

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**Оригінальні тексти
та практичні завдання
з навчальної дисципліни
"ІНОЗЕМНА МОВА"
для студентів 3, 4 курсів
усіх напрямів підготовки
всіх форм навчання**

Харків. Вид. ХНЕУ ім. С. Кузнеця, 2014

Затверджено на засіданні кафедри іноземних мов та перекладу.
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О-63 Оригінальні тексти та практичні завдання з навчальної дисципліни "Іноземна мова" для студентів 3, 4 курсів усіх напрямів підготовки всіх форм навчання / укл. М. Л. Луніна. – Х. : Вид. ХНЕУ ім. С. Кузнеця, 2014. – 32 с. (Англ. мов., укр. мов.)

Подано необхідний текстовий матеріал, який сприяє розвитку навичок розмовної англійської мови студентів. Використано сучасні методичні принципи викладання іноземної мови у ВНЗ.

Рекомендовано для студентів 3, 4 курсів усіх напрямів підготовки.

Вступ

Подані методичні рекомендації до навчальної дисципліни "Іноземна мова" призначені для студентів факультету міжнародних економічних відносин, а також для студентів інших економічних напрямів підготовки і всіх бажаючих підвищити свій рівень володіння діловою англійською мовою.

Основна мета дисципліни "Іноземна мова" полягає в тому, щоб допомогти студентам оволодіти навичками ділового спілкування англійською і вільно користуватися нею під час виконання професійних обов'язків. Загальноновизнано, що однією з найбільш важливих професійно значущих характеристик фахівця є комунікативна компетентність. Саме тому дані методичні рекомендації присвячені таким темам, як комунікація, взаємовідносини, колективні зусилля тощо.

Методичні рекомендації укладені згідно з діючою навчальною програмою з навчальної дисципліни "Іноземна мова" і містять шість розділів. До кожного з текстів розроблені вправи для закріплення лексичного та граматичного матеріалів. Робота містить список літератури, опрацювання якої дозволить студентам поглибити знання з тем.

Unit 1

Communication

Warm-up activities

Task 1. What makes a good communicator? Choose the three most important factors:

- fluency in the language;
- an extensive vocabulary;
- being a good listener;
- physical appearance;
- a sense of humour;
- grammatical accuracy;
- not being afraid of making mistakes;
- an awareness of body language.

Task 2. What other factors are important for communication?

Task 3. Discuss these questions.

1. Which of the forms of written and spoken communication below do you use most:

a) in your own language; b) in English?

Written	Spoken
e-mails	conversations
faxes	interviews
letters	meetings
memos	negotiations
minutes	phone calls
reports	presentations

2. Which do you feel you do best? Which do you like least?

3. Do you use any other forms of communication?

4. What kinds of problems can occur with some of the forms of communication above? Think about:

- formality / informality;
- jargon;
- standard ways of doing things;
- technology;
- tone of voice;
- visual gestures.

Vocabulary

Task 1. Which words below apply to good communicators and which apply to bad communicators? Add two adjectives of your own to the list.

articulate coherent eloquent fluent focussed hesitant
inhibited lucid persuasive rambling responsive sensitive succinct tongue-tied

Task 2. Which of the words above have the following meanings:

- 1) concise;
- 2) unable to speak;
- 3) talking in a confused way;
- 4) able to express ideas well;
- 5) clear and easy to understand;
- 6) good at influencing people.

Task 3. Use a prefix to form the opposites of these words from Task 1:

- articulate;
- coherent;
- focussed;
- inhibited.

Task 4. Think of good communicators you know. Explain why they are good at communicating.

Reading

Task 1. Recent trends in business have been towards larger and larger organisations. This has many advantages but can also present challenges for effective communication within an organisation.

For what reasons can communication sometimes break down in larger organisations?

Task 2. Read the text.

Hard Sell around the Photocopier

Sociologists have long recognised that businesses of less than 200 individuals can operate through the free flow of information among the members. Once their size exceeds this figure, however, some kind of hierarchical structure or line management system is necessary to prevent total chaos resulting from failures of communication. Imposing structures of this kind has its costs: information can only flow along certain channels because only

certain individuals contact each other regularly; moreover, the lack of personalised contacts means that individuals lack that sense of personal commitment that makes the world of small groups go round. Favours will only be done when there is a clear *quid pro quo*, an immediate return to the giver, rather than being a matter of communal obligation. Large organisations are less flexible.

