4) ... something for a special purpose, you must have said exactly for what. If the shop sells you faulty goods, it has broken its side of the bargain. If your complaint (5) ..., it is somebody's responsibility to put things right.

1	A	mean	B	means	C	meant	D	is meant
2	A	will	B	does	C	do	D	would
3	A	which	B	whose	C	those	D	that
4	A	want	B	wants	C	wanted	D	will want
5	A	justify	B	is justified	C	justified	D	will justify

Business telephone talk

Much of day-to-day business is often carried out over the phone. English business telephone talks are clearly structured and strongly intended. They

have an expectable overall organization that (6) ... just one topic; such calls are typical for routine business calls or service inquiries. According (7) ... their intentions or purposes they can be (8) ... classified into the following general groups: giving information, requesting information, confirming information, making arrangements, persuading the called party, negotiating and complaining.

The nature of a telephone talk, (9) ... is restricted by audio channel, demands to observe not only the general rule of conversation, but also social rules. It (10) ... to principles of cooperation and politeness as well as etiquette rules that regulate business telephone talks, sometimes (11) ... 'telephone etiquette'. These tend to have sufficient number of etiquette formulas of greeting and parting, formulas of politeness, polite requests and addresses. These regulations (12) ... to bring a business telephone talk to a successful accomplishment.

The most efficient companies consider the telephone as an important part of their image. Selling by phone is an obvious area but everyone (13) ... know how to use the phone effectively, how to give a good impression of the company, how to maintain and build a good relationship with clients, especially with clients you have never met.

The most obvious thing is to plan your telephone call; know the name of a person (14) ... you want to speak to, and what you want to say. If you are not prepared, it sounds unprofessional and (15) ... a lot of time too. In the case if you are called, keep a list of phrases that can help you to control the conversation.

6	A	admits	B	admit	C	admitted	D	have admitted
7	A	for	B	with	C	to	D	of
8	A	easy	B	easily	C	easier	D	the easiest
9	A	whose	B	those	C	this	D	which
10	A	refer	B	refers	C	referred	D	will refer
11	A	called	B	call	C	calls	D	will call
12	A	intended	B	intends	C	are intended	D	is intended
13	A	can	B	may	C	should	D	need
14	A	whose	B	whom	C	which	D	those
15	A	waste	B	wasted	C	has wasted	D	wastes

Task 14. In most lines of the text there is one extra word. If a line is correct, write *correct*. If there is an extra word in the line, write it in capital letters.

0	Many of today's managers have the benefit of modern	<i>correct</i>
00	technology to help them with pricing. Supermarket of	OF
1	chains, for example, can be easily track customers'	
2	'elasticity' – how their buying habits change in for	
3	response to a price rise or a discount. But although a	
4	company can now not measure this sort of thing in a	
5	more sophisticated way, following basic rules is still the	
6	most of common way of setting prices. Most bosses	
7	still worry more that about their costs than the prices they	
8	charge; one recent survey found that they spend as more	
9	little as the 2 % of their time on pricing.	

Task 15. A. Work in a group. As consumers' media consumption habits change, so does firms' ability to reach them. Watch the video about digital marketing [24] and discuss its peculiarities and advantages.

B. Write a paragraph about the advantages of digital marketing over traditional offline marketing [Appendix: Paragraph Organization, Developing a Paragraph, p. 85, 86].

Task 16. A. Work in a group. Watch the video about consumer behaviour [23]. Discuss the importance of studying consumer behaviour.

B. Businesses will benefit if they learn more about their target audience. To what extend do you agree or disagree? Write an opinion essay (agree/disagree essay) on the topic [Appendix: Writing an Essay, Writing an Opinion Essay, p. 87, 88].

Unit 2. Information Technology

Task 1. Work with a partner. Discuss the following quotes.

1. Information technology is at the core of how you do your business and how your business model itself evolves.

Satya Nadella

2. The number one benefit of information technology is that it empowers people to do what they want to do. It lets people be creative. It lets people be

productive. It lets people learn things they didn't think they could learn before, and so in a sense it is all about potential.

Steve Ballmer

3. Information technology and the Internet are rapidly transforming almost every aspect of our lives – some for better, some for worse.

John Landgraf

4. The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third used electronics and information technology to automate production.

Klaus Schwab

Task 2. Complete the sentences with these words.

Autonomous, Natural Language Processing, deep learning, bot, algorithm, Artificial Intelligence, machine learning, neural net.

1. ... is the development of computer systems that can learn and solve problems.

2. ... is a type of AI in which a computer or system can improve based on its own experience.

3. A ... is a system of hardware and software modeled on the human brain.

4. ... is a type of machine learning that uses complex neural nets.

5. An ... is a set of rules or instructions that tells a computer what actions to perform.

6. Software machines that can observe and respond to their environment are called

7. A ... is a software application that can interact with users autonomously.

8. ... is the ability of computers to understand and produce natural human language.

Task 3. Watch the video about artificial intelligence [13] and check the sentences (task 2).

Task 4. Watch the video again and answer the questions.

1. What is AI used for?

2. What does machine learning involve?

3. What does deep learning involve?

4. What does AI rely on?

5. What can bots do?

Task 5. Match the words with their definitions.

1) fortune	a) something that produces a different effect from something else, especially in an interesting or attractive way
2) to facilitate	b) to come into conflict; to be incompatible
3) merchant	c) a sport that is a traditional Asian form of fighting such as karate, judo, or kung fu
4) purse	d) to help something run more smoothly and effectively
5) leeway	e) to accept (something or someone) readily or gladly; to use (an opportunity) eagerly
6) to embrace	f) a small pouch for carrying money
7) disruption	g) the amount of freedom that someone has to make their own decisions or to take action
8) to stamp out	h) to suffer deprivation, hardship, or neglect; to lose or diminish in strength or energy
9) to languish	i) a situation in which something cannot continue because of a problem
10) to clash	j) to end something bad or unpleasant by taking strong and determined action
11) counterpoint	k) a person or business that buys and sells goods, especially one that trades with other countries
12) martial art	l) a very large sum of money; wealth or material prosperity

Task 6. Complete the sentences with the following words.

Embrace, fortune, facilitate, leeway, purse, disruption, counterpoint, martial arts, clashes, stamp out, languish, merchants.

1. Most online ... will email you an order confirmation with details of your purchase.
2. We are always eager to ... the latest technology.
3. Kung fu and karate are
4. Jordan had inherited a considerable personal ... from his uncle.
5. Oil prices continue to ... at \$10.79 a barrel.
6. An expert negotiator was brought in to ... the discussion.
7. The latest statement from the White House ... with important aspects of US foreign policy.
8. The painting is a pleasant ... to his earlier works.
9. She tipped the contents of her ... out onto the table.
10. It would cause a tremendous ... to our work schedule to install a different computer system.

11. The law gives companies more ... to decide whether to accept or reject an offer.

12. It is our duty to ... any abuses of political power.

Task 7. Read the text below. Choose from (A – H) the one which best fits each space (1 – 6). There are two choices you do not need to use.

Money in your purse

In Silicon Valley people are besotted by the latest thing, which is why techies rarely give a thought to PayPal, a digital-payments firm. If its name comes up, it usually has to do with the "PayPal mafia", a group of entrepreneurs, (1) ..., a venture capitalist, who made their first fortunes when eBay bought their firm for \$1.5 bn in 2002. Ask tech employees about the Valley's largest, high-flying firm and PayPal is unlikely to make their list.

What PayPal lacks in terms of its profile, it has made up for in performance. After languishing under eBay's control, in 2015 it broke away and re-listed. Today PayPal has a market capitalisation of \$101 bn and is one of Silicon Valley's most valuable technology firms, (2)

This year it is expected to facilitate digital payments worth around \$582 bn, (3) PayPal acts as a digital wallet and profits by charging merchants a fee when consumers use it for their online transactions. In 2018 the firm is expected to bring in \$3.4 bn in operating income.

That offers a counterpoint to Silicon Valley's conventional wisdom about how to build and run companies. One credo is that founders are the best bosses, which explains (4) ... and are brought back to run companies (as Jack Dorsey was at Twitter).

For PayPal's boss, Dan Schulman, who ran the telecoms firm Virgin Mobile and worked at American Express before taking over in 2014, (5) PayPal had previously embraced a strategy of clashing with rivals, including credit-card firms, as it gets higher fees if people link their bank accounts to PayPal instead of credit cards. According to Lisa Ellis of MoffettNathanson, a research firm, "Everyone hated them. They had a culture of disruption and fought with everyone." Had Mr Schulman not changed tack, "PayPal could have been dead by now."

Instead Mr Schulman brokered around 40 partnerships with would-be rivals, (6) ..., to extend PayPal's reach. For example, shoppers who use

Google Pay to check out can link their PayPal accounts. For such openness the firm should partly thank Krav Maga, a form of martial arts developed by Israel's army, of which Mr Schulman is a devotee – he sometimes shows up to the office with a black eye and cuts. "I'm a big believer because of martial arts that the best way to win a fight is to avoid a fight", he says. This strategy has given investors confidence that credit-card firms and other tech firms would not try to stamp out PayPal, a concern that had hurt sentiment.

- A. roughly four times more than in 2012
- B. being an outsider appears to have helped
- C. including Tesla's Elon Musk and Peter Thiel
- D. another piece of accepted wisdom
- E. including Visa, MasterCard and Google Pay
- F. one of the original dotcoms is thriving by defying conventional wisdom
- G. larger than either Goldman Sachs or Morgan Stanley by value
- H. why they get so much leeway

Task 8. Read the article again and decide whether the sentences below are true or false.

1. PayPal is a digital-payments firm.
2. Today PayPal has a market capitalisation of \$51 bn and is one of Silicon Valley's most valuable technology firms.
3. PayPal acts as a digital wallet and profits by charging merchants a fee when consumers use it for their offline transactions.
4. Ask tech employees about the Valley's largest, high-flying firm and PayPal is unlikely to make their list.
5. PayPal's boss, Dan Schulman, ran the telecoms firm Virgin Mobile and worked at American Express before taking over in 2012.
6. PayPal had previously embraced a strategy of clashing with rivals, including credit-card firms, as it gets lower fees if people link their bank accounts to PayPal instead of credit cards.
7. Mr Schulman brokered around 45 partnerships with would-be rivals to extend PayPal's reach.
8. Shoppers who use Google Pay to check out can link their PayPal accounts.

Task 9. Match the words in A and B columns and make word partnerships.

A	B
1) digital payments	a) digital payments
2) market	b) as a digital wallet
3) valuable	c) wisdom
4) to facilitate	d) firm
5) to act	e) a strategy
6) online	f) capitalisation
7) conventional	g) higher fees
8) to embrace	h) a fight
9) to get	i) transactions
10) to win	j) technology firms

Task 10. Look at the following groups of words. Find an extra word in each group.

1. Wealth, fortune, prosperity, poverty.
2. Arrange, organize, embrace, facilitate.
3. Contestant, partner, rival, competitor.
4. Disruption, difficulty, trouble, benefit.
5. Defeat, confidence, pride, assurance.
6. Fight, wrestle, clash, extend.
7. Wisdom, failure, knowledge, understanding.

Task 11. Read the text and fill in each of the gaps with the appropriate word.

Networking, e-commerce, software, transactions, performance.

Mr Schulman is part of a cohort of little-known chief executives who did not found their firms but have lifted (1) ... at stagnating companies. Dan Rosensweig, who is not a founder but is the longtime boss of the education-technology firm Chegg, calls this group "re-founders". Satya Nadella of Microsoft is probably the best-known boss to fit the label; others include Shantanu Narayen of the (2) ... firm Adobe and Chuck Robbins of Cisco. As outsiders they have been able to embrace new strategies without being beholden to what founders had envisioned.

Another piece of accepted wisdom in Silicon Valley is that only one company in an area can win. "Network effects" which make a service more useful as more people join, helped Google conquer search and Facebook

reign over social (3) PayPal also has network effects – around 60 % of Americans shopping online have used it in the past year, reckons Ms Ellis, and around 80 % of the top 500 online retailers offer customers the option of paying with PayPal.

But the firm is proof that in certain online sectors, the pie is big enough to feed many. As (4) ... continues to grow, many firms that help with digital payments will thrive, including Square in America and AntFinancial in China. "The real war is the war on cash," argues Mr Schulman. About 40 % of (5) ... in America are paid for in cash so there is room to grow.

Task 12. Read the text below. For gaps (1 – 10) choose the correct word (A, B, C or D).

PayPal has grown through deals; in 2018 it spent \$2.9 bn. The largest transaction was its (1) ... of iZettle for \$2.2 bn in May. It offers software solutions to merchants and helps PayPal expand in Europe (although the deal is facing scrutiny from Britain's competition (2) ... and has not been approved). A smaller but still significant acquisition was Braintree, a firm that helps firms accept payment within their (3) ... apps, for \$800 m in 2013. With it came Venmo, an app that lets mobile-phone users transfer money to each other. Venmo is popular with youngsters, which has helped extend PayPal's appeal for a new generation. Venmo is not yet (4) ..., having been deliberately slow in starting to introduce fees and other moneymaking features. Venmo represents a/an (5) ..., but there are others too. There are whispers that Facebook will integrate PayPal into WhatsApp, its messaging app.

There are still rivals to face down. The most unsettling is Amazon, which does not (6) ... PayPal on its site and has a competing payments product, "Amazon Pay". It is still significantly smaller than PayPal, handling around one-tenth of PayPal's total payments, but is growing briskly. PayPal does have the advantage that retailers fear Amazon, so are unlikely to want to help it expand by making its payment service (7) ... on their websites. When Amazon bought the grocer Whole Foods in 2017, it "was the Pearl Harbour of the retail (8) It woke everyone up that things are fundamentally changing," says Mr Schulman. The news probably helped PayPal win more partnerships with (9) Should the e-commerce goliath invest more heavily in the area of payments, however, that could spell bad (10) ... for PayPal. Wars are long and gruelling affairs.

1	A	deal	B	transaction	C	contract	D	purchase
2	A	authority	B	power	C	division	D	firm
3	A	cell	B	computer	C	mobile	D	laptop
4	A	beneficial	B	profitable	C	useful	D	significant
5	A	possibility	B	chance	C	approach	D	opportunity
6	A	allow	B	let	C	give	D	take
7	A	useful	B	available	C	beneficial	D	suitable
8	A	branch	B	area	C	field	D	industry
9	A	sellers	B	buyers	C	retailers	D	owners
10	A	data	B	news	C	details	D	report

Task 13. Read the text below. For gaps (1 – 10) choose the correct word (A, B, C or D).

When a business decides to outsource its IT services, it needs to consider the question of integration

An outsourced IT service is never a fully independent entity. It (1) ... to the home company's previous and continuing systems of working. But (2) ... the added responsibility of managing new ways of working, many businesses ignore the integration process. They fail to establish contracts that define the ways in which the two companies (3) ... alongside one another, and focus solely on the technological aspects of service delivery.

Businesses need to build integration competency centres (4) ... to managing the integration effort. It is critical to have an individual in charge to check that the external and internal business operations (5) ... together. Although companies often think of outsourcing as a way of getting rid of people and assets, they need to remember that, at the same time, outsourcing involves (6) ... people. Because there is a new operation being carried out in a different way outside of the home business, this (7) ... a training element.

Communication is the key to success, and outsourcing to other regions or countries can lead to a range of problems. For any such initiative, it is necessary to create a team (8) ... there is good, open communication and a clear understanding of objectives and incentives. Bringing people to the home location from the outsourced centre is necessary, since it (9) ... aid understanding of the complexities of the existing system. To integrate efficiently, outsourcing personnel have to talk to the home company's executives and users (10) ... their experiences.

1	A	are tied	B	is tied	C	has tied	D	tied
2	A	in spite	B	however	C	moreover	D	despite
3	A	will work	B	worked	C	working	D	is working
4	A	dedicate	B	are dedicating	C	dedicated	D	are dedicated
5	A	works	B	work	C	worked	D	is working
6	A	gaining	B	gain	C	have gained	D	gains
7	A	create	B	to create	C	created	D	creates
8	A	that	B	where	C	when	D	what
9	A	is	B	need	C	have to	D	can
10	A	to understand	B	understanding	C	understand	D	understood

Task 14. In most lines of the text there is one extra word. If a line is correct, write *correct*. If there is an extra word in the line, write it in capital letters.

0	One way to avoid the difficulties of integration is to create a	<i>correct</i>
00	joint-venture company with one the outsourcer. Thus, a	ONE
1	company can swap its assets for a share of the profits. Yet a	
2	joint ventures bring potential troubles, and if companies should	
3	be careful not to lose sight of the original rationale for	
4	outsourcing: then to gain cost efficiencies and quality of service	
5	in an area that for some all reason could not be carried out	
6	entirely in-house. The complexities and costs of a joint-venture	
7	initiative should not to be underestimated.	

Task 15. A. Work in a group. In an era marked by digital communication, retailers are implementing new technologies to reach customers. What does your retail store of the future look like? Watch the video [21] and discuss some peculiarities, advantages and disadvantages of future retail stores.

B. Write an informative essay about the future of retail store [Appendix: Writing an Essay, Writing an Informative Essay, p. 87, 89]. Exchange essays with a partner. Edit your partner's essay using the checklist [Appendix: The Peer Editing Checklist – Informative Essay, p. 90].

Task 16. A. Work in a group. You can easily track the journey of your groceries from when they are being selected, enjoying the ride, to coming right at your doorstep. Watch the video "HappyFresh – the future of grocery shopping is here" [14] and describe the advantages of convenient grocery shopping.

B. Today, some people think that buying groceries online is the future of grocery shopping as it saves time and energy; others however think that it's not realistic as grocery e-commerce is lacking features that other industries' websites have. Discuss both views and give your own opinion. Write a discussion and an opinion essay on the topic [Appendix: Writing an Essay, Writing a Discussion and an Opinion Essay, p. 87, 90].