One solution to this problem would, of course, be to structure large organisations into smaller units of a size that can act as a cohesive group. By allowing these groups to build reciprocal alliances with each other, larger organisations can be built up. However, merely having groups of, say, 150 will never of itself be a *panacea* to the problems of the organisation. Something else is needed: the people involved must be able to build direct personal relationships. To allow free flow of information, they have to be able to interact in a casual way. Maintaining too formal a structure of relationships inevitably inhibits the way a system works.

The importance of this was drawn to my attention a couple of years ago by a TV producer. The production unit for which she worked produced all the educational output for a particular TV station. Whether by chance or by design, it so happened that there were almost exactly 150 people in the unit. The whole process worked very smoothly as an organisation for many years until they were moved into *purpose-built* accommodation. Then, for no apparent reason, everything started to fall apart. The work seemed to be more difficult to do, not to say less satisfying.

It was some time before they worked out what the problem was. It turned out that, when the architects were designing the new building, they decided that the coffee room where everyone ate their sandwiches at lunch times was an unnecessary luxury and so dispensed with it. The logic seemed to be that if people were encouraged to so eat their sandwiches at their desks, then they were more likely to get on with their work and less likely to idle time away. And with that, they inadvertently destroyed the intimate social networks that empowered the whole organisation. What had apparently been happening was that, as people gathered informally over their sandwiches in the coffee room, useful snippets of information were casually being exchanged. Someone had a problem they could not solve, and began to discuss it over lunch with a friend from another section. The friend knew just the person to ask. Or someone overhearing the conversation would have a suggestion, or would go away and happen to bump into someone who knew

the answer a day or so later; a quick phone call and the problem was resolved. Or a casual comment sparked an idea for a new programme.

It was these kinds of chance encounter in the coffee room, idle chatter around the photocopier, that made the difference between a successful organisation and a less successful one.

Task 3. Answer these questions about words and phrases from the article.

1. Look at this key sentence from paragraph 4: *And with that, they inadvertently destroyed the intimate social networks that empowered the whole organisation.*

a) What does *that* refer to?

b) Who does *they* refer to?

2. In the same sentence, what do these words and phrases mean?

a) inadvertently destroyed;

b) intimate social networks;

c) empowered.

3. Choose the correct answer. In paragraph 1, *quid pro quo* means:

a) something that you give or do in exchange for something else;

b) a situation that exists at a particular time without changes being made to it;

c) money in pounds sterling that you give in return for a favour.

4. In paragraph 2, *panacea* means something that people think will:

a) make everything better;

b) make everything worse;

c) not change the situation.

Explain the meaning of *purpose-built* in paragraph 3.

Task 4. In your own words describe what happened to the effectiveness of the TV production unit.

Problem solving situation

Two weeks ago, you ordered some books over the Internet from books-to-you.com. They were supposed to be delivered within 48 hours. Your credit card has been debited, but the books have not arrived. You have phoned books-to-you three times, but no one answered the phone.

1) Write an e-mail to books-to-you.com to complain and ask what they are going to do about the problem.

2) You are the Customer Services Manager at books-to-you.com. Reply to the e-mail, apologising and saying what you are going to do.

Unit 2

Building relationships

Warm-up activities

Task 1. Discuss these questions.

1) What are the most important relationships for you? Why? Choose from your relationships with the following:

- your company;
- your division or team;
- your boss;
- your clients / customers;
- your suppliers;
- other.

2) What benefits do you get from each relationship above?

Task 2. Answer the questions in the quiz.

1) In a large group, do you more often

- a) introduce others;
- b) get introduced?

2) When you meet strangers, do you find it

- a) pleasant, or at least easy;
- b) something that takes a good deal of effort?

3) When you are introduced to people, do you remember

- a) their names;
- b) their faces?

4) In your business, do you

- a) focus on building relationships with one or a few people;
- b) try to make as many relationships as possible?

5) Your normally reliable supplier lets you down on an important order.

Do you

- a) change suppliers;
- b) ask for an explanation and give them another chance?

6) Can you keep a conversation going

- a) only with people who share some interest of yours;
- b) with almost anyone?

7) Do you socialise with colleagues from work because

- a) you like to;
- b) you think that you ought to?

- 8) Your best customer is making an unjustified complaint. Do you:
- a) point out their error;
 - b) agree with them because they're important?

Vocabulary

Task 1. The verbs below are often used with the word *relations*. Use them to complete the table.

Break-off build up cement cloudcut off develop disrupt encourage establish
 impair improve jeopardise maintain promote restore resume sever sour
 spoil strengthen

Positive meaning	Negative meaning
<i>build up relations</i>	<i>break off relations</i>

Task 2. The adjectives in the box below are often used with the word *relations*. Place them on the line below according to their meaning.

amicable close cool excellent friendly stormy strained

Very bad	Very good
	<i>excellent</i>

Task 3. Match the halves of sentences below. Then make five more sentences with the verbs and adjectives above.

Widespread rumours of a hostile take-over bid are certain	are a credit to its highly effective PR Department.
The Accounts Department's very slow payment of invoices	have cemented relations between the two companies.
The long-term contracts, which will run for the next five years,	its close relations with several major foreign investors have been jeopardised.
The excellent relations the company enjoys with the local community	is causing stormy relations with some of the company's suppliers.
As a result of the government's imposition of currency controls	to strain relations between the two leading French software companies

Reading

Task 1. Discuss these questions. Then read the first two paragraphs of the article and check your answers.

1) Do you think companies spend most of the time:

- a) attracting new customers;
- b) keeping existing customers?

2) What percentage of its customers do you think an average company loses each year:

- a) 2 – 5;
- b) 5 – 10;
- c) 10 – 30;
- d) 30 – 50?

Task 2. Now read the rest of the article and answer these questions.

1) What do these numbers refer to in paragraphs three and four:

- a) 5;
- b) 25;
- c) 85;
- d) 5,000?

2) What are the six main advantages of keeping customers that the article mentions?

3) What kinds of customers are identified in the article?

Task 3. What do the following words from the article mean? Use a good dictionary to help you.

humdrum	exciting	boring	technical
defecting	leaving	joining	complaining
nurturing	taking advantage of	taking care of	taking part in
correlation	connection	difference	similarity
customer retention	exploiting customers	keeping customers	losing customers

Task 4. Match words from each column to make word partnerships. Then check your answers in the article.

- 1) lost
- 2) price
- 3) financial
- 4) customer
- 5) word-of-mouth
- a) sensitive
- b) implications
- c) opportunities
- d) advertising
- e) loyalty

Relationship Marketing

Everyone in business has been told that success is all about attracting and retaining customers. It sounds reassuringly simple and achievable. But, in reality, words of wisdom are soon forgotten. Once companies have attracted customers they often overlook the second half of the equation. In the excitement of beating off the competition, negotiating prices, securing orders, and delivering the product, managers tend to become carried away. They forget what they regard as the humdrum side of business – ensuring that the customer remains a customer.

Failing to concentrate on retaining as well as attracting customers costs businesses huge amounts of money annually. It has been estimated that the average company loses between 10 and 30 per cent of its customers every year. In constantly changing markets this is not surprising. What is surprising is the fact that few companies have any idea how many customers they have lost.

Only now are organisations beginning to wake up to these lost opportunities and calculate the financial implications. Cutting down the number of customers a company loses can make a radical difference in its performance. Research in the US found that a five per cent decrease in the number of defecting customers led to profit increases of between 25 and 85 per cent.

Rank Xerox takes the question of retaining customers so seriously that it forms a key part of the company's bonus scheme. In the US, Domino's Pizzas estimates that a regular customer is worth more than \$5,000 over ten years. A customer who receives a poor quality product or service on their first visit and as a result never returns, is losing the company thousands of dollars in potential revenue (more if you consider how many people they are liable to tell about their bad experience).

The logic behind nurturing customer loyalty is impossible to refute. "In practice most companies' marketing effort is focussed on getting customers, with little attention paid to keeping them", says Adrian Payne of Cornfield University's School of Management and author of *The Essence of Services Marketing*. "Research suggests that there is a high degree of correlation between customer retention and profitability. Established customers tend to buy more, are predictable and usually cost less to service than new customers. Furthermore, they tend to be less price sensitive, and may provide free word-of-mouth advertising and referrals. Retaining

customers also makes it difficult for competitors to enter a market or increase their share of a market."