Task 17. A. Work in a group. FinTech is a multi-billion dollar industry that is changing everything from how we make purchases to how we get loans. Watch the video about FinTech [25] and discuss its peculiarities, advantages and risks.

B. Do the advantages of this outweigh the disadvantages? Write an Advantages/Disadvantages essay [Appendix: Writing an Essay, Writing an Advantages/Disadvantages Essay, p. 87, 91].

Unit 3. Globalization

Task 1. Work with a partner. Discuss the following quotes.

1. Globalization is the process by which markets integrate worldwide.

Michael Spence

2. It has been said that arguing against globalization is like arguing against the laws of gravity.

Kofi Annan

3. Globalization and free trade do spur economic growth, and they lead to lower prices on many goods.

Robert Reich

4. Globalization presumes sustained economic growth. Otherwise, the process loses its economic benefits and political support.

Paul Samuelson

5. Globalization has produced a new level of interdependence among us. The economy and multinational supply chains do not abide by political boundaries. A computer ordered in Brazil is designed in California and assembled in several other countries. Economic integration was the first strong evidence of a new era.

Eduardo Paes

Task 2. Complete the sentences with these words.

Outsourcing, prosperity, standard of living, cultural divergence, emerging market economy, global village, developed countries, consumerism, global economy, cultural convergence, developing countries, global trade.

1. ... are countries with little industrial and economic activity and low incomes.
2. ... are countries with a lot of industrial and economic activity and high incomes.
3. ... means a nation's economy progressing towards becoming developed and advanced.
4. ... means the whole world, looked at as a single community that is connected by electronic communication systems.
5. ... refers to the economy of the world comprising economies of different countries closely interrelated.
6. ... means exchange of goods between countries.
7. When we speak about globalization, we tend to see many developed countries ... production to developing countries.
8. ... means different cultures blending together.
9. ... is the difference between cultures.
10. ... is the state of being successful, especially in making money.
11. ... is the belief that it is good for a society or an individual person to buy and use a large quantity of goods and services.
12. ... includes factors such as income, availability of employment, affordability of housing, quality of health-care, and many others.

Task 3. Watch the video about globalization [16] and check the sentences (task 2).

Task 4. Watch the video again and complete the notes with the missing words.

Globalization	
Advantages	Disadvantages
<ul style="list-style-type: none"> • It plays an important role in contributing to sustainable (1) ... for all people. • (2) ... has increased significantly. • It has also contributed to improve (3) • The (4) ... and the fact that (5) ... has decreased. 	<ul style="list-style-type: none"> • It has increased (6) • People's (7) ... has become less healthy. • It might lead to the loss of (8)

Task 5. Answer the following questions.

1. What is globalization?
2. What is the difference between developed and developing countries?
3. What does the term "emerging market economy" mean?
4. What does the term "global village" mean?
5. What does global economy refer to?
6. What is global trade?
7. What has created the situation of sweat factories and sweat shops?
8. What is the difference between cultural convergence and cultural divergence?
9. What are the advantages and disadvantages of globalization?

Task 6. Match the words with their definitions.

1) prosperity	a) able to continue over a period of time; causing little or no damage to the environment, and therefore able to continue for a long time
2) summit	b) to defend or keep a principle or law, or to say that a decision that has already been made, especially a legal one, is correct
3) to pursue	c) a situation in which someone is successful, usually by earning a lot of money
4) sustainable	d) to follow and try to catch or capture (someone or something) for usually a long distance or time; to try to get or do (something) over a period of time
5) multilateralism	e) a situation in which several different countries or organizations work together to achieve something or deal with a problem
6) to uphold	f) having a negative or harmful effect on something
7) juncture	g) to use something such as authority, power, influence, etc. in order to make something happen
8) adverse	h) an important meeting between the leaders of two or more governments
9) backdrop	i) the general situation in which particular events happen
10) to exert	j) a particular point in time or stage in a series of events

Task 7. Complete the sentences with the following words.

Prosperity, pursue, juncture, uphold, adverse, multilateralism, backdrop, summit, exert, sustainable.

1. A large international meeting was held with the aim of promoting ... development in all countries.
2. Some managers ... considerable pressure on their staff to work extra hours without being paid.

3. We need to drive growth and create jobs and
4. World leaders will meet next week for their annual economic
5. Today we work against the ... of an industry in the midst of change.
6. I don't think we should ... this matter any further.
7. They received a lot of ... publicity/criticism about the changes.
8. The report's conclusion stresses the importance of
9. Negotiations are at a critical
10. The government has promised to ... the principles of democracy.

Task 8. Read the text below. Choose from (A – H) the one which best fits each space (1 – 6). There are two choices you do not need to use.

Toward common prosperity

Initiated a decade ago, the Group of 20 (G20) summits have played an important role in response to the international financial crisis. Currently, the global economy is at a crucial juncture as regional economic integration and globalization turn into an irreversible trend recognized by most countries around the world.

Despite some adverse effects, (1) ... where they have become interrelated and interdependent.

In his speech at the 2018 G20 Buenos Aires Summit, President Xi Jinping said, "The trend toward openness and integration among countries is unstoppable despite the ups and downs of the global economy". To adapt to the trend, an open global economy should be further pursued.

Adhering to the principle of win-win cooperation, (2) In his G20 speech, Xi underlined the importance of greater coordination and complementarity among countries. All countries need to work together to ensure strong, balanced, sustainable and inclusive growth of the global economy. "Countries are increasingly becoming a community with shared interests, (3) Win-win cooperation is the only choice for us", Xi stated.

Against the backdrop of economic globalization, no country can cope with global issues or lead today's complicated world alone. Economic policies of major countries may exert negative spillover effects on the global economy directly or indirectly. Therefore, it is crucial for major countries to cooperatively promote policies on global governance or crisis prevention and control. To this end, multilateralism that values international cooperation is (4)

China will continue to support the World Trade Organization (WTO) in launching essential reforms. Xi said, "China supports necessary reform of the WTO and believes that it is critical to uphold the WTO's core values and

fundamental principles such as openness, inclusiveness and non-discrimination and ensure the development interests and policy space of developing countries".

The WTO as a multilateral organization maintaining international trade order conforms to the interests and demands of most countries to some extent. However, (5) ..., especially regarding efficient settlement of international trade disputes. China is ready to work with other countries to support and participate in the reform of the WTO. China also stresses that the reform should take the interests of most of its members, (6) ..., into consideration and focus on promoting the stable operation of the WTO through the dispute settlement mechanism, pushing ahead with extensive consultation.

- A. China has been calling for mutually beneficial macroeconomic policies
- B. an inevitable choice in the diversified world
- C. especially of developing countries
- D. the digital economy is a key field
- E. it should be noted that current WTO mechanisms are not performing well
- F. economic globalization has gathered many countries under its framework
- G. for major economies and regions in the world
- H. shared responsibilities and a shared future

Task 9. Read the text again and decide whether the sentences below are true or false.

1. The Group of 20 summits have played an important role in response to the international financial crisis.

2. Economic globalization has gathered many countries under its framework where they have become independent.

3. Adhering to the principle of win-win cooperation, China has been calling for mutually beneficial macroeconomic policies.

4. Countries can cope with global issues or lead today's complicated world alone.

5. Economic policies of major countries may exert negative spillover effects on the global economy directly or indirectly.

6. Multilateralism is an inevitable choice in the diversified world.

7. China supports necessary reform of the WTO.

8. Current WTO mechanisms are performing well.

9. Developing countries are ready to work with China to support and participate in the reform of the WTO.

10. The WTO stresses that the reform should take the interests of most of its members into consideration.

Task 10. Match the words in A and B columns and make word partnerships.

A	B
1) to play	a) to the trend
2) to become	b) the importance of greater coordination
3) to adapt	c) strong, sustainable growth of the global economy
4) to adhere	d) a community with shared interests
5) to underline	e) with global issues
6) to ensure	f) an important role
7) to become	g) policies on global governance
8) to cope	h) and participate in the reform
9) to promote	i) interrelated and interdependent
10) to support	j) to the principle of win-win cooperation

Task 11. Look at the following groups of words. Find an extra word in each group.

1. Summit, meeting, participation, conference.
2. Mutual, common, rival, joint.
3. Community, group, camp, coordination.
4. Prosperity, incentive, success, wealth.
5. Beneficial, win-win, valuable, harmful.

Task 12. Read the text and fill in the gaps with the appropriate words.

Economies, development, social, digital, communication.

Digital opportunities

The digital economy is a key field of innovation-oriented (1) ... and a new driving force propelling the G20 countries to launch economic restructuring and achieve transformation and upgrading. Also dubbed the Internet-based economy, the (2) ... economy is closely related to the development of Internet technologies. As an important driving force for optimizing the economic structure, it can accelerate the transformation and upgrading of traditional industries through integration with the real economy.

With the progress of information, (3) ... and Internet technologies, many new industries, business forms and modes will be generated. The digital economy will inject new vitality into economic and (4) ... development. Roughly 22 percent of the global GDP is closely related to the digital economy. For major (5) ... and regions in the world, developing the digital economy has become a common choice to enhance their economic competitiveness.

Task 13. Read the text below. For gaps (1 – 10) choose the correct word (A, B, C or D).

In recent years, G20 member (1) ... have made great progress in key fields such as the innovation of information and communication technology (ICT), Internet infrastructure interconnectivity, data security, (2) ... protection, ICT-based entrepreneurship and cross-border e-commerce. Increasing (3) ... in these fields has also infused new life into their development. Amid global economic restructuring, the digital economy has become a new driving (4) ... for the economic growth of G20 states.

The 2016 G20 Hangzhou Summit approved the G20 Digital Economy Development and Cooperation Initiative. At this year's summit, joint efforts and the pursuit of (5) ... trust and benefits were promoted. Countries need to carry out more bilateral and multilateral digital economic cooperation (6) ..., pool various resources, complement one another with mutual advantages and optimize the spatial layout of the digital (7) ... chain. The G20 member states should extend the interconnectivity of infrastructure, improve international (8) ... and standards in fields such as cross-border e-commerce and data flow, and optimize international tax policies in line with the development of the digital economy. Guidelines, policies and operational (9) ... that can create references for further practices need to be formulated. This can be done by summarizing the successful experiences of coordinated (10) ... of the digital economy in member countries.

1	A	nations	B	states	C	republics	D	regions
2	A	isolation	B	confidentiality	C	secrecy	D	privacy
3	A	cooperation	B	unity	C	help	D	assistance
4	A	pressure	B	power	C	force	D	impact
5	A	shared	B	common	C	joint	D	mutual
6	A	projects	B	ideas	C	tasks	D	assignment
7	A	manufacturing	B	business	C	industrial	D	developed
8	A	laws	B	rules	C	principles	D	regulation
9	A	procedures	B	methods	C	forms	D	strategies
10	A	progress	B	expansion	C	increase	D	development

Task 14. Read the text below. For gaps (1 – 10) choose the correct word (A, B, C or D).

In the future, will workforce mobility lead to deeper talent pools?

It's 1 pm and a 3D image of your manager, who is in another city, (1) ... on a messaging system. She taps your shoulder and haptic sensors in your

chair buzz. Sorry, you say, you'll stop by later. Two colleagues (2) ... just with cake, and they want (3) ... your birthday.

Welcome to the future of work. Research from The Economist Intelligence Unit (4) ... that it will be immersive, virtualised, mobile and still very much human.

Connectivity and the ubiquity of mobile devices (5) ... already it easier to work from nearly anywhere. By 2020, 72 % of US workers will work remotely, according to IDC, a research firm. Collaboration (6) ... be frankly more challenging when colleagues are spread out geographically, but companies will probably welcome (7) ... mobility in their workforce because it (8) ... an expanded pool of talent.

"Talent is already distributing itself around the world far more (9) ... in the past", says Euan Davis, associate vice president at Cognizant, a professional services company. "What this means is that businesses (10) ... to source innovation a long way from their traditional head office location."

1	A	have appeared	B	appeared	C	appear	D	appears
2	A	have arrived	B	has arrived	C	arrive	D	had arrived
3	A	celebrate	B	celebrating	C	to celebrate	D	celebrated
4	A	suggest	B	suggests	C	suggested	D	will suggest
5	A	have made	B	has made	C	had made	D	will make
6	A	can	B	must	C	need	D	may
7	A	a lot	B	most	C	many	D	more
8	A	provide	B	provided	C	will provide	D	had provided
9	A	as	B	than	C	that	D	so
10	A	are learning	B	learn	C	would learn	D	learning

Task 15. In most lines of the text there is one extra word. If a line is correct, write *correct*. If there is an extra word in the line, write it in capital letters.

Summary of annual progress

0	I am pleased to report another year of progress by the company.	<i>correct</i>
00	This performance has been achieved in the most toughest	MOST
1	market conditions we have seen for many years yet. It reflects	
2	the effort over the past five years so that has gone into	
3	transforming our company into a highly competitive world-class	
4	business. Since 2002, we have managed to improve almost	
5	double our profits, and this increase in profitability has placed us	
6	at the top of the global glass industry. We have managed to get	

7	succeed this in difficult trading conditions for a number of	
8	reasons, the most important of which has been from our ability to	
9	stay ahead of our competitors. We have been refused to stand	
10	still and have continued to bring out a number of new products,	
11	most of which are already on the sale in our key markets. All this	
12	goes to confirm that the company's position as the recognized	
13	industry leader and in technical innovation. We realize that there	
14	is still much more to be done, but we believe that we know	
15	precisely what extra this is and we have already put into place	
16	organizational and technical changes to bring this new about.	

Task 16. A. Work in a group. What is trade going to look like by 2030? How are digital technologies transforming global commerce? Artificial intelligence, 3D printing, and blockchain are some of the innovations creating opportunities and shifts in the way economies benefit from trade. Watch the video [18] and discuss the future of world trade.

B. Write an informative essay about the future of world trade [Appendix: Writing an Essay, Writing an Informative Essay, p. 87, 89]. Exchange essays with a partner. Edit your partner's essay using the checklist [Appendix: The Peer Editing Checklist – Informative Essay, p. 90].

Task 17. A. Work in a group. Has the Philippines done enough to attract investment money for sustained growth? Watch the video [9] and discuss the advantages of outsourcing and the investment viability of the country.

B. The Filipino BPO industry is a multi-billion dollar industry. It has grown exponentially in recent years, and it is projected to double again by 2020. Why do you think this is? Why has the Philippines become the world's largest destination for business processes outsourcing (BPO)? Write a Two Part or Double Question Essay on the topic [Appendix: Writing an Essay, Writing a Two-Part or Double-Question Essay, p. 87, 91].

Practice Tests

Test 1

Task 1. Choose the correct form of the verb to fill in each gap.

1. Last year all businesses ... tough on the workers, but this year the situation has changed for the better.
a. were; b. are; c. will be.
2. The bank manager has found only two clients so far but he ... with them for three years.
a. have been working; b. have worked; c. has been working.
3. Now our firm ... a new kind of service. They will launch it on the market in a week.
a. were creating; b. is creating; c. created.
4. The workers organized a strike after they ... about their new responsibilities.
a. had found out; b. finds out; c. will find out.
5. The main company's problems ... at every meeting.
a. are discussed; b. discusses; c. are being discussed.
6. The production of capital goods ... by the entrepreneurs recently.
a. increase; b. increases; c. has been increased.
7. While the company's new office ..., the central bank increased its interest rate.
a. construct; b. was being constructed; c. constructs.
8. Last week the government representative announced that the black economy ... a significant part of the national income the following year.
a. take; b. takes; c. would take.
9. We will lose sales if we ... our prices.
a. do not reduce; b. reduces; c. reduced.
10. If overheads were not so high, we ... more.
a. invests; b. is investing; c. would invest.

Task 2. Match the words to form word partnerships.

1. employment	a. benefits
2. labour	b. force
3. fringe	c. scheme
4. pension	d. agency
5. working	e. conditions

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Advertising, publicity, public relations, payment.
2. Goods, commodities, products, services.
3. Cost, income, revenue, profit.
4. Making, production, consumption, manufacturing.
5. Money, cash, tax, bank notes.

Task 4. Read the text and fill in each gap with the appropriate word.

Services, product, income, publicity, taxes.

The black economy has received enormous (1) ... in recent years. It involves the production of goods and (2) ... for cash, such activities being hidden from the state in order to avoid the payment of (3) ... or in compliance with other laws. Some would argue that it is worth as much as 15 per cent of the national (4) ... but in 1985 the Inland Revenue made a more modest estimate of six to eight per cent of the gross domestic (5) ..., say, £16 billion per year.

Task 5. Fill in each gap with the appropriate word.

*Order, job, policy, purchase, applicant, supply, equipment,
Chief Executive, discount, shareholders.*

1. It's our company ... to encourage creativity in employees so that all senior managers spend an hour per day on their own projects.
2. If you give me little more time, I will check all the ... details for you.
3. Jane is not very happy in her new ... because she spends too much time away from home.
4. Although we introduced our new office ..., it was not very successful in the Far East.
5. If you want to know how many ... our company has, you can find the information in its newsletter.
6. The ... inquired when the contract started.
7. The ... confessed that he would enter the college in autumn.
8. The Accountant inquired how much ... we offered.
9. If you are not satisfied with your ..., you can return it to the shop.
10. The Inventory Manager asked how many units we were going to ... each month.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) Economics is the social science that studies the production, distribution, and consumption of goods and services. (0) ... *Every society is faced with the identical problem, the problem of scarcity, because human wants are unlimited, but the resources necessary to satisfy those wants are limited.*

(2) Economics is the study of how people choose to allocate scarce resources to satisfy their unlimited wants. (1) ... Every society has to understand the fundamental economic questions: What goods and services are to be produced? How are they to be produced? Who will receive them?

(3) The way in which a society goes about answering these fundamental questions is known as its economic system. (2) ... In a traditional economy resources are allocated in accordance with tradition and in a command economy by government planners. (3) ...