Payne points to a ladder of customer loyalty. On the first rung, there is a prospect. They are then turned into a customer, then a client, then a supporter and finally, if the relationship is successful, into an advocate persuading others to become customers. Developing customers so they travel up the ladder demands thought, long-term commitment and investment.

Writing a memo

You are the Managing Director of a small company. You are worried that you are losing customers because of the way your receptionists answer the phone. Write a memo of 75–100 words to the receptionists.

Your memo should cover the following points:

- you have had a number of complaints from customers about how they have been dealt with on the phone;
- pick up the phone within three rings;
- answer with the company name and an appropriate greeting;
- the importance of courtesy and a pleasant tone of voice and end suitably.

Unit 3

Team building

Warm-up activities

Task 1. Think of at least two advantages and disadvantages of working in teams.

Task 2. For each category in the quiz below, tick the three statements that most apply to you.

Doers vs Thinkers	Details vs Ideas	Mind vs Heart	Planners vs Improvisers
a) I consider what I say	a) I often come up with unusual solutions	a) I like to think logically	a) Meetings have to be prepared for carefully
b) I contribute a lot in discussions	b) It's important to be realistic	b) I keep emotions out of decision-making	b) I like surprises

c) Action is more important than reflection	c) People see me as a creative person	c) I avoid confrontation	c) I hate time-wasting at meetings
d) I listen to others before I say anything	d) I like practical solutions	d) I sometimes tread on people's toes	d) Too much time can be spent on preparation
e) Discussion gives me energy and ideas	e) You shouldn't overlook details	e) Understanding people is as important as being right	e) People say I'm a punctual person
f) I don't say a lot at meetings	f) You shouldn't get lost in details	f) I care about other people's feelings	f) I need a deadline to get me going

Task 3. Work in groups and compare your answers. Then discuss these questions.

- 1) How important are thinking styles in effective teamwork?
- 2) Do you think your group would make a good team, based on the results of the quiz? Explain why or why not.

Vocabulary

Task 1. Match the prefixes of the words 1 – 10 to their meanings.

Prefix	Meaning of prefix		
1. <i>mismanage</i>	a) not	b) do badly	c) former
2. <i>pro-European</i>	a) opposite	b) in favour	c) before
3. <i>predict</i>	a) not enough	b) against	c) before
4. <i>post-merger</i>	a) after	b) too much	c) not enough
5. <i>dishonest</i>	a) very	b) former	c) not
6. <i>ex-boss</i>	a) opposite	b) former	c) after
7. <i>bilateral</i>	a) against	b) after	c) two
8. <i>reconsider</i>	a) again	b) former	c) after
9. <i>irresponsible</i>	a) again	b) not	c) against
10. <i>hypercritical</i>	a) not enough	b) very	c) opposite

Task 2. Complete the text below using some of the words in Task 1 in the correct form.

Our company went through a difficult period a few years ago. Bad decisions were taken which caused us to lose a lot of money. Because

the company had been, the chief executive had to resign. Last year, we merged with a much larger company. During the period our future strategy was discussed. It was decided that we could consider becoming a more global organisation with a strong presence in Europe.

Most of us were, we liked the idea of expanding into Europe. Indeed our had been strongly in favour of doing this. However the two new board members were strongly against the idea but never said so openly. I think this was very Instead, they behaved in an manner during meetings. For example, they would be, raising stupid objections if someone came up with a good idea.

Because the meetings were so unproductive, the Board of Directors got cold feet and asked us to..... the decision to expand into Europe.

Task 3. Add prefixes to the words in the box to give their opposite meanings. Then use them to discuss the questions that follow.

communicative decisive efficient enthusiastic flexible focussed imaginative loyal organised practical sociable stable tolerant
--

- 1) Who is the best or worst person you have ever worked with? Explain why.
- 2) What qualities could you contribute to a team? What qualities would the other members need to have to create an effective team?

Reading

Task 1. Read the article and answer these questions.

- 1) What is the difference between the past and the present in terms of the key to success in a career?
- 2) What does the writer say about competition in the first paragraph?
- 3) In the second paragraph what does the writer say you need to be a good team player?
- 4) What three points does the writer make about effective teams in the third paragraph?
- 5) According to the writer which of the following attitudes should team members have?
 - a) We know exactly what we are trying to achieve.
 - b) I will lead when necessary.
 - c) People value my work.