(4) Economists explore how people and institutions behave and function when producing, exchanging and using goods and services. The main motivation is to find mechanisms which encourage efficiency in the production and use of material goods and resources, while at the same time producing such kind of income distribution which society finds acceptable.

(5) The development of modern economics began in 1776, with the publication of Adam Smith's *Wealth of Nations*. (4) ... Central to the book was the concept of the "invisible hand", the idea that the market, while appearing chaotic, is actually able to produce the right amount and variety of goods and services. If there are insufficient goods, there will be great economic incentives to produce more. (5) ...

(6) Why are some countries so much more successful at creating employment or reducing unemployment than other countries? What are the best ways to reduce poverty?

(7) Economists have developed methods for studying and explaining how individuals, business and nations use their available economic resources. Large corporations use economists to study the way they do business and to suggest methods for making more efficient use of their employees, equipment, factories and other resources.

- Every society is faced with the identical problem, the problem of scarcity, because human wants are unlimited, but the resources necessary to satisfy those wants are limited.

- Economic systems may be classified as traditional, command or market systems.
- This was the first comprehensive defense of the free market, and continues to be an influential work to this day.
- If there are surplus goods, there will be an economic incentive to produce less or to produce different types of goods.
- The main problem in economics is the question of allocating scarce resources.
- Resources in a market economy are allocated in accordance with the laws of supply and demand.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. The process of making or growing things to be sold, especially in large quantities (p. 1).
2. Something such as useful land, or minerals such as oil or coal, that exists in a country and can be used to increase its wealth (p. 3).
3. A particular type of help or work that is provided by a business to customers, but not one that involves producing goods (p. 4).
4. The money that you earn from your work or that you receive from investments, the government, etc. (p. 4).
5. Someone who is paid to work for someone else (p. 7).

Task 8. Write a letter of request (70 – 80 words).

W. Lowe, a Purchase Manager from Sanders & Lowe Ltd. (Planter House, Princes Street, London EC1 7DQ), is writing to the Sales Managers of ABC Ltd. (Clayfield, Burnley BB10 1RQ). W. Lowe is interested in importing computers from Japan to England. He is asking to send their latest catalogue and pricelist quoting the most competitive prices and inform about possible discounts.

Test 2

Task 1. Choose the correct form of the verb to fill in each gap.

1. The remuneration committee finished its report three days ago. They ... it yet.
a. has not published; b. have not published; c. did not publish.

2. They ... applicants for several days. They have just decided to hire another applicant.
 a. have been choosing; b. has been choosing; c. had chosen.
3. In 2019 Jonson & Jonson ... nearly all the marketing rights.
 a. picks up; b. have picked up; c. picked up.
4. By the end of 1985 around five million people ... the book.
 a. had bought; b. will buy; c. would buy.
5. Computer data bases ... usually to select health services.
 a. is used; b. use; c. are used.
6. The shareholders ... about their dividends recently.
 a. have been informed; b. has been informed; c. will be informed.
7. The magazine "City Limits" ... by the publisher Terry Horner last summer.
 a. were bought; b. was bought; c. have been bought.
8. He said in the previous interview that he ... in the Hannover fair of 2010.
 a. will take part; b. takes part; c. had taken part.
9. We will lose sales if we ... the price.
 a. do not reduce; b. does not reduce; c. will not reduce.
10. If overheads were not so high, we ... more.
 a. has not been; b. have not been; c. would invest.

Task 2. Match the words to form word partnerships.

1. Stock	a. benefits
2. interest	b. Exchange
3. fringe	c. rate
4. to earn	d. force
5. labour	e. money

Task 3. Look at the following groups of words. Find an extra word in each group.

- Supervisor, manager, subordinate, boss.
- Organization, firm, level, company.
- Goal, objective, resource, purpose.
- Duty, task, responsibility, team.
- Effective, efficient, successful, available.

Task 4. Read the text and fill in each gap with the appropriate word.

Efficiently, managers, work, company, resources.

Management is a process of planning, organizing, leading and controlling the (1) ... of organization members and using all available (2) ... to

reach the stated goals. The management is composed of a team of (3) ... who have charge of the organization at all levels. Their duties make sure that the (4) ... objectives are met and the business operates (5)

Task 5. Fill in each gap with the appropriate word.

Profits, research, selling, owners, shareholders, advertisement, exchange, employment, shares, limited.

1. Advertisements for ... appear in all the media including radio and television.
2. Under present law in the UK there are two classes of companies: unlimited private companies and ... companies.
3. Partnership is an unincorporated business formed by the association from two to twenty persons who share risks and
4. Investors pay an amount of money to the company and become its
5. The payment made to ... is called a dividend.
6. Joint-stock companies are owned by individuals who buy ... in them.
7. The market ... agency presents a group of target customers with samples of the actual product.
8. The message the ... carries is oriented at the viewpoint of the customer.
9. Personal ... involves a person-to-person direct communication where the benefits of the product are explained.
10. The medium of ... may be money or barter.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) Competition is a necessary condition of the effective market mechanism.
(0) *Depending on the regime of competition perfect and imperfect competition are distinguished.* Perfect competition is a model of industrial structure in which many small firms compete in the supply of a single product. There is a multitude of firms all too small to have any individual impact on market price. (1) ...

(2) Imperfect competition is represented by monopolies and oligopolies. Monopoly is a market situation in which there is only one supplier of a particular product in a particular market or otherwise isolated sector. (2) ... The choice of the buyer is "buy from us or go without". There are no competitors against whom to match the company's prices. A true monopolist is consequently a price setter who enjoys the right to set prices at whichever level will maximize his

profits. (3) ... The term is still useful, though, because in some market sectors, some businesses are so large that they are virtual monopolists.

(3) Oligopoly is a market which is dominated by a few large suppliers. Oligopolistic markets are often characterized by heavy product differentiation which is distinguishing essentially the same products from one another by real or illusory means through advertising and other marketing ploys. (4) ... Most industries in the UK fall more or less within the oligopoly category. Each sector will have its big players and its many smaller ones. For example, the supply of washing powder to the UK retail market is controlled almost exclusively by two very large competitors. Lever Brothers Ltd (part of Unilever plc) and the US based Proctor and Gamble group together supply in excess of 90 per cent of the total UK market. (5) ...

(4) Today, producers and sellers are competing in a mature, overstocked, intensely competitive environment where products and advertisements look too much alike – a serious problem in an increasingly splintered marketplace. With shelf space and consumers' attention at a premium, the shots are now being called not by the producer but by the consumer and by the distributor who is oriented to what is new.

- Depending on the regime of competition perfect and imperfect competition are distinguished.

- The most concentrated oligopoly is when just two suppliers control the market.

- The key aspect of a monopolist is that, in theory, the single supplier can charge whatever price he likes.

- Perfect competition is most efficient for functioning of market mechanism.

- As there are two competitors, this is known as duopoly.

- In practice, monopolies with such pricing power are rare, especially in developed economies.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. Commercial rivalry; trying to sell more than another firm (p.1).

2. System where one person or company supplies all needs in one area without any competition (p. 2).

3. Person, shop, country which supplies (p. 2).

4. Action of announcing the sale of something; business of describing goods for sale (p. 3).

5. Selling small quantities of goods to an ordinary customer (p. 3).

Task 8. Write a letter of acknowledgement (70 – 80 words).

Martin Dole, a Sales Manager at a large furniture manufacturer Satex (3 Portland Place, London W1B 1 EJ), is sending a letter to Alan Nixon who is a Purchase Manager at Standard Electronics Ltd. (Nelson Street, London L3 3EL) to confirm that 300 furniture sets will be delivered in the morning. He is asking to inform the company if there is any delay in delivery and send a copy of the invoice.

Test 3

Task 1. Choose the correct form of the verb to fill in each gap.

1. Jill Brown ... a manager of the Marketing Department since she joined the company in 2002.
a. have been; b. has been; c. had been.
2. Our company's managers have placed their new advertisements in the media recently. They ... for this advertising campaign for three months.
a. have been preparing; b. has been preparing; c. are preparing.
3. The shareholders of Satex Co. ... their huge dividends in a month.
a. gets; b. will get; c. get.
4. The directors introduced a new staff suggestion scheme after the company's managers ... its purpose and benefits.
a. had explained; b. explains; c. has explained.
5. Details of orders ... to Accounts every day.
a. send; b. are sending; c. are sent.
6. Three of my colleagues ... redundant recently.
a. has been made; b. have been made; c. will make.
7. Our new offices ... last year.
a. are built; b. will be built; c. were built.
8. Last Monday our Chief Executive announced that the sales ... the following year.
a. would grow; b. grow; c. grew.
9. If business ..., we will move to a bigger office.
a. increases; b. increase; c. increased.
10. If we ... our shops on Sundays, we would increase our turnover.
a. opens; b. opened; c. open.

Task 2. Match the words to form word partnerships.

1. gross	a. economy
2. mixed	b. accounts
3. consumer	c. domestic product
4. annual	d. a profit
5. to make	e. goods

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Buyers, consumers, customers, sellers.
2. Goods, products, services, commodities.
3. Wage, salary, payment, production.
4. Work, labour, job, economy.
5. Production, society, manufacturing, making.

Task 4. Read the text and fill in each gap with the appropriate word.

Consumers, economy, services, industrial, labour.

The dominant economy in any (1) ... society – sometimes called the "formal" or the "white" economy – is the one in which waged (2) ... takes place. All of us have some connection with it as (3) ..., even if we do not have a waged job. But there is also an "informal" (4) ..., that is, the production of goods and (5) ... where cash does not change hands.

Task 5. Fill in each gap with the appropriate word.

Market, takeover, output, capital, jobs, wage, employment, marketing, efficiency, advertising campaign.

1. Our new product performed well on the ... in Las Vegas.
2. Statistics show the largest drop in industrial ... for ten years.
3. Now the French group is ready to launch a ... bid for the whole company.
4. To keep economic reform on track, 50,000 ... must be cut.
5. A combination of the ideal working environment and appropriate reward would create the ... required to increase productivity.
6. In most large companies, a policy of lifetime ... is practiced.
7. Industries in the tertiary sector that employ any number of low-paid workers would be especially hit by implementation of a minimum
8. Our marketing and refining business continues to make less than acceptable returns on ... employed.

9. The Government has launched a mass ... to reduce the nation's electricity consumption.

10. The strategic linchpin of Sun-Rype's ... plans is the strong brand recognition enjoyed by their products.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) Sole proprietorship is owned and controlled by a single person, whether run by that person or by a hired manager. (0) *The owner being solely responsible for everything done by the business, and accountable only to himself can make all the decisions.* Sole proprietorship is common in most sectors of the UK economy, especially in retailing. Most self-employed people will fit into this category. (1) ... With a few exceptions, all businesses in this category are small – a feature which may give flexibility. There are a number of features that are characteristic of sole proprietors. As they are not a legal entity (a sole proprietor is a business), it costs nothing to set up apart from the necessary capital. Anybody can be a sole proprietor simply by commencing business transactions in an informal manner. (2) ... They must, however, like everybody else who receives income, pay income tax on their pay from the business.

(2) There are certain advantages of holding single proprietor status. They are: no legal setting-up procedures, hence cheap and quick; all profits and earnings belong to the owner; the owner is only accountable to himself, therefore decisions can be made quickly, he has autonomy to arrange his own working schedule and independence to act as he sees it. (3) ... This means that the owner of a business (sole proprietor) is liable for any or all of the business's losses from his personal reserves without limit. He runs the risk of losing his house, savings, etc. (4) ...

(3) Because there is no requirement for sole proprietors to submit annual accounts, no one knows exactly how many of them exist in the UK. (5) ... Many of these businesses are like listed above, but there are also "odd job" people who do occasional work for financial gain. Despite the drawbacks of this type of organization, it is quite successful and popular and many people remain in this form of organization for all of their working lives.

- The owner being solely responsible for everything done by the business, and accountable only to himself can make all the decisions.
- The main disadvantage is unlimited liability.

- Common examples are as follows: market stall holders, small independent retailers, "cottage" industries (e.g. craft workshops), farmers, etc.
- They are estimated to be around one million.
- Hence, while he may enjoy all the benefits of the profits, he must also personally accept the responsibility for losses.
- They have no legal requirement to keep books according to the conventional legal (accounting) standards.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. Selling small quantities of goods to an ordinary customer (p.1).
2. Who works for himself, and is not paid a salary by someone else (p. 1).
3. Amount of money earned; salary/wages (p. 2).
4. No longer having something; thing/amount which you no longer have (p. 2).
5. Money saved (p. 2).

Task 8. Write a letter of request (70 – 80 words).

Jack Grey, a Sales Manager of Tools Ltd. (12 Rosetree Street, New York, BR2907), is writing a letter of request to Manchester Engineering Co. (15, Winston Street, Manchester, CR 5478) asking to send a price list covering the latest models of medical instruments and additional data concerning the terms of payment.

Test 4

Task 1. Choose the correct form of the verb to fill in each gap.

1. Smith Kline Beecham, a big British drug firm, just ... its third-quarter results. The price of its shares increased by 2.5 per cent in London's Stock Exchange.
 - a. have announced; b. has announced; c. announce.
2. Our new accountant has just prepared the report. She ... the report for two weeks.
 - a. has been preparing; b. is preparing; c. prepare.
3. Jim is meeting his business partners now. They ... an important contract tomorrow.
 - a. signs; b. signed; c. will sign.

4. It ... the first time that a car-maker had won the award.
a. was; b. were; c. will be.
5. Nowadays, 33 per cent of small businesses ... by women.
a. start; b. starts; c. are started.
6. These applicants ... about the recruitment committee's decision yet.
a. are not informed; b. have not been informed; c. will not be informed.
7. The contract ... at this time yesterday.
a. will be translated; b. is translated; c. was being translated.
8. Last week he informed the managers of our firm that he ... in the Hannover fair of 2011.
a. will take part; b. takes part; c. had taken part.
9. If you ... several items, you will get a discount.
a. buy; b. buys; c. bought.
10. If they ... more attention to promotion, they could make more profit.
a. pays; b. paid; c. pay.

Task 2. Match the words to form word partnerships.

1. to make	a. satisfaction
2. job	b. goods
3. to raise	c. a profit
4. purchasing	d. capital
5. consumer	e. power

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Consumer, buyer, seller, customer.
2. Quality, rules, conditions, terms.
3. Sale, commerce, trade, payment.
4. Contact, relationship, location, relations.
5. Save, decide, fix, determine.

Task 4. Read the text and fill in each gap with the appropriate word.

Customer, determine, contact, quality, commerce.

The secret of success in electronic (1) ... lies in placing a new emphasis on a well-established area. That area is (2) ... service, which is now the only point of (3) ... between a business and the buying public.

There are a number of factors in a real-world shop that (4) ... people's perceptions of a business: these include the location and the appearance of

the premises, the (5) ... and the pricing of the merchandise or service, and the behavior of the staff.

Task 5. Fill in each gap with the appropriate word.

Demand, marketing mix, partnership, insurance, public relations, shareholders, capital, entrepreneurs, unemployment, hire.

1. A corporation is a business owned by
2. ... are concerned with maintaining, improving or protecting the image of a company or product.
3. ... is a group of people providing capital, setting up company and managing it together.
4. The ... generally refers to an overall marketing strategy, which involves the manipulation of four key elements.
5. The cost of term ... increases with the age of the person involved.
6. All businessmen and ... are deeply concerned about the time factor. Waiting is a fact of life in the business world.
7. A small business owner should aim to ... those individuals who are best qualified to fill the job requirements.
8. Many people study economics because they wish to understand why we have social problems such as ... and poverty.
9. Economists find it useful to divide resources into four categories which they call land, labour, ..., and entrepreneurship.
10. A ... for a product means the amount that consumers are willing and able to obtain.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) Economists use the term "firm" to cover all types of business organizations. It refers to any organization that makes decisions on how to organize inputs to produce commodities. (0) *In order to explain the behavior of businesses, economists construct theories of the firm.* To understand the ways in which firms behave, and to be successful in predicting how they react to changing circumstances, we need to know who controls the firm, as well as who formally owns it. There is, usually, no difficulty on this matter in the case of sole proprietorship, partnership, and small private companies, especially when the owners take an active role in running the business.

(2) In giant corporations, in contrast, the situation may be quite different. (1) ... The owners elect the Board of Directors who are answerable, in principle, to the shareholders at company meetings, especially at the annual general meetings when accounts for the past year and forecasts for the future are presented for approval. (2) ... The chief executive is usually the managing director, or the chairman of the company.

(3) The power that the owners of a business have over directors may, however, be quite limited in practice. Many investigators of corporate behavior hold the view that a minority of shareholders often exercises effective control over the decisions of the company. The power of small groups of shareholders depends, among other things, on the distribution of share ownership. (3) ... To understand why this is so, it is necessary to appreciate that each ordinary share normally carries one vote. (4) ... But, suppose one group owns 30 per cent, with the remaining 70 per cent distributed so widely that few of the dispersed groups bother to vote. In this event, 30 per cent may be the overwhelming majority of shares actually voted. Often a small fraction of the shares actually voted may be the dominant influence at shareholders' meetings. (5) ... The separation of ownership from control was first pointed out in the United States more than 50 years ago by Berle and Means.

- The directors, in turn, appoint salaried managers to run the business.
- The owners of joint-stock companies are the shareholders.
- Any individual or group owning 51 per cent of the voting shares clearly controls a majority of votes.
 - It may be slight if ownership is widely dispersed.
 - Dispersed ownership and minority of control are common in giant companies.
- In order to explain the behavior of businesses, economists construct theories of the firm.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. A person who owns shares in a company (p. 2).
2. Description of what will happen in the future (p. 2).
3. Business association between two or more people where the risks and profits are shared (p.1).
4. One of the parts into which a company's capital is divided (p. 3).
5. State of owning (p. 3).

Task 8. Write a letter of complaint (70 – 80 words).