- d) I speak when invited by the team leader.
- e) I am encouraged to be very critical of colleagues' opinions.

6) Why does the writer think that cultural differences do not have a big influence on teams?

7) What is the difference between Thai and Western team members?

Task 2. Discuss the following statements.

- 1) A team always needs a leader.
- 2) A team should change its leader regularly.
- 3) Tension between team members makes a team more effective.
- 4) Teams need people with similar personalities in order to succeed.

None of Us Is as Smart as All of Us

A good team player has the key to success. Being the smartest, being the brightest, being the hardest; all of these attributes that worked so well in business in years gone by, now will not push you up the ladder quickly.

How good a team player you are and how well you share your knowledge with your colleagues is the all-important factor in growing your career today. If you can build a company culture that does not worry about who gets the credit for something, think about what you could achieve! To survive in the big bad tough working environment of today you don't need to have your own people competing with each other. It is the commercial enemy' against whom all their energy should be focussed.

It's not always easy to be a good team member and compromise your own views for the good of the whole, but it works for the betterment of the company. You have to believe in the workings and power of the team and recognise where your own strengths and contribution fit in. You have to be honest, both with yourself and with your team members. You will have conflict within the team and as long as this is controlled then it can be a very healthy element for both the team and the development of the business. Research into high-performing teams shows that each member cares for the development of his team-mates. This appreciation of each other's learning and development is key to the success of a team and the commitment of each member to the other.

Over 70 % of a manager's time is spent in some form of group activity, often in meetings with others; relatively little time is spent in the supervising of

single individuals or on one-to-one discussions, thus the need for team building. Indeed, the success of individual managers depends on how well that manager's team or teams improve in quality and productivity on a continuous basis. In reality, group productivity is more important than individual task accomplishment. The most effective teams are able to solve complex problems more easily than one person can, for many capable minds are brought to bear on an issue. However, all teams must be managed well by a capable facilitator who understands that every team is unique, dynamic and ever-changing. Moreover, teams have behaviour patterns, just as individuals do and just as children develop into adults, teams have developmental stages, being more productive and efficient at one stage than another.

It is also extremely desirable for team members to have the following attitudes, "I know what I have to do and the team's goals are clear", "I am willing to share some responsibility for leadership", "I am an active participant", "I feel appreciated and supported by others", "Other team members listen when I speak and I respect the opinions of others", "Communication is open, new ideas are encouraged and we are having fun working together".

Teams soon develop a clear problem-solving approach that can be applied time and again as long as their leader initially creates a common purpose and vision, pointing the team in the right direction.

Cross-cultural issues can assail and impact the working of teams, but it is well to remember that, despite culture, most team members have similar objectives in life. Objectives that relate to happiness and health, to success and recognition, to love and being well-accepted by others. The clever team leader recognises and plays upon these similarities while moulding the cultural differences to benefit the team. For example, Thai team members place a greater focus on personal relationships in everything they do while Western team members are looking more for personal achievement.

A marketing letter

The letter below was sent by an institute for management development to a large number of companies throughout Eastern and Central Europe.

As you read it, complete it with the correct form of the verbs from the box.

arrange consider contact enclose ~~forward~~ require

20 June

Dear Sir or Madam

I have pleasure in enclosing five copies of our new brochure, detailing the Strategic Leadership Programme and the Advanced Management Programme available here at the Bratislava Central European Institute for Management Development for entry next September.

I would be grateful if you could please forward¹ the brochure as appropriate within your organisation, so that it is available to both the Head of Human Resources and employees when² professional development options.

In addition, I.....³ a poster which includes prepaid response cards and would be most grateful if you could⁴ for this to be displayed.

Should you⁴ further copies of either brochure or poster, please⁶ Igor Cutka at our Admissions Office by e-mail on <I.Cutka3@pk.uniba.sk>.

Finally, I hope you and your staff find the brochure of interest.

Yours faithfully

Professor Irena Trollerova, MBA,
Head of the CEIMD

Unit 4

Job Satisfaction

Warm-up activities

Task 1. Which of the following would motivate you to work harder? Choose your top five and rank them in order of priority. Explain your priorities.

bonus	more responsibility	working for a successful company
bigger salary	threat of redundancy	a better working environment
commission	hard-working boss	promotion opportunities
praise	good colleagues	perks or fringe benefits

Task 2. Discuss these questions.

1) A recent US survey showed children preferred parents to go out and earn money rather than spend more time with them. What does this show, in your opinion?

2) Would you prefer a male or female boss? Why?

3) For what reasons might you change jobs? How often would you expect to do so in your lifetime? Is changing jobs often a sign of success in your culture?

Vocabulary

Task 1. Match the items which are similar in meaning.

1) bureaucracy	a) assessment
2) autonomy	b) remuneration
3) burnout	c) fringe benefits
4) pay	d) severance package
5) appraisal	e) independence
6) perks	f) breakdown
7) golden handshake	g) red tape

Task 2. Complete the sentences with words or phrases from Task 1.

1) Most people like to have control over their work and therefore put near the top of their list of motivating factors.

2) Dealing with is a very time-consuming, demotivating problem which affects large businesses and organisations.

3) Overwork can lead to if not spotted early.

4) Many job satisfaction studies, perhaps surprisingly, have found that often is not the most motivating factor.

5) Offering rather than a salary increase can be a way of retaining employees in traditionally high staff turnover industries.

6) He received a very generous when he left the company.

7) One way for managers to monitor and develop staff and loyalty is by using interviews.

Task 3. Complete each sentence with the correct form of the word in bold. Sometimes you will need to use a negative form.

1) satisfy

a) The survey showed that staff working flexible hours were more with their jobs than those working fixed hours.

- b) Low pay and poor working conditions create workers.
- c) Small European companies are top of job league tables.

2) motivate

- a) What are the strongest factors in people's lives?
- b) Workers become if they work long hours for low pay.
- c) What was your for becoming a salesperson?

3) frustrate

- a) You could see the building up in the workforce.
- b) I find talking to him because he never listens.
- c) I felt so with their attitude that I decided to resign.

Reading

Task 1. What kind of perks would you like to have when joining a new company?

Task 2. In which lines are these ideas mentioned?

- 1) Money is a less important motivator than a caring company.
- 2) Giving employees more choice how they organise their time away from work.
- 3) The disadvantages of offering perks.
- 4) Creating an atmosphere and culture which employees feel they belong to.
- 5) Examples of up-market perks offered by technology companies.
- 6) The increased benefits being offered to employees.

Task 3. Look through the article to complete these word partnerships.

For example: *personal problems*

- | | |
|-----------------------------|--------------------|
| 1) personal <u>problems</u> | 5) common _____ |
| 2) financial _____ | 6) social _____ |
| 3) top _____ | 7) corporate _____ |
| 4) general _____ | 8) employee _____ |

Task 4. Complete these sentences with word partnerships from Task 3.

- 1) He has resigned after having a lot of this year.
- 2) Building up is important with unemployment at a record low.

3) Our is in charge of running the company and for making joint strategic decisions with the CEO.

4) The new CEO transformed the bureaucratic to profit-minded entrepreneurship.

5) Companies who pollute the environment are ignoring their ethical and

6) The should get the biggest bonuses.

7) We need to use logic and not our emotions to make this decision.

Task 5. Discuss these statements.

1) Companies should be fully involved in the lives of their employees.

2) "Sick days" are a perk.

3) A pay rise is better than a job in a caring company.

Perks that Work

Keeping people happy is an increasingly tough trick. With unemployment at record lows, "companies are trying just about anything" to retain employees, says Jay Doherty of the New York-based human-resources consulting firm William M. Mercer Inc. Not only are employees being pampered, they're getting more money, better benefits and help with personal problems such as child care and financial planning. Bosses once shunned such intervention. Retention "is no longer a human resource issue, it's a business issue," Doherty says.

Because technology companies face the tightest labor markets, they have been the most aggressive in devising ways to keep workers. Herndon-based Net 2000 Communications, for example, puts top performers behind the wheel of luxury cars like a BMW 323i or Z 3. MicroStrategy, a Vienna-based data miner, goes a step further and has hosted all of its employees on Caribbean cruises.