Michael Jefferson, a Purchase Manager of PC & Co. Ltd (21 Bay Street, New York, USA) is writing a letter about the breach of a contract by Computer World Inc. He ordered new Samsung laptops for the accounting department. However, the supplier, Computer World Inc. (71 Park Avenue, Philadelphia, USA), has delivered Hewlett Packard laptops and charged more for them than for the required laptops, referring to their higher quality and problems with Samsung laptops.

Test 5

Task 1. Choose the correct form of the verb to fill in each gap.

1. Procter & Gamble ... in the soap business since William Procter and James Gamble formed their partnership in 1837.
a. is; b. has been; c. was.
2. Partners ... the transaction on buying the equipment all this week, but they have not finished it yet.
a. have been making; b. has been making; c. were making.
3. The president of the company ... back tonight. I think he will meet you.
a. comes; b. come; c. is coming.
4. Mr. Brown ... as an accounting clerk before he became a Financial Director.
a. had worked; b. works; c. work.
5. The reliable automobiles ... always by Volvo.
a. are manufactured; b. are manufacturing; c. manufacture.
6. People who failed to obey government regulations ... this year.
a. has been fined; b. fined; c. have been fined.
7. Taxing ... by the government at that time.
a. were being controlled; b. was being controlled; c. controlled.
8. Last week the vice-president said that they ... much to advertise their product the following year.
a. will do; b. did; c. would do.
9. Our foreign partners ... the contract if we do not meet all the requirements.
a. will withdraw; b. withdraws; c. would withdraw.
10. If we had a good top manager, our company ... definitely a market leader.
a. will be; b. is; c. would be.

Task 2. Match the words to form word partnerships.

1. private	a. needs
2. basic	b. money
3. labour	c. exchange
4. borrow	d. limited company
5. stock	e. market

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Public Relations, advertising, organization, publicity.
2. Business, enterprise, firm, job.
3. Employment, occupation, engagement, management.
4. Go away, employ, retire, leave.
5. Employee, worker, labourer, security.

Task 4. Read the text and fill in each gap with the appropriate word.

Employment, retire, publicity, job, enterprise.

Japan's invasion of western markets has received widespread (1) ... in recent years. Their activities have been viewed internationally with a mixture of admiration, envy, and fear. In most Japanese companies, a policy of lifetime (2) ... is practiced. It means that when people leave school or university to join an (3) ..., they can expect to remain with an organization until they (4) The employee gets (5) ... security for life, and can only be fired for serious misconduct.

Task 5. Fill in each gap with the appropriate word.

Marketing, mass selling, distribution, competitors, advertising, marketing mix, customers, sales promotion, board of directors, promotion.

1. ... means communicating with large numbers of potential customers at the same time.
2. ... can be defined as commercial messages to the public designed to inform potential and established customers and to encourage sales for the advertiser.
3. A company's ... helps management to develop business plans, objectives and strategy.
4. ... refers to those activities that stimulate interest and purchase by final customers.
5. It is useful to reduce all the variables in the ... to four basic ones: product, place, promotion, and price.

6. Communicating information between sellers and potential buyers to influence attitudes and behaviour is called

7. There are many possible ways to satisfy the needs of target

8. ... plays an important role in economic growth and development.

9. These two famous companies are the main ... on the market.

10. Control of ... and sales promotion are some of the Marketing Manager's functions.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) The term "market", as used by economists, is an extension of the ancient idea of a market as a place where people gather to buy and sell goods. **(0)** *In former days, part of a town was kept as the market or marketplace, and people would travel many kilometers on special market-days in order to buy and sell various commodities.* Today, however, markets such as the world sugar market, the gold market and the cotton market do not need to have any fixed geographical location. In a free market, competition takes place among sellers of the same commodity, and among those who wish to buy that commodity. Such competition influences the prices prevailing in the market. **(1)** ... Whenever people who are willing to sell a commodity contact people who are willing to buy it, a market for that commodity is created. Buyers and sellers may meet in person, or they may communicate in some other way: by letter, by telephone or through their agents.

(2) In a perfect market, communications are easy, buyers and sellers are numerous and competition is completely free. **(2)** ... There are, however, no really perfect markets and each commodity market is subject to special conditions. **(3)** ... Although in a perfect market competition is unrestricted and sellers are numerous, free competition and large numbers of sellers are not always available in the real world. **(4)** ... Such a situation is called a "monopoly", and may arise from a variety of different causes. **(5)** ... Some countries have state monopolies in basic commodities like steel and transport, while other countries have monopolies in such comparatively unimportant commodities as matches. Most national authorities monopolize the postal services within their borders. A different kind of monopoly arises when a country, through geographical circumstances has control over major natural resources or important services.

- In a perfect market there can be only one price for any given commodity: the lowest price which sellers will accept and the highest which consumers will pay.

- In some markets there may only be one seller or a very limited number of sellers.

- State planning and central control of the economy often mean that a state government has the monopoly of important goods and services.

- It can be said, however, that the price ruling in a market indicates the point where supply and demand meet.

- Prices inevitably fluctuate, and such fluctuations are also affected by current supply and demand.

- In former days, part of a town was kept as the market or market place, and people would travel many kilometers on special market days in order to buy and sell various commodities.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. The activities of companies that are trying to be more successful than others (p. 1).

2. Something that can be bought or sold, especially basic food product or fuel (p. 1).

3. A place where a product is required / could be sold (p. 1).

4. A company that has complete control of the product or service it provides because it is the only company that provides it (p. 2).

5. A person who buys, especially a person who buys stock for a large store (p. 2).

Task 8. Write a letter of invitation (70 – 80 words).

Carry Jameson from OLI Company (65, Whale Street, London, 598bn7 UK) is writing a letter to Mr. Kinderly from Watch Corporation (9 Winner Street, Chicago, 76fg76 USA) inviting him to attend the exhibition dedicated to the new product's launch to be held in London, UK.

Test 6

Task 1. Choose the correct form of the verb to fill in each gap.

1. The report just ... by our new junior manager.

a. have been prepared; b. has been prepared; c. had been prepared.

2. The previous company strategy ... more efficient than we had.
a. had been; b. were; c. is.
3. This bank is able to borrow money, that's why I ... there tomorrow and take it.
a. go; b. will go; c. went.
4. Before we adopted a new policy the production sector ... inefficient.
a. is; b. has been; c. had been.
5. The invoice ... when the Personnel Manager came.
a. was being checked; b. is checked; c. will be checked.
6. Usually this device ... for printing out.
a. use; b. is using; c. is used.
7. The annual meeting of the board of directors just
a. has finished; b. are finished; c. were finished.
8. Last year our company reported that its turnover ... by 15 % the following year.
a. will rise; b. would rise; c. rise.
9. If the demand ..., our company will produce more goods next month.
a. increase; b. will increase; c. increases.
10. If we paid our workers better, we ... popular employers.
a. will become; b. would become; c. became.

Task 2. Match the words to form word partnerships.

1. limited	a. transaction
2. financial	b. rate
3. to lend	c. research
4. market	d. liability
5. interest	e. money

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Market, store, shop, factory.
2. Buyer, customer, consumer, seller.
3. Services, goods, products, commodities.
4. Exchange, production, manufacturing, making.
5. Supply, demand, offer, proposal.

Task 4. Read the text and fill in each gap with the appropriate word.

Money, demand, market, services, exchange.

A market is created whenever a potential seller of goods or (1) ... is brought into contact with a potential buyer and a means of (2) ... is available. The medium of exchange may be (3) ... or barter. Exchange agreements are reached through the operation of the laws of supply and (4) In the business view the (5) ... is a collection of selling opportunities.

Task 5. Fill in each gap with the appropriate word.

Price, purchase, shareholders, competitive, policy, to sell off, retail, quality, advertisements, customer.

1. The ... are intended to improve the company's image.
2. We introduced our low-fat burgers in response to ... demand.
3. The company's commitment to providing quality at a reasonable ... has been vital to its success.
4. The company enjoys a world-wide reputation for ... of design.
5. If you are not satisfied with your ..., we will give a full refund.
6. The company has adopted a new ... on product returns.
7. The retail sector is much more ... in the South East.
8. Costmart is the biggest ... outlet in the area.
9. We are going ... the least profitable parts of the business.
10. The three most important ... own 64 % of the company.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) A fundamental feature of the world we live in is scarcity. (0) *We cannot have all of the things we would like all of the time; we are forced to make choices.* Economics studies the way society organizes itself to make choices about what goods and services to produce. (1) ... In modern industrialized societies most of these decisions are made through markets. For example, food markets link together consumers shopping in supermarkets with farmers who produce food. (2) ...

(2) Other examples of markets in a modern economy are financial markets (which link savers and investors), labour markets (which link employers and employees), the housing market, transport markets, energy markets (which link energy suppliers with consumers of energy) and so on. Microeconomics is that

branch of economics which studies the behaviour of individual markets and of individual consumers and business firms – within these markets. (3) ...

(3) The other main branch of economics is macroeconomics. (4) ... Macroeconomists work with questions such as: What determines the overall growth rate of an economy and what policies would be effective in trying to raise an economy's growth rate? What determines the overall rate of price inflation in any economy and how might governments try to maintain price stability?

(4) Macroeconomics became the dominant interest of economists largely due to two factors. (5) ... And secondly, the belief that governments had both the duty and the ability to seek to stabilize the growth of the overall economy in order to avoid both damaging recessions and high unemployment, on the one hand, and inflation and price increases, on the other hand. Today, many economists have lost faith in the ability of governments to successfully intervene at the macroeconomic level, but this remains an area of active debate and research among the economics profession.

- We cannot have all of the things we would like all of the time; we are forced to make choices.
- Macroeconomics is the study of the behaviour and functioning of the whole economy.
- If consumers increase their demand for organic foods, food markets send signal (in the form of higher price) to provide an incentive to farmers to switch to growing more organic food.
- Firstly, the development of national income accounting which made it possible to measure national economic performance systematically for the first time.
- It also studies how we produce these goods and services and who receives these goods and services.
- Each individual market has its own unique characteristics, determined in part by the degree and nature of government regulation.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. A particular type of help or work that is provided by a business to customers, but not one that involves producing goods (p. 1).
2. A particular area where a company sells its goods or where a particular type of goods is sold (p. 2).
3. A continuing increase in prices, or the rate at which prices increase (p. 3).

4. The number of people in a particular country or area who cannot get a job (p. 4).
5. The amount of money you have to pay for something (p. 4).

Task 8. Write a letter of complaint (70 – 80 words).

Jane Brown is a sales manager at Colin's shop (39 Pushkin Street, Kharkiv, Ukraine) which sells clothes. Yesterday she received a shipment of jackets and the boxes which they were packed in were badly damaged. She is writing a letter of complaint to their main supplier "Exclusive Co." (21 Linsey Street, Wales, 1732, UK).

Test 7

Task 1. Choose the correct form of the verb to fill in each gap.

1. Last year the annual income of their company ... \$1 million, but this year their profits have increased by 30 %.
a. were; b. was; c. will be.
2. Mr. Green ... in this company since 2008 and this year his company has promoted him.
a. has been working; b. have been working; c. was working.
3. Mr. Smith ... his documents now, because tomorrow he will have an annual meeting.
a. was preparing; b. will be preparing; c. is preparing.
4. Before he moved to the new city, he ... a new job there.
a. have found; b. had found; c. will find.
5. A lot of companies ... always by the region's cheap labor.
a. is attracted; b. are attracted; c. has attracted.
6. Since 2009 the methods of improving the living standards ... by Mr. Black.
a. have been introduced; b. has been introduced; c. will be introduced.
7. When he entered the hall, a new project ... by the managers.
a. is discussing; b. will be discussed; c. was being discussed.
8. A number of firms found that they ... control over their proceeds technology the previous year.
a. will lose; b. are losing; c. had lost.
9. The boss will be angry if you ... late for work.
a. arrives; b. arrive; c. arrived.

10. If I won a lottery, I ... a sole proprietor.
 a. would become; b. will become; c. become.

Task 2. Match the words to form word partnerships.

1. consumer	a. incentive
2. profit	b. loans
3. sales	c. groups
4. job	d. manager
5. short-term	e. interview

Task 3. Look at the following groups of words. Find an extra word in each group.

1. Increase, decline, rise, raise.
2. Supervisor, manager, subordinate, boss.
3. Organization, firm, structure, company.
4. Subordinates, employees, workers, economists.
5. Report, account, statement, hierarchy.

Task 4. Read the text and fill in each gap with the appropriate word.

Subordinates, increasing, organizations, supervisor, command.

Many (1) ... have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an (2) ... number of people below at each successive level. There is a clear line or chain of (3) ... running down the pyramid. All the people in the organization know who their (4) ... or boss (to whom they report) is, and who their immediate (5) ... (to whom they can give instructions) are.

Task 5. Fill in each gap with the appropriate word.

Marketing mix, personal selling, SWOT, advertising, profit, product, economic system, services, advertiser, brand.

1. The ... comprises four essential components: product, place, price and promotion.
2. What is meant by ...? A firm should be aware of its strengths and weaknesses, and the opportunities and threats in the market place.
3. American ... has helped to avoid the concentration of political and economic power in a few hands.
4. You can contribute to the cost of a sporting or artistic event, where the ... or packaging of your product is displayed prominently.

5. ... is the most expensive promotional tool, and is generally used only sparingly, as a complement to advertising.

6. Professional ... is directed toward licensed professional practitioners such as lawyers, accountants, doctors and engineers.

7. Ads differ depending on whom the message is intended for, where the ad is shown, which media are used, and what the ... wants to accomplish.

8. The ... is developed according to the needs of the market.

9. A product's price has to cover all the costs involved in its production, distribution and promotion, as well as an expected

10. Manufacturers and service firms can produce goods and ... more efficiently than ever before, which means that supply is often greater than demand.

Task 6. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is an example at the beginning (0).

(1) Marketing is the performance of business activities directed toward the flow of goods and services from producers to customers. (0) *It is a very complex process that accompanies our everyday life.* For example, marketing includes buying and selling, transporting and storing, product planning, market research, product support, customer service, financing and other activities.

(2) (1) ... Traditionally the important elements that make up the "marketing mix" are known as the four P's: product, price, place and promotion.

(3) (2) ... It is often connected with research and development of a new product or service, testing it, searching the potential markets and, after all, introduction to the market.

(4) When setting the price of a product many manufacturers start with their unit production cost, the expense of making one unit of the item. They add a percentage of this cost to provide a profit for themselves. Every company refers to the marketing channel, then sells the product for more than it costs. (3) ... The amount of money added at each stage is called a markup. So, price refers to how much money a company charges for its product.

(5) Place is the movement of goods and services from a producer to a customer. A manufacturer must establish a system that keeps products moving steady from the factory to the customer. Such a system is called a marketing channel or a channel of distribution: manufacturer – wholesaler – retailer – customer.

(6) Promotion means presenting the product to the customer. (4) ... Companies engage in a variety of promotional activities to inform customers about the products and services and to persuade them to buy. (5) ...

- The most effective combination of the 4 P's is the right marketing mix for each particular product or services.
- The various factors a company must take into consideration when developing its marketing objectives are referred to as marketing mix.
- It includes all kinds of communication in marketing: advertising, sales, direct mail, in-store display, catalogues, and testers.
- The product element of marketing refers to the goods and services that a company wants to sell.
- Each firm adds an amount that covers its expenses and enables it to make a profit.
- It is a very complex process that accompanies our everyday life.

Task 7. Match the word with its definition; find the word in the marked paragraph of the text.

1. Selling techniques (publicity, packaging etc.) for a product (p. 1).
2. It is a tangible good or an intangible service that is mass produced or manufactured on a large scale with a specific volume of units (p. 3).
3. The amount a customer pays for the product (p. 4).
4. Location where a product can be purchased (p. 5).
5. It has four distinct elements: advertising, public relations, personal selling and sales promotion (p. 6).

Task 8. Write a letter of request (70 – 80 words).

You are Thomas Wilson, Chairman of MSD Corporation (35 Marrow Lane, London PH 5678). In two days there will be an important meeting and you need the latest data from your company's subsidiary in Canada (15 Road Avenue, Toronto, RH 2 FK56). You are writing a letter to Jill Smith to ask for this information.

Test A

Task 1. Read the texts below. Match choices (A – H) to (1 – 5). There are three choices you do not need to use.

Cultural differences

1 _____

To be successful in international business and to be a good citizen of the international community one should learn how to honour and respect his own culture and also to develop appreciation, tolerance and respect for other cultures. Representatives of other nations doing business in China or other Asian country gain a real advantage when they show knowledge of local culture and cultural differences.

2 _____

A person's position or rank is much more important in Asian countries than in the United States. In Japan, for example, when business people meet, the first thing they do is exchanging business cards. This allows the members of the group to establish their rank, or importance. Only after this has been determined they can continue with the tasks assigned to them.

3 _____

In China voice is very important. A person lowers his or her voice when asking a favour or attempting to show respect. It should be noted also that the voice is only raised in negotiations, or when in a confrontation with an enemy. The voice is often lowered in a threatening situation to show that a confrontation is not desired.

4 _____

Most Americans find their strength in individualism. They judge success on advancement toward individual career and personal goals, and their motivation derives from the ethic of individual effort which embodies competitive behaviour, individual responsibility and accountability. By contrast, the cultures of Asia tend to be motivated toward group rather than individual effort. In addition, Asians tend to be disturbed by aggressive behavior. According to their culture, one does not have the right to venture, to question, to request proof or to make changes.

5 _____

One of the great difficulties embarrassing communication between the American and the Asian cultures is their concept of what is polite. The Chinese, as many Asian people, have a great fear of offending others. Promises and

commitments will have a great relationship to the desire to be courteous and to please than to the actual fact or the real intent. A Chinese will immediately avoid any kind of behaviour that will offend or cause inconvenience. If an American business person wants to make an appointment with his associate, he will call him, and they will agree on a date and time for the meeting. It is expected that both business persons will be present at the appointed date and time. If one of them is unable to keep the appointment, then he will call and make other arrangements. All this is understood when an American says "Yes". In the same situation, saying "Yes" does not mean that a Chinese will meet at the agreed time and place. In this culture, an individual will agree to meet even if he or she has another obligation at the same time. The reason for this is that in the Asian culture, the desire to please – not to offend or cause immediate inconvenience – is much more important than the fact that the individual cannot meet at the appointed time.

- A. Group versus individual behaviour
- B. Monthly statements
- C. Chinese "Yes" versus American "Yes"
- D. Tone of voice
- E. Expenses for entertaining customers
- F. Status
- G. Overseas representatives
- H. The key to success in international business

Task 2. Read the texts below. For questions (6 – 10) choose the correct answer (A, B, C or D).

Creativity in the workplace

Nowadays, many UK companies are striving to be more creative. But according to a recent survey of senior managers, the lack of a can-do mentality amongst employees and an aversion to risk is hindering British business. Many think there is too much focus on delivering results quickly, which leaves insufficient time to think creatively. Some complain that a lack of coherent vision on creativity prevents their organization from being more innovative.

Yet while senior managers may regret the lack of creativity, they must take much of the blame for creating the situation. Until recently, successive generations of management ignored innovative ideas from employees. Indeed, new ways of thinking were often regarded as an unwanted distraction, and

original thinkers received little support. Despite the fact that many organizations are now taking steps to re-orient the business culture to promote creativity, it is not surprising, given this background, that a creative environment is hard to establish.

Another related issue is raised by Katrina Murray, a partner in a management consultancy: "While many senior managers still complain about the lack of support for creativity in their organizations, they also fail to appreciate the contribution that they themselves can make. In some companies, there is a perception that only managers at board level can influence the company culture". Murray feels that such organizations are unlikely to change. For her, "creative organizations are made up of individuals who believe they can dictate their own future. Companies need to be able to spot these individuals and gently encourage them to lead the way".

It is also necessary for senior managers to re-examine their role. According to Alex Sadowski, an American professor of management science, "promoting creativity means re-evaluating most of what we know about management. It means organizations must be prepared to invest in ideas without being sure of the return on that investment". Katrina Murray agrees with this view. "Businesses are expert at the measured approach, which involves analysis and risk avoidance. But there is another approach, which involves intuition and not always looking at the bottom line. What is hard is establishing a working environment in which both these approaches can function simultaneously".

Nevertheless, there are some pleasing indicators of progress in this area. Many of the senior managers interviewed in the survey say their organizations have adopted a number of strategies to encourage individuals to channel their creativity. Among these are giving open and honest feedback, allowing employees the freedom to measure their performance against more flexible goals, and higher toleration levels of failure. Senior managers also recognize that the way an organization is led and managed is critical to building a creative environment and that they themselves have an important role to play.

But there are some experts who believe an even more fundamental change is needed. Tom Robertson, a professor of creative education, believes that the lack of creativity in companies is a problem that originated in schools and universities. The solution, he says, lies in more enlightened educational policies. "There are already signs of this, but creativity is still concentrated in certain sectors, such as pharmaceuticals, advertising and the media. These sectors have always valued creativity, but the real challenge will be to shift

some of these sectors' practices into more traditional manufacturing and service companies".

6. Many senior managers feel that organizations have difficulties innovating because of

- A. a poor level of skills among employees.
- B. an emphasis on rapid achievement.
- C. an increased risk associated with change.
- D. an insistence on a standard company philosophy.

7. According to the writer, many organizations today are

- A. finding it easier to introduce a creative approach.
- B. having problems understanding innovation as a concept.
- C. actively developing the conditions for a creative approach.
- D. resisting innovative staff suggestions.

8. Alex Sadowski and Katrina Murray agree that to be truly innovative, organizations must

- A. invest in the right managers.
- B. place less emphasis on financial considerations.
- C. have a double focus to their policies.
- D. adopt an approach with clearly defined stages.

9. According to the survey, which of the following strategies has been introduced to encourage creativity:

- A. a greater acceptance of error;
- B. financial rewards for higher levels of creativity;
- C. the introduction of specific performance targets;
- D. the promotion of creative individuals to senior posts?

10. Tom Robertson believes that, in the future, it will be difficult to achieve

- A. an educational system that encourages creativity.
- B. a combination of practices that promote creativity.
- C. the spread of creativity to a range of businesses.
- D. a greater respect for creativity in pharmaceutical companies.

Task 3. Read the texts below. Match choices (A – H) to (11 – 16).

There are two choices you do not need to use.

A guide to advertising methods for owners of small businesses

11 _____

This method is convenient because you can insert an advertisement as short notice and your ad can contain details, such as prices and telephone

numbers or special offer coupons giving discounts. Another advantage is the large variety of sizes available and so, even on a tight budget, you can place a series of small ads. Position is exceedingly important, so specify in what section you want your ad to appear. Request an outside position for ads that have coupons to make them easier to cut out.

12 _____

This offers the greatest possibility for creative advertising, can give a product or service instant validity and allows you to target specific audiences, such as children and their parents during afternoon cartoons. Despite some recent criticism, when used properly, this is still the most effective advertising medium there is, but you shouldn't attempt it unless you have enough money in your budget to do it right. It is advisable to employ an advertising agency to help you create a commercial that will be effective for the goods or service you are offering.

13 _____

This is a relatively inexpensive way of selling an image or idea, but is a poor medium for transmitting details such as prices or telephone numbers. Using it in conjunction with printed advertising makes it twice as effective – you can say in your commercial "See our ad in the Sunday Times". As so many stations exist nationwide, the total audience for any one station is limited, therefore it's important to know which stations your potential customers listen to and at what times of the day.

14 _____

This form of advertising allows you to place your business listing or ad in selected classifications, so that when people need your product or service, they look up the appropriate section and contact you. Since those who have looked up your classification are already in the market to buy, your ad does not have to convince people of the desirability of purchasing your product or service. What it does need to emphasize is the reasons why the reader should select your firm over the competition.

15 _____

Marketing and advertising experts say that it is the same thing as traditional advertising, except that it is considerably more complicated. It is complicated because of the technology. With online marketing, advertisers can display their promotional material in software, websites and videos. The adverts may also appear in mobile apps. In fact, there are countless types of online ads and channels.

16 _____

It works well for promoting your product in specific geographic areas. While billboards, bus benches, and transit advertising can be very effective for the small-business owner, any successful outdoor campaign begins with your own location's signage.

Which method of advertising is each referring to?

- A. TV
- B. outdoor
- C. yellow pages
- D. newspaper
- E. direct mail
- F. radio
- G. Web marketing
- H. point-of-sale promotion

Task 4. Read the text below. Choose from (A – H) the one which best fits each space (17 – 22). There are two choices you do not need to use.

The best person for the job

Employees are a company's new ideas, its public face and its main asset. Hiring the right people is therefore a significant factor in a company's success. On the other hand, **(17)** If the human resources department makes mistakes with hiring, keeping and dismissing staff, a business can disappear overnight. Many companies now realize that recruiting the best recruiters is the key to success.

Sarah Choi, **(18)** ..., believes that thinking commercially is a key quality in HR. "Every decision an HR manager makes needs to be relevant to advancing the business. Other departments and senior executives used to see HR managers as having a purely administrative role. **(19)** HR managers have to think more strategically these days. They continually need to think about the impact of their decisions on the bottom line. They therefore need to be competent in many aspects of a company's operations. For example, a chief executive will expect the HR department to advise on everything from the headcount to whether to proceed with an acquisition."

Why do people go into HR in the first place? **(20)** ... "I think most people in the profession are attracted by a long-term goal. Since it's one of the few areas where you can see the whole operation, it can lead to an influential role

on the board. Nothing happens in the company which isn't affected by or doesn't impact on its employees, so the HR department is a crucial part of any business."

Not all operational managers agree. An informal survey of attitudes to HR departments that was carried out last year by a leading business journal received comments such as "What do they actually contribute?" But rising levels of remuneration demonstrate that the profession's growing importance is widely recognized. As Choi points out, salaries have never been higher and, in addition, **(21)**

Despite the financial rewards, HR managers often feel undervalued, and this is a major reason for many leaving their jobs. Being seen as someone who just ticks off other people's leave and sick days does not help build a sense of loyalty. However, **(22)** "These days, good professional development opportunities are considered an essential part of an attractive package", Choi explains.

- A. recruiting the wrong staff can lead to disaster;
- B. a professional qualification was required in order to progress to the top of HR;
- C. Head of HR at Enco plc;
- D. That's no longer the case;
- E. HR managers often receive substantial annual bonuses;
- F. a lack of training and development is a more significant factor;
- G. to discuss the leadership development of the organizations' high-flyers;
- H. Choi has a ready answer.

Task 5. Read the text below. For questions (23 – 32) choose the correct answer (A, B, C or D).

Fighting fit

Fine Fitness, the health and fitness club operator, announced an impressive set of results yesterday. **(23)** ... a 38-per-cent jump in annual pre-tax profits, the company claimed that it had **(24)** ... none of the problems revealed last week by its rival, Top Fit. According to Samantha Collier, the chief executive, Fine Fitness **(25)** ... strong and is on track to reach its target of 100 clubs within three years, its strategy unaffected by the apparent slowing down of the economy.

The company opened 12 new clubs in the past year, **(26)** ... its total to 51. They have proved to be highly successful, with people joining in large

numbers, especially in the 25-to-40 age range. Even the more **(27)** ... clubs are still seeing sales growth, along with rising retention rates of more than 70 per cent. This can be seen as clear **(28)** ... of the appeal of Fine Fitness.

Ms Collier admitted that as there were **(29)** ... too many companies competing with one another, there would almost certainly be **(30)** ... in the health-and-fitness-club sector of the market. She predicted that, within a relatively short time, there might be only about three major companies still in **(31)** However, she declined to say which these were likely to be.

Profits rose by £6.3 million, although there was a fall in gross margins from 31 per cent to 28.6 per cent because of higher insurance premiums, extra management costs and start-up expenses for the company's new **(32)** ... in Spain.

23	A	stating	B	reporting	C	remarking	D	informing
24	A	taken	B	felt	C	experienced	D	caught
25	A	stays	B	remains	C	maintains	D	keeps
26	A	bringing	B	putting	C	getting	D	mounting
27	A	installed	B	formed	C	established	D	confirmed
28	A	witness	B	sign	C	display	D	evidence
29	A	purely	B	merely	C	simply	D	barely
30	A	union	B	consolidation	C	alliance	D	combination
31	A	trade	B	office	C	commerce	D	business
32	A	trial	B	venture	C	proposal	D	speculation

Task 6. Read the text below. For questions (33 – 42) choose the correct answer (A, B, C or D). Write your answers on the separate answer sheet.

How to hit the big time

If you really want to earn a lot of money and think you are not in a right place or doing the wrong job, you face a choice: **(33)** ... the dream or change a career. There are highly lucrative job opportunities for you out there, whatever your personality.

Big money demands **(34)** ... assertive and having top-notch negotiation skills. In many high-paid jobs you will be called on to perform at a high level. So, you need to be **(35)** ... and to thrive on pressure.

If quiet and methodical work appeals, try to develop your qualifications and experience in a niche market – such as information technology. It is one

of the areas with distinct lack of talented people. Employers **(36)** ... to pay them a premium.

Entrepreneurs **(37)** ... for their ability to work their way to the top in a company. They are creative, but they do not rock the boat. They work in the company's management style, understand its value system and make it work for them. If this is you, **(38)** ... a job with a blue-chip consumer giant, where you are assured first-rate industry training. Salaries rise as you progress. Competition for marketing executives and senior managers is fierce and these are the areas where top, young talent is often head-hunted. Get to grips with the company's management style and make it work for you.

You can make a fortune by **(39)** ... risks and going it alone. You do not necessarily need a top education, but you will need to make up for it with an ability to tap future niche businesses. To be successful, you must thrive on making decisions and being in control.

You will be most successful in a career that **(40)** ... uses your talents. You need to think creatively about your money. When we ask people how much they would be comfortable earning, they come up with a figure 25 per cent **(41)** ... than what they earn now. But most people have a debt that is between 10 and 20 per cent of their income. We encourage people to think about what they would need to do to make ten times what they are making now.

Focus is vitally important. Set your goal and go all-out to achieve it. Never waver. Never allow yourself to become sidelined from your money-making goal. Do not let anyone **(42)** ... you into a role that takes you further from your goal. Go for it. You can do it.

33	A	forget	B	to forget	C	forgetting	D	forgot
34	A	to be	B	be	C	being	D	are
35	A	competitive	B	compete	C	competitiveness	D	competitor
36	A	can	B	have	C	may	D	should
37	A	name	B	named	C	have named	D	are named
38	A	to get	B	getting	C	get	D	will get
39	A	taking	B	to take	C	take	D	having taken
40	A	more	B	well	C	best	D	worst
41	A	lower	B	highest	C	high	D	higher
42	A	to push	B	push	C	pushed	D	pushing

Test B

Task 1. Read the texts below. Match choices (A – H) to (1 – 5). There are three choices you do not need to use.

International Day of Friendship

1 _____

Friends come in all shapes and sizes. They may be someone we met as a child, a classmate at school, someone we met at work or through other friends. They may be friends who live at a distance in another country or virtual friends we've made online. Whoever they are, however we met them, there is a special connection based on a shared history and interests, enjoying doing things together or simply talking and understanding each other. Friends are there to help us at difficult times and to celebrate the good times. Doctors say that friends are very important for both our physical and mental health at all stages in life.

2 _____

But friends are not only important on an individual level. Friendship can also be important on a global level. Friendships that cross borders can help bring peace and avoid war. Learning to think of other people, people who are different from us, as our friends helps us work together to build a culture of peace. That's why the UN declared 30 July as its official International Day of Friendship.

3 _____

An international celebration was first suggested by the World Friendship Crusade. This organization was founded by Dr Ramón Artemio Bracho and his friends in Puerto Pinasco, Paraguay, in 1958. They wanted to support the power of friendship and its importance in creating a culture of peace. So, in the same year, they decided to celebrate Friendship Week in Puerto Pinasco and other places in Paraguay. The following year, they repeated the week and finished on 30 July, which they declared as Friendship Day. From there, celebrations of friendship grew and spread across the Americas, then the world, and eventually the UN declared an International Day of Friendship in 2011.

4 _____

The International Day of Friendship on 30 July is not the only day celebrating friendship around the world. A number of countries, such as Paraguay, also celebrate on 30 July, but other countries have different dates. For

example, Argentina, Brazil and Spain celebrate Friend's Day on 20 July, while in India and the US, they celebrate it on the first Sunday in August. In Finland and Estonia, Friendship Day is celebrated on the same day as Valentine's Day, 14 February.

5 _____

Wherever it's celebrated, the celebrations are very similar. Friends meet up to spend time together. They may eat out or have a meal at home. They give each other small gifts: books, flowers, simple jewellery such as a friendship band (a simple bracelet). Some people send each other cards and greetings online. Whatever form the celebration takes, the spirit is the same – to remember the importance of friends and the power of friendship.

- A. What do people do on the International Day of Friendship?
- B. The importance of friends
- C. People make friends online
- D. The origins of the day
- E. Friends spend time together
- F. Friendship Days around the world
- G. People go to a public meeting
- H. Declaring an international Friendship Day

Task 2. Read the texts below. For questions (6 – 10) choose the correct answer (A, B, C or D).

Yoga

What is yoga?

Most people know yoga as a kind of exercise which aims at developing strength and flexibility. To practise yoga, you learn a series of "postures", where you put your body into different positions. The correct breathing is also important. However, yoga is really about more than just exercise. In 2014, the Prime Minister of India, Narendra Modi, asked the United Nations to create an International Day of Yoga, saying that yoga "is not about exercise but to discover the sense of oneness with yourself, the world and nature". He felt that yoga could not just help people to be healthier but also help connect people to each other and to nature. The United Nations agreed, and International Yoga Day is now celebrated on 21 June.

Where did yoga come from?

The history of yoga goes back at least 5,000 years, and some people claim it is nearer 10,000 years ago. It was first developed in Northern India and

at this stage was a spiritual as well as a physical form of exercise, connected with both Hinduism and Buddhism. In the late 19th and early 20th centuries, yoga was introduced to the Western world when Swami Vivekananda travelled to the United States to talk about yoga at a conference in Chicago in 1893. Others followed in the 1920s and 1930s, and by the 1960s yoga had become a very popular form of exercise in the United States and in Europe. Most people who practise yoga today do not do it for spiritual reasons.

What are the benefits of yoga?

Yoga is good for the mind and body. Regular practice of yoga helps people to improve their balance and stamina. Although you won't really get out of breath, like you might playing football or running, it does help to keep your heart healthy and you can lose weight. It can also help with back pain.

The breathing taught in yoga can help people to reduce stress and anxiety. There are lots of different possible breathing patterns you can do. Yoga also improves concentration and helps people to sleep better, so it's great for anyone who's under pressure at work or in their studies.

Different types of yoga.

There are lots of different types of yoga, so you can choose what suits you best. Hatha Yoga is often good for beginners, because you hold each position for a few breaths. In Vinyasa Yoga you change position much more quickly and you might get out of breath. It's quite challenging if you haven't done much yoga before. Bikram Yoga is sometimes called "hot yoga", because the room must be heated to around 40 degrees. As well as these and other more traditional forms of yoga, there are also some more unusual modern forms of yoga. For example, you might enjoy "laughter yoga", where people do breathing exercises and laugh about nothing in particular – laughing is very good for your health. Or what about "Aeroyoga", where you do yoga while you are hanging from the ceiling? It's supposed to be very good for your back. Or "Doga", where you do yoga together with your pet dog?

Whatever kind of yoga you choose, there are definitely some health benefits, and you should have fun too.