Such perks are great for the employee, but do they make sense for the company? Maybe. Doherty says all – companies including technology firms – "have to be careful, they don't create a business model that's not profitable." Don't throw money at workers who want to leave because pay raises don't

always work. Perks and benefits can be effective, but they have to be custom-fit to the company and the business sector. Don't add new perks just because they seem like hot trends, he says. "Too often there's a desperation sometimes to just try anything, and it's very expensive." MicroStrategy, which reported lower earnings earlier this year, has been rethinking its cruises, for example.

Yet companies still face labor crunches that can really hurt. How do you keep workers? Start by making them feel they're part of a special place with a unique culture. "We want to hire people that are totally aligned with our values," says Tim Huval, general manager for South Dakota-based Gateway's 2,200-employee call center and manufacturing facility in Hampton. "Honesty, efficiency, aggressiveness, respect, teamwork, caring, common sense and fun. Those are values that we live by." Richmond-based Xperts also lives by the value system. Founder and CEO William Tyler pushes pairing quality of life with a sense of social responsibility.

"Workers can designate which non-profit groups Xperts contributes to, for example. A strong culture makes it hard for people to leave," Tyler says. "They don't have an urge to leave because they've found a home. They're happy."

Notice this corporate culture stuff doesn't say much about shareholders or profit. It's a decidedly employee-centric approach. "If you ask any of them, they're all going to say, "Pay me more money." But that's not the truth," Tyler says. "What people are looking for is, "A place that's looking out for me." What that means is helping employees cope with problems they face outside the office. "That is where companies can build employee loyalty," says Barbara Bailey of William M. Mercer's Richmond office. One popular tool is revamping leave policies to create "flexible leave banks" that put all employee leave into a single category. Employees take time off when they need it and don't have to call it a sick day or vacation. "Work-life issues are huge," Bailey says. "You make them feel as though they're not interested in looking elsewhere, because they're very happy with their life."

Writing

You and several other managers feel that your company's system of perks needs improving, or employee retention might become a critical issue.

One of the directors has asked you to put forward your ideas in writing. Write an informal proposal (in 200 – 250 words) for the director.

Your proposal should:

- describe what are, in your views, the shortcomings of the present system of perks;
- suggest a number of alternatives;
- explain what kind of perks you think would work best, and why.

Unit 5

Risk

Warm-up activities

Task 1. Which item in each of the categories below carries the most and the least risk? Explain why.

Travel	Lifestyle	Money	Shopping
car	drinking alcohol	property	on line
plane	poor diet	stocks and shares	mail order
train	smoking	savings account	private
ship	jogging	cash	sales auction

Task 2. Are you a risk-taker? What risks have you taken?

Task 3. What risks do businesses face? Note down three types.

Vocabulary

Task 1. The verbs in the box are used to describe risk. Check their meanings and put them under the appropriate heading.

calculate	eliminate	encounter	estimate	face
foresee	minimise	prioritise	reduce	spread

Predict	Meet	Assess	Manage
	<i>face</i>		

Task 2. Match these halves of sentences from newspaper extracts.

1) Internet businesses ...	a) risks involved when sending staff to work in dangerous locations.
2) We can reduce risk ...	b) in order to advise insurance companies.
3) Trying to minimise risk ...	c) involved in setting up a new business.
4) It is impossible to ...	d) eliminate all risks when entering a new market.
5) It is difficult to foresee the risks...	e) face increasing risks of running out of money.
6) Actuaries calculate risk...	f) by spreading our lending to more businesses.
7) It's important to consider the...	g) is an important part of business strategy.

Task 3. The following adjectives can be used with the word *risk*.

Which describe a high level of risk? Which describe a low level?

faint great huge minuscule
 negligible remote serious significant
 slight substantial terrible tremendous

Task 4. In pairs, talk about the risks facing one of the following:

- 1) your company / institution;
- 2) your city / town;
- 3) your country.

Reading

Task 1. In today's fast-changing world, how far ahead can companies realistically plan for the future?

Task 2. What types of risk are mentioned in the first three paragraphs?

Task 3. Why are companies paying more attention to risk management?

Task 4. According to the article, which of the people listed below believes the following:

Lord Levene, Ken Davey, Shivan Subramaniam, Neil Irwin?

1) Businesses face greater risks because they are trying to expand in many different ways.

2) Businesses need to evaluate risks which can affect their profits.

3) Senior managers need to change their thinking in order to manage risk.