6. Why did Narendra Modi think yoga should have a special day?

- A. It was first developed in India.
- B. It can bring people closer together.
- C. It is a popular form of exercise.
- D. It is difficult to learn properly.

7. When did yoga first become known about in the West:

- A. at the end of the 19th century;
- B. about 5,000 years ago;
- C. in the 1960s;
- D. as much as 10,000 years ago?

8. The breathing taught in yoga

- A. must be done one particular way.
- B. can help you feel much calmer.
- C. is very difficult to learn properly.
- D. can be dangerous if you don't do it right.

9. Which form of yoga might be most difficult for a beginner:

- A. Doga;
- B. Bikram;
- C. Vinyasa;
- D. Hatha?

10. Which form of yoga is often good for beginners:

- A. Doga;
- B. Bikram;
- C. Vinyasa;
- D. Hatha?

**Task 3. Read the texts below. Match choices (A – H) to (11 – 16).
There are two choices you do not need to use.**

World Chocolate Day

11 _____

Did you know that there's a World Chocolate Day? It takes place each year on 7 July. To celebrate it, read about the history of chocolate and the interesting journey from cocoa bean to chocolate bar.

12 _____

Chocolate was first used as a drink over 3,500 years ago in Central America. It was very popular with the Mayans and the Aztecs, who mixed cocoa beans with vanilla or chilli peppers. In fact, cocoa beans were so important to them that they were used as money. Cocoa was first grown in Ecuador, which was, for a long time, the world's number-one producer of cocoa beans. It is still one of the top ten producers of the beans, but nowadays more than 70 per cent of cocoa beans come from West Africa.

13 _____

Cocoa beans come from cocoa trees. These trees grow in tropical forests around the world, from South America to Indonesia. The beans grow in colourful pods of red, yellow and purple. Inside the pods are the beans. Each tree grows around 50 pods a year, and each pod can contain between 20 and 60 beans. It takes around 100 beans to make 100 grams of chocolate. The pods are picked by hand to protect the trees.

14 _____

Once the pods are picked from the tree, they are opened and the beans are taken out. The beans need to go through a number of different processes before they are ready to be turned into chocolate. First, the beans and the pulp are placed in special boxes, where they slowly ferment for up to five days. Here the beans turn brown and start to develop their special flavour. They are then put out in the sun to dry for approximately 14 days. After this, they are roasted for about 15 minutes in preparation for the final stage, when the beans are taken out of their shells. At the end of this process, we are left with the cocoa "nibs" – chocolate in its purest form and the basic ingredient for all chocolate products.

15 _____

The first step is to grind the nibs by machine or between two large stones. This produces cocoa liquor, a semi-solid paste. This is then cooked and mixed continuously for hours or even days until it is just right. This is also the stage at which other ingredients are added: sugar, milk, various flavours. Interestingly, chocolate melts at 34° C. This is just below body temperature, which explains why it can be so sticky and messy, but also why it melts as soon as you put it in your mouth.

16 _____

At this point the cocoa nibs are ready for the last stage in the journey. For the cocoa liquor to turn into solid chocolate, it needs to be heated and cooled and heated again until it forms a solid mass. And so, at last, the journey from bean to bar is complete.

So now you know all about how chocolate is made, you may want to celebrate the day by eating one of your favourite chocolate treats!

Which paragraph

- A. is about preparing the beans?
- B. provides a brief history of chocolate?
- C. says that there is a World Chocolate Day?

- D. explains how chocolate liquor is produced from cocoa nibs?
- E. mentions how to cause a chemical change in plants?
- F. describes cocoa beans?
- G. says that chocolate turns to liquid at a very high temperature?
- H. describes how solid chocolate is made?

Task 4. Read the text below. Choose from (A – H) the one which best fits each space (17 – 22). There are two choices you do not need to use.

Cultural expectations and leadership

Gabriela worked for a multinational company as a successful project manager in Brazil and was transferred to manage a team in Sweden. She was excited about her new role but soon realized that **(17)**

Despite their friendliness, Gabriela didn't feel respected as a leader. Her new staff would question her proposals openly in meetings, and when she gave them instructions on how to carry out a task, they would often go about it in their own way **(18)** When she announced her decisions on the project, they would continue giving their opinions as if it was still up for discussion.

After weeks of frustration, Gabriela emailed her Swedish manager about the issues she was facing with her team. Her manager simply asked her if she felt her team was still performing, and what she thought would help her better collaborate with her team members. Gabriela found her manager vague and didn't feel as if **(19)**

What Gabriela was experiencing was a cultural clash in expectations. She was used to a more hierarchical framework where the team leader and manager took control and gave specific instructions on how things were to be done. This more directive management style worked well for her and her team in Brazil but did not transfer well to her new team in Sweden, **(20)** ... where decision making was more democratic. When Gabriela took the issue to her Swedish manager, rather than stepping in with directions about what to do, her manager took on the role of coach and focused on getting her to come up with her own solutions instead.

Dutch social psychologist Geert Hofstede uses the concept of "power distance" to describe how power is distributed and how hierarchy is perceived in different cultures. In her previous work environment, Gabriela was used to a high power distance culture where power and authority are respected and everyone has their rightful place. In such a culture, leaders make the big decisions and are

not often challenged. Her Swedish team, however, **(21)** ... where subordinates often work together with their bosses to find solutions and make decisions. Here, leaders act as coaches or mentors who encourage independent thought and expect to be challenged.

When Gabriela became **(22)** ..., she took the initiative to have an open conversation with them about their feelings about her leadership.

- A. aware of the cultural differences between her and her team;
- B. managing her new team would be a challenge;
- C. who were more used to a flatter hierarchy;
- D. without checking with her;
- E. with a better understanding of the underlying reasons;
- F. were used to working in a low power distance culture;
- G. motivate her team to achieve their goals;
- H. he was managing the situation satisfactorily.

Task 5. Read the text below. For questions (23 – 32) choose the correct answer (A, B, C or D).

Thanksgiving

Thanksgiving combines the traditions of different groups of people. Travellers and **(23)** ... brought different religious traditions from Europe to the United States and Canada. Several celebrations are claimed as the first Thanksgiving. The best known is the celebration held by the pilgrims in what is now Plymouth, Massachusetts after their **(24)** ... across the Atlantic Ocean on the famous Mayflower ship. Like the pilgrims, many groups held days of prayer, fasting or feasting to give thanks for successfully making the long boat journey. Later, settlers celebrated their successful **(25)** ... in a new land by holding feasts with their Native American neighbours. Over time, the Canadian and American traditions have become similar and developed into the modern holiday of Thanksgiving.

In Canada, Thanksgiving is celebrated on the second Monday in October. In the United States, it is on the fourth Thursday in November. Although its **(26)** ... are religious, today, Thanksgiving is a largely secular holiday. For most Americans and Canadians, it is a day for coming together with family and friends to share a large meal. It is an occasion to spend time with loved ones and express **(27)** ... for the year that has passed. In many households there is a tradition of everyone seated at the table sharing what they are most grateful for.

Thanksgiving is also about **(28)** Thanksgiving dinner traditionally includes roast turkey, mashed potatoes, cranberry sauce and, for dessert, apple, pumpkin or pecan pies. Every family has its own recipes, sometimes secret recipes handed down through generations.

Beyond food and gratitude, there are some unexpected sides to the American and Canadian holiday. One of these is football. This popular sport is an important part of the holiday, when families gather around to cheer on local or national teams. American football and Canadian football are both **(29)** ... to rugby, played primarily not with the feet but with the hands.

Parades are another common part of the festivities. In the United States, the Macy's Thanksgiving Day Parade takes place in New York City on the morning of Thanksgiving. It's one of the world's largest parades and is broadcast **(30)** A similar Thanksgiving parade happens in Canada as part of the Kitchener – Waterloo Oktoberfest, a multi-day autumn **(31)**

Unfortunately, heavy **(32)** ... is also common at Thanksgiving. In both countries, the week of Thanksgiving is one of the most popular travel times of the year, as everyone heads home to visit their extended family.

23	A	expatriates	B	migrants	C	refugees	D	movers
24	A	trip	B	cruise	C	journey	D	excursion
25	A	harvest	B	crop	C	outcome	D	result
26	A	homeland	B	birthplace	C	origins	D	fatherland
27	A	gratitude	B	appreciation	C	obligation	D	touch
28	A	meal	B	cooking	C	groceries	D	food
29	A	like	B	comparable	C	similar	D	close
30	A	countrywide	B	nationwide	C	far-flung	D	generalized
31	A	carnival	B	party	C	holiday	D	festival
32	A	traffic	B	fleet	C	convoy	D	motorcade

Task 6. Read the text below. For questions (33 – 42) choose the correct answer (A, B, C or D). Write your answers on the separate answer sheet.

How you are persuaded to spend more by advertising

Adverts focus **(33)** ... on what products do, or how the products make us feel. Our emotional response **(34)** ... a product is very important. If the advertisement **(35)** ... us feel good, i.e. it has images which we enjoy and remember, then we start to associate good feelings with the product. We respond well to adverts which demonstrate a lifestyle we would like to have. Famous people are often used in adverts because of their successful lifestyle. Footballers advertise sports drinks. We buy the drink, and sense the success. A survey of

4,000 adverts found that adverts with celebrities **(36)** ... 10 percent more effective than adverts without. Advertisers want you to believe that if you buy their product, you can start to live the lifestyle of the celebrity who advertises it. Humour is also used, as funny adverts **(37)** ... for longer. In addition, advert makers appeal to our senses. Unless your mouth waters, a chocolate advert is probably a failure. They want you to want their product.

33	A	or	B	either	C	neither	D	nor
34	A	for	B	with	C	of	D	to
35	A	makes	B	make	C	will make	D	made
36	A	has been	B	was	C	were	D	will be
37	A	are remembered	B	remember	C	will remember	D	remembered

The man who never lost

USA, 1958. The quiz show contestant was sweating. He nervously looked around the studio where he **(38)** The television cameras focused on his face. He thought hard. Finally he gave the answer to the question, and the crowd cheered. Millions of Americans watching in their homes, were happy that their hero, Carles Van Doren, was again the winner of Twenty-One. It was only later that the truth came out. The man **(39)** ... fame meant that he received 500 letters a day, who appeared on the cover of Time magazine and who had won more than \$100,000 on the show, was also a cheat. TV quiz shows were very popular in the USA in the 1950s. And the idea that one person could keep on **(40)** ... was especially popular. Audiences began to "support" this winner, and wanted to see him win every week. The producer of Twenty-One, Dan Enright, decided that to keep his show popular, it was necessary to give Van Doren the answers before the show.

Herbie Stempel, the previous champion before Van Doren, was the person who revealed the truth. He told the public that contestants on the programme **(41)** ... the answers and also taught what to do in front of the cameras: how to look nervous, how to pause and how to pretend to not know the answers. After an investigation which examined every moment of every Twenty-One show, Van Doren eventually **(42)** ... cheating.

38	A	was filmed	B	was being filmed	C	filmed	D	has filmed
39	A	whose	B	those	C	which	D	that
40	A	win	B	to win	C	won	D	winning
41	A	gave	B	given	C	were given	D	will be given
42	A	admitted	B	admit	C	will admit	D	admits

Test C

Task 1. Read the texts below. Match choices (A – H) to (1 – 5). There are three choices you do not need to use.

English Language Day

1 _____

English Language Day was first celebrated in 2010, alongside Arabic Language Day, Chinese Language Day, French Language Day, Russian Language Day and Spanish Language Day. These are the six official languages of the United Nations, and each has a special day, designed to raise awareness of the history, culture and achievements of these languages.

2 _____

This day was chosen because it is thought to be Shakespeare's birthday, and the anniversary of his death. As well as being the English language's most famous playwright, Shakespeare also had a huge impact on modern-day English. At the time he was writing, in the 16th and 17th centuries, the English language was going through a lot of changes and Shakespeare's creativity with language meant he contributed hundreds of new words and phrases that are still used today. For example, the words "gossip", "fashionable" and "lonely" were all first used by Shakespeare. He also invented phrases like "break the ice", "all our yesterdays", "faint-hearted" and "love is blind".

3 _____

The story of the English language began in the fifth century when Germanic tribes invaded Celtic-speaking Britain and brought their languages with them. Later, Scandinavian Vikings invaded and settled with their languages too. In 1066 William I, from modern-day France, became king, and Norman-French became the language of the courts and official activity. People couldn't understand each other at first, because the lower classes continued to use English while the upper classes spoke French, but gradually French began to influence English. An estimated 45 per cent of all English words have a French origin. By Shakespeare's time, Modern English had developed, printing had been invented and people had to start to agree on "correct" spelling and vocabulary.

4 _____

The spread of English all over the world has an ugly history but a rich and vibrant present. During the European colonial period, several European

countries, including England, competed to expand their empires. They stole land, labour and resources from people across Africa, Asia, the Americas and Oceania. By the time former British colonies began to gain independence in the mid-20th century, English had become established in their institutions. Many brilliant writers from diverse places across Africa, the Caribbean and Asia had started writing in English, telling their stories of oppression. People from all over the world were using English to talk and write about justice, equality, freedom and identity from their own perspectives. The different varieties of English created through this history of migration and colonization are known as World Englishes.

5 _____

More than 1.75 billion people speak English worldwide – that's around 1 in 4 people around the world. English is being used more and more as a way for two speakers with different first languages to communicate with each other, as a "lingua franca". For many people, the need to communicate is much more important than the need to sound like a native speaker. As a result, language use is starting to change. For example, speakers might not use "a" or "the" in front of nouns, or they might make uncountable nouns plural and say "informations", "furnitures" or "co-operations".

Are these variations mistakes? Or part of the natural evolution of different Englishes? "International English" refers to the English that is used and developed by everyone in the world, and doesn't just belong to native speakers. There is a lot of debate about whether International English should be standardized and, if so, how. What do you think? If you're reading this, English is your language too.

- A. International English.
- B. Why is English Language Day celebrated on 23 April?
- C. What is English Language Day?
- D. Portuguese is one of the official languages of the United Nations.
- E. The spread of English.
- F. In the fifth century, French was the official language in Britain.
- G. It's a bad thing to have many varieties of English.
- H. The origins of English.

Task 2. Read the texts below. For questions (6 – 10) choose the correct answer (A, B, C or D).

Carnival

Carnival is a festival that happens over a few days, usually just before Lent, in February or March. Because traditionally many people go on a fast during Lent, giving up meat, sugar or other foods and drink, carnival is an opportunity to enjoy these treats for the last time. It is a time to celebrate and party, with music and dancing in the streets. Some people believe that carnival is actually older than the Christian period of Lent, and that it started as the Roman festival of Saturnalia.

New Orleans

One of the most famous carnivals in the world is in New Orleans, USA. It is called Mardi Gras, which is French for "Fat Tuesday", the day when people would traditionally eat up all the fat before starting the Lent fast. The celebration in New Orleans lasts around two weeks, with a parade every day. Groups of people, called "krewes", dress up in special costumes and ride on decorated floats. They throw small gifts to the people watching, especially strings of beads. There are also many balls, especially masked balls. Mardi Gras is very popular with tourists, and it is estimated that well over a million people visit every year to join the celebrations.

Rio de Janeiro

The carnival in Rio de Janeiro, Brazil, is considered the biggest in the world, with around two million people celebrating on the streets each day. Rio Carnival is famous for its samba music and for the amazing costumes and floats. In 1984, the government decided to give the carnival a special stadium, called the Sambadrome, where people could buy tickets to go and see the parades. However, there are still plenty of street parties and parades happening all over the city.

The parades are a kind of competition and the samba "schools", or groups, are judged on their costumes, dancing, floats and music. Some samba schools spend millions of dollars on their preparations, but it is estimated that carnival makes over \$40 million from ticket sales and advertising.

Venice

Carnival in Venice is a much quieter celebration, but it is still very famous, mainly for the beautiful masks that people wear. Traditionally, the masks are made and decorated by hand, with gold, jewels and feathers. There

is a competition for the most beautiful mask, and there are many masked balls and other celebrations.

In St Mark's Square, there is an open-air theatre where you can watch traditional plays, and there are also classical music concerts. Because the streets are very narrow, there are candlelit parades on boats through the canals of the city. Watching all the people dressed in masks and costumes wandering through the city makes you feel as if you have stepped back in time to the 18th century.

Binche

The carnival in Binche, Belgium, is not as famous as some of the others, but it may have the longest history. It dates back to the 14th century. Up to 1,000 men and boys, called "Gilles", dress up in masks, costumes and wooden shoes. They also wear very tall feather hats, up to 90 cm tall. The Gilles dance through the streets and throw oranges at the crowd. This can sometimes cause accidents and break windows, but it is supposed to be good luck if you are hit by an orange.

6. Which carnival brings in around \$40 million:

- A. Binche;
- B. New Orleans;
- C. Rio de Janeiro;
- D. Venice?

7. Which carnival has people wearing very expensive masks:

- A. Binche;
- B. New Orleans;
- C. Rio de Janeiro;
- D. Venice?

8. Which carnival has a special name:

- A. Binche;
- B. New Orleans;
- C. Rio de Janeiro;
- D. Venice?

9. Which carnival uses a fruit as part of the celebrations:

- A. Binche;
- B. New Orleans;
- C. Rio de Janeiro;
- D. Venice?

10. Which carnival has the largest crowds:

- A. Binche;
- B. New Orleans;
- C. Rio de Janeiro;
- D. Venice?

Task 3. Read the texts below. Match choices (A – H) to (11 – 16).

There are two choices you do not need to use.

Christmas

11 _____

Christmas is a celebration that lasts for several days. In the UK and many other countries, the main celebration takes place on Christmas Day (25 December). From the Christian origins of the holiday, this day marks the birth of Jesus Christ. Christmas Eve (24 December) is the time for last-minute shopping and preparations, present-wrapping and maybe a drink in the pub. Others will be at home preparing food for the big day or at a midnight church service to welcome Christmas Day. Boxing Day (26 December) is also a national holiday in the UK – a necessary one for many, to recover after eating too much the day before! Shops are usually open on Boxing Day and the big after-Christmas sales begin.

12 _____

From huge cities to tiny villages, the month of December sees buildings and streets covered in coloured lights, red ribbons and smiling Santa Claus faces. People also decorate their houses (and sometimes their gardens) for the Christmas period. The most famous decoration is, of course, the Christmas tree – a pine tree covered in little shiny decorations and fairy lights.

13 _____

Christmas is a time to be with the people you love. Often, this involves travelling to your hometown to be with parents, siblings, cousins, old friends, etc. For some households, it's the only time of the year when all the family is together. In the UK, this is usually a time for chats, cups of tea and watching Christmas films together.

14 _____

Christmas meals vary across households, but the most common Christmas dinner in the UK is a roasted turkey with vegetables and potatoes. This may be accompanied by stuffing (made with bread, onions and herbs) and pigs in blankets (sausages wrapped in bacon or pastry). And, of course, delicious mince pies – little sweet cakes with fruit inside. This is, of course,

fantastic if someone is cooking for you. If you're the cook, you may feel under a little pressure as the extended family start arriving for dinner!

15 _____

Christmas is certainly the most wonderful time of the year for retailers! The days and weeks before Christmas are characterized by frantic shopping for presents. Many groups of friends or workmates take part in a "Secret Santa" group. This is where each person buys a small present for one other person in the group, but the identity of the giver is never revealed. In many countries, Christmas Eve is a night for kids to go to bed early before their house is visited by Santa Claus, a magic man in a red suit who leaves presents for all the kids in the house.

16 _____

Apart from dinner at home with family or friends, Christmas is also a time for parties. At school, children often do a Christmas theatre performance or sing Christmas carols in a concert, then have a party with sweets and cakes. For adults, most workplaces usually have their Christmas "do". This can be a dinner in a restaurant or just a few drinks in a bar. At workplace parties, many romances have started under the mistletoe, a special plant which people hang from the ceiling. If you meet somebody under the mistletoe, the tradition is to kiss that person.

Which paragraph is about

- A. religious songs?
- B. special days?
- C. presents?
- D. decorations?
- E. parties?
- F. food?
- G. all the best pop songs?
- H. family and friends?

Task 4. Read the text below. Choose from (A – H) the one which best fits each space (17 – 22). There are two choices you do not need to use.

World Kindness Day

Can you remember a time when somebody was kind to you? Perhaps a person allowed you to go in front of them in a queue. Maybe your sister phoned you to ask how your week was going. **(17)** ... There are a million ways to offer

kindness. And at a time when the world seems to have so many problems, some people have started to take the issue of kindness very seriously indeed!

Few people would disagree with the idea that a kind action is good for the soul. It is a win-win situation, leading to a sense of well-being both for the receiver of this kind gesture, **(18)** As a simple example, let's imagine you have a workmate who always does a very good job. How about taking a moment to mention this to them, just in conversation or perhaps by email? The effects of this will probably be quite clear: your workmate will be happy to receive some praise and, in addition, you will probably feel good about yourself for having spread a little joy.

Many organizations try to encourage people to do kind acts, wherever and whenever they can. The idea behind this is that it doesn't take any major plan to be kind, just a little bit of effort. Perhaps the strongest supporters of this idea are the Random Acts of Kindness (RAK) Foundation, **(19)** They operate under the beliefs that kindness can be taught and that it is contagious. Their activities range from suggesting kind acts to allowing their website-users to become 'RAKtivists' (people who officially register themselves as activists of kindness).

Apart from using your own common sense, the RAK website suggests some more imaginative ways to show kindness. **(20)** ... The first is interpersonal kindness. Some examples are donating old clothes to charity or writing a positive online comment about a restaurant that you like. The second is environmental kindness, which could mean simply recycling or organizing a group event to clean a local park or beach. The third category is less obvious: personal kindness, which means treating yourself kindly. Some examples are taking a walk in nature or setting yourself an objective to complain less. The logic is that by being kind to yourself, you will automatically be kinder to the world around you.

What is World Kindness Day? This is an annual celebration which takes place on 13 November each year. The day is marked in many countries, drawing attention to the amazing work of organizations and individuals in local communities. How do people celebrate this day? Well, by being kind and having lots of fun. **(21)** ... These are small cards which you hand to somebody when you do a kind act for them – with the message that now it is the other person's turn to "pass on" the card by doing a kind act for another person.

Most experts on kindness agree that it has a sort of ripple effect. **(22)** ... So don't wait for kindness to find you today, go and start a new ripple!

- A. Generally, these fall into three categories.
- B. One typical event is to use "kindness cards".

- C. This means that one kind action tends to lead to more and more.
- D. Or perhaps a stranger or a friend helped you in a much deeper way.
- E. who work with schools and companies to teach people kindness skills.
- F. as well as for the person who does the action.
- G. practical knowledge which almost everybody has.
- H. a sense of health and happiness.

Task 5. Read the text below. For questions (23 – 32) choose the correct answer (A, B, C or D).

The Eurovision Song Contest

Every year on a certain Saturday night in May, something quite unique happens in Europe. But this is no ordinary international competition. It has no footballs, athletes or fast cars. This is a **(23)** ... based on something much more important: finding the perfect pop song.

In short, the Eurovision is an enormous, televised **(24)** ... which is full of fireworks, wonderful dancing, lots of colours and shiny clothes. Oh, and pop songs, of course! Each participating country sends a singer or group to perform a song live at the Eurovision semi-final. From these performances, 26 are chosen for the Saturday-night Grand Final.

Most of the participating countries are within Europe or are nearby (e.g. Israel, Azerbaijan, etc.). However, due to the **(25)** ... of the competition with TV viewers in Australia, this country has been included since 2015.

After the performances at the Grand Final, each country votes for the best song. TV viewers can vote using their mobile phones, but each country also has an official **(26)** ... who decide 50 per cent of the votes. Obviously, it is not permitted to vote for your own country. In the end, the song with the most votes wins. The winning country will then host the Eurovision the following year.

Although it might seem like a normal TV **(27)** ... show like *The X-Factor* or *The Voice*, the Eurovision has quite historical origins. The Second World War ended in 1945, leaving Europe very divided. In the 1950s, the European Broadcasting Union started to think of an event which would both **(28)** ... and unite Europeans. This led to the first European song contest in 1956. It happened in Switzerland and included just seven countries. Decades later, it has grown into an enormous international event with hundreds of millions of viewers.

The competition's central rule is that each song needs to be a maximum of three minutes. This is shorter than most commercial pop songs, but the organizers decided that this limit was necessary so that the entire Grand Final (including voting) can happen within three hours. While performing the song,

there is another rule that the maximum number of people on the **(29)** ... is six. This includes the singer(s), musicians and dancers. Songs can be in any language, even though most countries choose to sing in English.

The competition has certainly had some **(30)** ... stories. The Swedish super-group ABBA won the Eurovision in 1974 and then became huge stars with hits like "Dancing Queen" and "Mamma Mia". In 1988, Céline Dion won for Switzerland before finding world **(31)** ... with songs like "My Heart Will Go On" from the film *Titanic*. In 2006, Finnish rockers Lordi won the competition and captured the world's imagination with their metal music and monster suits.

The popularity of the Eurovision has grown more and more each year. Outside of Europe and Australia, the Grand Final is now also watched by viewers in the USA and many other countries. Organizations in certain countries like China and Qatar have even expressed an interest in participating in the competition. So, who knows? Perhaps international **(32)** ... will finally be achieved not through governments but through three-minute pop songs.

23	A	battle	B	contest	C	fight	D	rivalry
24	A	gig	B	jam	C	recital	D	concert
25	A	popularity	B	boom	C	fashion	D	hotspot
26	A	body	B	committee	C	jury	D	team
27	A	skill	B	ability	C	experience	D	talent
28	A	entertain	B	amuse	C	shock		please
29	A	platform	B	stage	C	podium	D	location
30	A	success	B	luck	C	victory	D	fortune
31	A	exposure	B	fame	C	stardom	D	greatness
32	A	unity	B	accord	C	bargain	D	deal

Task 6. Read the text below. For questions (33 – 42) choose the correct answer (A, B, C or D). Write your answers on the separate answer sheet.

You and your data

As the internet and digital technology become a bigger part of our lives, more of our data becomes publicly accessible, leading to questions about privacy. So, how do we interact with the growing digital world without **(33)** ... the security of our information and our right to privacy?

In the past, it was easy for people to keep track of their personal information. Like their possessions, people's information existed mostly in physical form: on paper, kept in a folder, locked in a cupboard or an office. Today, our personal information can be collected and stored online, and it's

accessible to more people **(34)** ... ever before. Many of us share our physical location, our travel plans, our political opinions, our shopping interests and our family photos online – as key services **(35)** ... ordering a takeaway meal, booking a plane, taking part in a poll or buying new clothes now take place online and **(36)** ... us to give out our data.

Every search you make, service you use, message you send and item you buy is part of your "digital footprint". Companies and online platforms use this "footprint" to track exactly what we are doing, from what links we click on to how much time we spend on a website. Based on your online activity, they can guess what you **(37)** ... in and what things you might want to buy. Knowing so much about you gives online platforms and companies **(38)** ... power and a lot of money. By selling your data or providing targeted content, companies can turn your online activity into profit. This is the foundation of the growing industry of digital marketing.

So, can we do anything to protect our data? Or should we just accept that in fact **(39)** ... is "free" and sharing our data is the price we have to pay for using many online services? As people are increasingly aware of and worried about data protection, governments and organizations are taking a more active role in **(40)** ... privacy. For example, the European Union passed the General Data Protection Law, which regulates how personal information **(41)** ... online. However, there is still much work to be done.

As internet users, we should all have a say in how our data is used. It is important that we pay more attention to how data is acquired, where it is stored and how it is used. As the ways in which we use the internet continue to grow and change, we will need to stay informed and keep **(42)** ... new laws and regulations, and better information about how to protect ourselves.

33	A	compromise	B	compromising	C	to compromise	D	compromised
34	A	than	B	as	C	then	D	when
35	A	as	B	so	C	alike	D	like
36	A	require	B	requires	C	required	D	to require
37	A	interest	B	interesting	C	are interested	D	interested
38	A	many	B	a lot of	C	less	D	the least
39	A	everything	B	something	C	nothing	D	anything
40	A	protection	B	to protect	C	protecting	D	protected
41	A	is collected	B	are collected	C	collect	D	collected
42	A	to demand	B	demand	C	demands	D	demanding

Appendix

Focus on Writing

1. Instruction/Direction Words

The instruction/direction words are commonly used in assignments and essays. They give clues about what is wanted in the essay or the assignment. Table 1 will help you understand these words and focus on your writing.

Table 1

Instruction/Direction Words

Instruction/Direction word	Clues
1	2
Analyze	Examine one or more of the parts of a topic to see how the different parts contribute to the whole
Assess	Estimate or judge the matter
Argue	Systematically present reasons for or against the matter by presenting evidence
Classify	Arrange or organize things by classes
Comment on	Write explanatory or critical notes upon idea
Compare	Examine the similarities and differences in two topics, with the emphasis on similarities
Contrast	Examine the differences in two topics
Define	Set forth the meaning of something; construct a definition
Describe	Give an account of something
Detail	Give an account of something, emphasizing the component parts
Discuss	Examine by argument, comment, debate, present various sides of, focus on, or explain one topic
Explain	Make clear, give the reasons for, or analyze a topic in a step-by-step fashion
Illustrate	Clarify the points under discussion with examples
Interpret	Perform an account of the data according to your own understanding and draw conclusions
Justify	Defend arguments that support the conclusion
Outline	Give only the essential or main aspects of something under discussion, but don't go into too much detail

Table 1 (the end)

1	2
Prove	Provide evidence that a statement is true
Refute	Prove an opinion or conclusion to be false and show how a different opinion or conclusion follows
Relate	Show the connections
Review	Summarize and assess
Sketch	Give a clear overview of the main features without going into too much detail
State	Declare definitely or set forth formally in writing
Summarize	Restate the main points of an issue or article in a shortened form
Trace	Make out or determine how a particular idea was caused by going backward from the latest evidence, etc.

2. Paragraph Organization

A paragraph has three basic parts:

1. The topic sentence. This sentence contains the main idea of the paragraph. It is often but not always the first sentence of the paragraph.

2. The supporting sentences (about 3 – 5 sentences). These are the sentences that talk about or explain the topic sentence. They are more detailed ideas that follow the topic sentence. Three common ways to develop a paragraph:

- expanding on the main idea by giving additional details,
- explaining and clarifying ideas,
- giving an example and evidence/support from reliable sources.

Use the following expressions and linking words/phrases:

- to list details and ideas: *first, first of all, first and foremost, second, more important, most important, more significantly, most significantly, above all, most of all, the best / the worst, etc.;*

- to explain an idea: *in other words, that is to say... , in particular, (more) specifically, this is due to..., this is because..., this is down to the fact that..., etc.;*

- to give an example: *for example, for instance, such as, an example of..., to exemplify, to illustrate this..., etc.*

3. The concluding sentence. This may be the last sentence of a paragraph. It can finish a paragraph by repeating the main idea or just giving a final comment about the topic. A concluding sentence should not introduce a new point.

Use the following expressions and linking words/phrases to introduce a conclusion: *in conclusion, to conclude/sum up, all in all, in brief, in short, finally, lastly, all things considered, taking everything into account/consideration, for these reasons, etc.*

3. Developing a Paragraph

Step one. Write a topic sentence for the issue under discussion.

Step two. Brainstorming. Work with a partner or small group. Write single words, phrases, or sentences that are connected to the topic. List as many ideas as you can in five minutes.

Step three. Free writing. Work alone for five minutes. Write whatever comes into your head about the topic, without stopping, erasing, or going back. Write as much as you can.

Step four. Mapping. Write your topic in the middle, with a circle around it. Then put the next idea in the circle above or below the topic, and connect the ideas with lines. Make a map in five minutes. Share your map with a partner. Explain how the circles are related to each other.

Step five. Writing supporting sentences. Develop your main idea.

Step six. Writing the concluding sentence. Restate the main idea by using different words.

Step seven. Peer-editing. Exchange paragraphs with a partner. Edit your partner's paragraph using the checklist below (Table 2). Do not look for grammar or spelling mistakes. Pay attention to the content and organization of the paragraph.

Table 2

The Paragraph Peer Editing Checklist

Constructive suggestions	Yes	No	Comments
1	2	3	4
Is there evidence of prewriting activity (brainstorming, free writing, mapping)?			
Does the topic sentence fit the paragraph?			
Is there enough supporting evidence (details, explanation, examples)?			
Are there linking words and expressions?			

Table 2 (the end)

1	2	3	4
Is each sentence a complete thought?			
Is information placed in logical order?			
Is there something that is hard to understand?			
Is the conclusion effective and relevant?			
Is the paragraph interesting?			

4. Writing an Essay

An essay is a group of paragraphs written about a single topic and a central idea. It must have at least three paragraphs. Study the essay structure and tips for writing an essay (Table 3).

Table 3

The Essay Structure

Essay parts	Tips for writing
1	2
I. Introduction: a hook	grabs your readers' attention and leaves them wanting to read more. A hook may be a question, an unusual fact or statistics, or an intelligent quotation;
a general statement;	Write one or two sentences to explain the topic with general ideas, why it matters, and give background information; paraphrase the topic question in your own words by changing the structure of the sentences or changing the formation of the words;
thesis statement;	Introduce the main topic or argument on which the essay is based; give the main idea of what your essay is going to be about in one sentence and include your opinion or state your position;
the main idea	Let the reader know what the essay covers, and how it is organized. It is a road map for your readers.

Table 3 (the end)

1	2
the outline of the main ideas	Use the following expressions and linking words/phrases: <i>This essay will [first] outline/examine/address/argue/demonstrate/focus on ... and will [then] ascertain/establish/clarify/show/judge/prove ...; Next, it closely examines ... in relation to ...; Finally, it focuses on ... and how this affects ...; To understand the role of ..., this essay provides a discussion of ...; This essay seeks to investigate/evaluate/illustrate/discuss the impact of ... in relation to ...; The aim of this study is to ...; The purpose of this essay is to ...; This essay argues that ...; The major issue that needs to be addressed is ...; The main questions addressed in this paper are ...; This essay critically examines ...; This essay is organized in the following way: ...; The essay is divided into ... main parts: part one will ... , part two ...</i>
II. Body: paragraph A; paragraph B; paragraph...	Write the paragraphs that explain and support the thesis statement
III. Conclusion	Restate the thesis; give a summary of the main points of the essay and the supporting ideas of the essay, and/or give final comments. Use the following expressions and linking words/phrases: <i>In conclusion; To summarize; As has been shown; Clearly, this essay has shown that the main factors which impact upon ... are ...; From the above, it is clear that ...; Several conclusions emerge from this analysis ...; The evidence presented has shown that ...; This essay has focused on three factors affecting ...; It has been established that ...</i>

5. Writing an Opinion (Agree/Disagree) Essay

Choose one side, either agree or disagree.

Introduction:

- Paraphrase the question.
- Thesis statement with a reason for your opinion. Use the following expressions to start your view: *I agree/disagree; I think; I believe; In my*

opinion; In my view; I am of the opinion that; This essay believes; This essay agrees, etc.

- Give the outline of the essay.

Body paragraphs:

- Write one reason why you agree or disagree (the topic sentence).
- Explain in detail (supporting sentences).

Conclusion:

- Summarize your main points briefly.
- Restate your opinion briefly.

6. Writing an Informative Essay

The informative essay educates an audience on a particular topic by giving them in-depth information and a clear explanation of a subject. It can be a definition, analysis or comparison between two or more things. Informative writing should bombard the reader with information and facts that surround an issue. It is not an opinion piece.

There are four main categories: to define a term; to compare and contrast a subject; to analyze data; to provide a how-to guide on a subject

An informative paper should be written in an objective tone and avoid the use of the first person. The most effective format is using the essential parts of an essay:

title: write a creative title to grab your readers' attention;

introduction;

body paragraphs: the body contains three or more well-developed paragraphs based on the number of issues you want to discuss. Each paragraph focuses on one main idea presented in the introduction. The body is where sources should be cited and facts should be shared to educate the reader on the topic. There are several ways to organize the body of an informative essay:

1) based on importance: organizing ideas according to importance beginning with the most important; 2) chronologically: organizing ideas in a sequence from first to last or earliest to latest; 3) logically: forming groups of related ideas.

conclusion: restate every matter and question you have discussed.

Edit your essay using the checklist (Table 4).

Table 4

The Peer Editing Checklist – Informative Essay

Constructive suggestions	Yes	No	Comments
Does the paper have the minimum number of necessary paragraphs? Introduction. 1st body paragraph. 2nd body paragraph. 3rd body paragraph. Conclusion			
Does each paragraph have the correct number of sentences (3 – 5)?			
Is the title creative? If "yes", explain what makes it creative. If "not", suggest a creative title for the paper			
Does the introduction catch your interest? Why or why not? Be specific			
What is the author's main idea (thesis)? Does the paper clearly support the thesis?			
Did the author organize paragraphs in order that makes sense?			
The topic is included in each paragraph			
Details in each paragraph support the topic			
Did the author restate the topic of the essay in the conclusion?			
Did the author summarize the previous paragraphs in the conclusion?			
Does the conclusion include enough information to leave the reader well-informed and satisfied?			
If you were grading this paper, what would you give it?			

7. Writing a Discussion and an Opinion Essay

Introduction: paraphrase the question / state both views; thesis statement with your opinion.

Body:

paragraph 1: state what some people think (topic sentence), explain in detail (supporting sentences), give your opinion: why you agree or don't agree; give an example to support your opinion.

paragraph 2: state what some people think (topic sentence), explain in detail (supporting sentences), give your opinion: why you agree or don't agree; give an example to support your opinion.

Use some set phrases: *It is a widely held belief that...; This is because most people think...; Many people hold the view that...; They claim that...; Some would argue that...; Their view is that...; There is a common view that...; One reason for this view is because... .*

Conclusion: summarize the two viewpoints; restate your opinion.

8. Writing an Advantages/Disadvantages Essay

Introduction: paraphrase the question; thesis statement (state briefly one advantage and one disadvantage).

Body:

paragraph 1: state one advantage (topic sentence); explain in detail (supporting sentences); give a specific example;

paragraph 2: state one disadvantage (topic sentence); explain in detail (supporting sentences); give a specific example.

Conclusion: briefly rephrase the task question; paraphrase your thesis statement.

9. Writing a Two-Part or Double-Question Essay

Introduction: paraphrase the question; thesis statement (answer both questions in no more than two sentences, only give an opinion if it is asked for);

Body:

paragraph 1: answer the first question (topic sentence); explain in detail (supporting sentences); give an example to support it;

paragraph 2: answer the second question (topic sentence); explain in detail (supporting sentences); give an example to support it.

Conclusion: briefly summarize your main ideas.

Key

Unit 1

Task 2. 1. placement; 2. channels; 3. logistics; 4. market coverage; 5. advertising; 6. Public relations; 7. campaign; 8. in-store promotions.

Task 4. 1. Marketing is the business activity that involves finding out what customers want, using that information to design products and services, and selling them effectively.

2. The 4Ps include product, price, promotion, and place.

3. Placement means how the company moves its products to places where customers can buy them.

4. Distribution channels might include distributors, wholesalers, retailers and the Internet.

5. Logistics involves coordinating both materials the company needs to produce a product and the movement of the product to the customers.

6. Promotion includes all the ways in which companies tell customers about their products.

7. PR relies on methods that do not require payment, such as press releases and press conferences.

8. A promotional campaign might include paid advertising, public relations, and special events.

9. In-store promotions may include special offers, demonstrations, displays, and free samples.

Task 5. 1. c; 2. a; 3. g; 4. b; 5. d; 6. h; 7. e; 8. f; 9. j; 10. i; 11. l; 12. k.

Task 6. 1. brochure; 2. confuse; 3. convince; 4. magical; 5. persuasion; 6. transpire; 7. whim; 8. mailshot; 9. trendy; 10. failings; 11. expertise; 12. excites.

Task 7. 1. C; 2. C; 3. A; 4. D; 5. B.

Task 8. 1. True; 2. False; 3. True; 4. False; 5. False; 6. True; 7. True; 8. False; 9. True; 10. True.

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

Task 10. 1. excite; 2. gain; 3. encourage; 4. valuable; 5. benefit; 6. failure; 7. brochure.

Task 11. 1. expertise; 2. foods; 3. quality; 4. assistants; 5. complaint.

Task 12. 1. D; 2. B; 3. A; 4. D; 5. C; 6. A; 7. B; 8. C; 9. B; 10. C.

Task 13. 1. B; 2. D; 3. A; 4. C; 5. B; 6. A; 7. C; 8. B; 9. D; 10. B; 11. A; 12. C; 13. C; 14. B; 15. D.

Task 14. 1. be; 2. for; 3. correct; 4. not; 5. correct; 6. of; 7. that; 8. more; 9. the.

Unit 2

Task 2. 1. Artificial Intelligence; 2. machine learning; 3. neural net; 4. deep learning; 5. algorithm; 6. autonomous; 7. bot; 8. Natural Language Processing.

Task 4. 1. AI is used for speech recognition, decision-making, translation, and data analysis.

2. Machine learning often involves using large amounts of data to develop models or make predictions.

3. Deep learning involves learning from many examples rather than a simple set of instructions.

4. AI relies on very complex algorithms to enable computers to analyze data.

5. Some bots analyze information and prompt users to take action while others can simulate human-like conversation.

Task 5. 1. l; 2. d; 3. k; 4. f; 5. g; 6. e; 7. i; 8. j; 9. h; 10. b; 11. a; 12. c.

Task 6. 1. merchants; 2. embrace; 3. martial arts; 4. fortune; 5. languish; 6. facilitate; 7. clashes; 8. counterpoint; 9. purse; 10. disruption; 11. leeway; 12. stamp out.

Task 7. 1. C; 2. G; 3. A; 4. H; 5. B; 6. E.

Task 8. 1. True; 2. False; 3. False; 4. True; 5. False; 6. False; 7. False; 8. True.

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

Task 10. 1. poverty; 2. embrace; 3. partner; 4. benefit; 5. defeat; 6. extend; 7. failure.

Task 11. 1. performance; 2. software; 3. networking; 4. e-commerce; 5. transactions.

Task 12. 1. D; 2. A; 3. C; 4. B; 5. D; 6. A; 7. B; 8. D; 9. C; 10. B.

Task 13. 1. B; 2. D; 3. A; 4. C; 5. B; 6. A; 7. D; 8. B; 9. D; 10. A.

Task 14. 1. a; 2. if; 3. correct; 4. then; 5. all; 6. correct; 7. to.

Unit 3

Task 2. 1. developing countries; 2. developed countries; 3. emerging market economy; 4. global village; 5. global economy; 6. global trade; 7. outsourcing; 8. cultural convergence; 9. cultural divergence; 10. prosperity; 11. consumerism; 12. standard of living.

Task 4. 1. prosperity; 2. consumerism; 3. the standard of living; 4. cultural convergence; 5. cultural divergence; 6. environmental pollution; 7. lifestyle; 8. cultural identity.

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

Task 7. 1. sustainable; 2. exert; 3. prosperity; 4. summit; 5. backdrop; 6. pursue; 7. adverse; 8. multilateralism; 9. juncture; 10. uphold.

Task 8. 1. F; 2. A; 3. H; 4. B; 5. E; 6. C.

Task 9. 1. True; 2. False; 3. True; 4. False; 5. True; 6. True; 7. True; 8. False; 9. False; 10. False.

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

Task 11. 1. participation; 2. rival; 3. coordination; 4. incentive; 5. harmful.

Task 12. 1. development; 2. digital; 3. communication; 4. social; 5. economies.

Task 13. 1. B; 2. D; 3. A; 4. C; 5. D; 6. A; 7. C; 8. B; 9. A; 10. D.

Task 14. 1. D; 2. A; 3. C; 4. B; 5. A; 6. A; 7. D; 8. C; 9. B; 10. A.

Task 15. 1. yet; 2. so; 3. correct; 4. improve; 5. correct; 6. get; 7. this; 8. from; 9. been; 10. correct; 11. the; 12. that; 13. and; 14. correct; 15. extra; 16. new.

Practice Tests

Test 1

Task 1. 1. a; 2. c; 3. b; 4. a; 5. a; 6. c; 7. b; 8. c; 9. a; 10. c.

Task 2. 1. d; 2. b; 3. a; 4. c; 5. e.

Task 3. 1. payment; 2. services; 3. cost; 4. consumption; 5. tax.

Task 4. 1. publicity; 2. services; 3. taxes; 4. income; 5. product.

Task 5. 1. policy; 2. order; 3. job; 4. equipment; 5. shareholders; 6. Chief Executive; 7. applicant; 8. discount; 9. purchase; 10. to supply.

Task 6. 1. The main problem in economics is the question of allocating scarce resources.

2. Economic systems may be classified as traditional, command or market systems.

3. Resources in a market economy are allocated in accordance with the laws of supply and demand.

4. This was the first comprehensive defense of the free market, and continues to be an influential work to this day.

5. If there are surplus goods, there will be an economic incentive to produce less or to produce different types of goods.

Task 7. 1. production; 2. resources; 3. service; 4. income; 5. employee.

Test 2

Task 1. 1. b; 2. a; 3. c; 4. a; 5. c; 6. a; 7. b; 8. c; 9. a; 10. c.

Task 2. 1. b; 2. c; 3. a; 4. e; 5. d.

Task 3. 1. subordinate; 2. level; 3. resource; 4. team; 5. available.

Task 4. 1. work; 2. resources; 3. managers; 4. company; 5. efficiently.

Task 5. 1. employment; 2. limited; 3. profits; 4. owners; 5. shareholders; 6. shares; 7. research; 8. advertisement; 9. selling; 10. exchange.

Task 6. 1. Perfect competition is most efficient for functioning of market mechanism.

2. The key aspect of a monopolist is that, in theory, the single supplier can charge whatever price he likes.

3. In practice, monopolies with such pricing power are rare, especially in developed economies.

4. The most concentrated oligopoly is when just two suppliers control the market.

5. As there are two competitors, this is known as duopoly.

Task 7. 1. competition; 2. monopoly; 3. supplier; 4. advertising; 5. retail.

Test 3

Task 1. 1. b; 2. a; 3. b; 4. a; 5. c; 6. b; 7. c; 8. a; 9. a; 10. b.

Task 2. 1. c; 2. a; 3. e; 4. b; 5. d.

Task 3. 1. sellers; 2. services; 3. production; 4. economy; 5. society.

Task 4. 1. industrial; 2. labour; 3. consumers; 4. economy; 5. services.

Task 5. 1. market; 2. output; 3. takeover; 4. jobs; 5. efficiency; 6. employment; 7. wage; 8. capital; 9. advertising campaign; 10. marketing.

Task 6. 1. Common examples are as follows: market stall holders, small independent retailers, "cottage" industries (e.g. craft workshops), farmers, etc.

2. They have no legal requirement to keep books according to the conventional legal (accounting) standards.

3. The main disadvantage is unlimited liability.

4. Hence, while he may enjoy all the benefits of the profits, he must also personally accept the responsibility for losses.

5. They are estimated to be around one million.

Task 7. 1. retailing; 2. self-employed; 3. earnings; 4. losses; 5. savings.

Test 4

Task 1. 1. b; 2. a; 3. c; 4. a; 5. c; 6. b; 7. c; 8. c; 9. a; 10. b.

Task 2. 1. c; 2. a; 3. d; 4. e; 5. b.

Task 3. 1. seller; 2. quality; 3. payment; 4. location; 5. save.

Task 4. 1. commerce; 2. customer; 3. contact; 4. determine; 5. quality.

Task 5. 1. shareholders; 2. public relations; 3. partnership; 4. marketing mix; 5. insurance; 6. entrepreneurs; 7. hire; 8. unemployment; 9. capital; 10. demand.

Task 6. 1. The owners of joint-stock companies are the shareholders.

2. The directors, in turn, appoint salaried managers to run the business.

3. It may be slight if ownership is widely dispersed.

4. Any individual or group owning 51 per cent of the voting shares clearly controls a majority of votes.

5. Dispersed ownership and minority of control are common in giant companies.

Task 7. 1. shareholder; 2. forecast; 3. partnership; 4. share; 5. ownership.

Test 5

Task 1. 1. b; 2. a; 3. c; 4. a; 5. a; 6. c; 7. b; 8. c; 9. a; 10. c.

Task 2. 1. d; 2. a; 3. e; 4. b; 5. c.

Task 3. 1. organization; 2. job; 3. management; 4. employ; 5. security.

Task 4. 1. publicity; 2. employment; 3. enterprise; 4. retire; 5. job.

Task 5. 1. mass selling; 2. advertising; 3. board of directors; 4. sales promotion; 5. marketing mix; 6. promotion; 7. customers; 8. marketing; 9. competitors; 10. distribution.

Task 6. 1. Prices inevitably fluctuate, and such fluctuations are also affected by current supply and demand.

2. In a perfect market there can be only one price for any given commodity: the lowest price which sellers will accept and the highest which consumers will pay.

3. It can be said, however, that the price ruling in a market indicates the point where supply and demand meet.

4. In some markets there may only be one seller or a very limited number of sellers.

5. State planning and central control of the economy often mean that a state government has the monopoly of important goods and services.

Task 7. 1. competition; 2. commodity, goods; 3. market; 4. monopoly; 5. buyer.

Test 6

Task 1. 1. b; 2. a; 3. b; 4. c; 5. a; 6. c; 7. a; 8. b; 9. c; 10. b.

Task 2. 1. d; 2. a; 3. e; 4. c; 5. b.

Task 3. 1. factory; 2. seller; 3. services; 4. exchange; 5. demand.

Task 4. 1. services; 2. exchange; 3. money; 4. demand; 5. market.

Task 5. 1. advertisements; 2. customer; 3. price; 4. quality; 5. purchase; 6. policy; 7. competitive; 8. retail; 9. to sell off; 10. shareholders.

Task 6. 1. It also studies how we produce these goods and services and who receives these goods and services.

2. If consumers increase their demand for organic foods, food markets send signal (in the form of higher price) to provide an incentive to farmers to switch to growing more organic food.

3. Each individual market has its own unique characteristics, determined in part by the degree and nature of government regulation.

4. Macroeconomics is the study of the behaviour and functioning of the whole economy.

5. Firstly, the development of national income accounting which made it possible to measure national economic performance systematically for the first time.

Task 7. 1. service; 2. market; 3. inflation; 4. unemployment; 5. price.

Test 7

Task 1. 1. b; 2. a; 3. c; 4. b; 5. b; 6. a; 7. c; 8. c; 9. b; 10. a.

Task 2. 1. c; 2. a; 3. d; 4. e; 5. b.

Task 3. 1. decline; 2. subordinate; 3. structure; 4. economists; 5. hierarchy.

Task 4. 1. organizations; 2. increasing; 3. command; 4. supervisor;
5. subordinates.

Task 5.

1. marketing mix; 2. SWOT; 3. economic system; 4. brand; 5. personal selling; 6. advertising; 7. advertiser; 8. product; 9. profit; 10. services.

Task 6. 1. The various factors a company must take into consideration when developing its marketing objectives are referred to as marketing mix.

2. The product element of marketing refers to the goods and services that a company wants to sell.

3. Each firm adds an amount that covers its expenses and enables it to make a profit.

4. It includes all kinds of communication in marketing: advertising, sales, direct mail, in-store display, catalogues, and testers.

5. The most effective combination of the 4P's is the right marketing mix for each particular product or services.

Task 7. 1. marketing; 2. product; 3. price; 4. place; 5. promotion.

Test A

Task 1. 1. H; 2. F; 3. D; 4. A; 5. C.

Task 2. 6. B; 7. C; 8. B; 9. A; 10. C.

Task 3. 11. D; 12. A; 13. F; 14. C; 15. G; 16. B.

Task 4. 17. A; 18. C; 19. D; 20. H; 21. E; 22. F.

Task 5. 23. B; 24. C; 25. B; 26. A; 27. C; 28. D; 29. C; 30. B; 31. D; 32. B.

Task 6. 33. A; 34. C; 35. A; 36. B; 37. D; 38. C; 39. A; 40. C; 41. D; 42. B.

Test B

Task 1. 1. B; 2. H; 3. D; 4. F; 5. A.

Task 2. 6. B; 7. A; 8. B; 9. C; 10. D.

Task 3. 11. C; 12. B; 13. F; 14. A; 15. D; 16. H.

Task 4. 17. B; 18. D; 19. H; 20. C; 21. F; 22. A.

Task 5. 23. B; 24. C; 25. A; 26. C; 27. A; 28. D; 29. C; 30. B; 31. D; 32. A.

Task 6. 33. B; 34. D; 35. A; 36. C; 37. A; 38. B; 39. A; 40. D; 41. C; 42. A.

Test C

Task 1. 1. C; 2. B; 3. H; 4. E; 5. A.

Task 2. 6. C; 7. D; 8. B; 9. A; 10. C.

Task 3. 11. B; 12. D; 13. H; 14. F; 15. C; 16. E.

Task 4. 17. D; 18. F; 19. E; 20. A; 21. B; 22. C.

Task 5. 23. B; 24. D; 25. A; 26. C; 27. D; 28. A; 29. B; 30. A; 31. B; 32. A.

Task 6. 33. B; 34. A; 35. D; 36. A; 37. C; 38. B; 39. C; 40. C; 41. A; 42. D.

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