4) Many businesses concentrate too much on less important risks.

5) Businesses should often check their exposure to risk.

6) Businesses which have a well-thought-out approach to risk will increase their profits.

Task 5. Match the follow word partnerships as they appear in the article.

1) business	a) hazards
2) recovery	b) interruptions
3) decisive	c) sources
4) potential	d) operations
5) integrated	e) plan
6) revenue	f) strategies
7) near-normal	g) action

Task 6. Match the word partnerships to the most appropriate verb below. For example: *develop* integrated strategies

take protect assess develop implement resume prepare for

Task 7. Discussion.

Which types of risk do you think will

a) become more significant in the next 50 years?

b) become less significant in the next 50 years?

The Dangers of not Looking Ahead

Risk management has undoubtedly moved up the corporate agenda in recent years with fears of war and terrorism being added to the usual list of business worries.

Shivan Subramaniam, the Chairman and Chief Executive of FM Global, a commercial and industrial property insurer, says, "Corporations are operating in a turbulent world where businesses are seeking growth through globalisation, out-sourcing, consolidation, just-in-time delivery and cross-border supply, further increasing their potential exposure to risk."

"Add regulatory, legal and labour considerations, and you begin to understand the complex nature of business risk in the 21st century. While

acts of terrorism receive the most coverage, it's the more traditional events such as fires, floods, explosions, power failures or natural disasters that have the biggest impact."

FM Global believes the majority of all loss can be prevented or minimised and this should be the first part of any disaster recovery plan. It also argues that prevention is better than cure and says there is a lot companies can do to stop such events from becoming a disaster in the first place.

However, research shows that more than one third of the world's leading companies are not sufficiently prepared to protect their main revenue sources and have room for improvement.

Ken Davey, a managing director with FM Global, says, "To best protect cashflow, competitive position and profit, companies need to assess the potential hazards that can impact top revenue sources and make sure there is business continuity planning."

Lord Levene, chairman of the Lloyd's insurance market, said recently that companies must be prepared for business interruptions, which accounted for 25 per cent of the \$40 bn lost as a result of the September 11 terrorist attacks. It was estimated that 90 per cent of medium to large companies that could not resume near-normal operations within five days of an emergency would go out of business.

"Looking ahead 10 years I firmly believe that the most successful, least crisis-prone businesses will be those whose boards have shown firm resolve and taken decisive action," Lord Levene said. "Effective, integrated strategies for dealing with tomorrow's risks require a change in culture at board level now."

A new research report from Marsh, the world's biggest insurance broker, found that half of European companies did not know how to manage the most significant risks to their business.

Most of Europe's senior executives surveyed admitted that they did not have procedures in place to manage properly operational and strategic risks, which were responsible for most company failures in the twenty-first century. The survey found that the three most significant risks, and those that businesses felt least able to manage, were:

- increased competition;
- adverse changes in customer demand;
- reduced productivity because of staff absenteeism and turnover.

"While business leaders are aware that these risks are the most threatening to their future survival and growth they are scratching their heads when it comes to protecting their businesses against them," says Neil Irwin, European development director of Marsh's corporate client practice. "Management processes could easily help companies identify and address these risks. Instead, too many companies take a low-level approach to risk management preferring to focus on easy-to-solve risks, such as asset protection and health and safety."

Mr Irwin says, "Risk is dynamic, it changes with the environment. Unless businesses accept this and review risk regularly, they could eventually find themselves in a state of crisis, struggling to survive rather than focused on growth. Business leaders have an obligation to their employees, shareholders and other stakeholders to properly protect themselves against risk. Businesses that do attempt to manage these risks will boost their bottom lines."

Writing

You are one of the most senior members of a sales team. The team is not functioning very well at the moment, and morale is low. The sales manager is concerned, and has asked all senior members to express their views in writing.

Use the notes below and your own ideas to write an informal report (in 200 – 250 words):

- explaining why you think the team is not functioning properly;
- putting forward one or two ideas how the situation could be improved.

Problems	Solutions
Team members competing with each other, too focussed on personal achievement, no responsibility for mistakes	Clarify team's goals, focus more on group results, less on individual success

Unit 6

E-commerce

Warm-up activities

Task 1. Discuss these questions.

- 1) What goods or services do you buy over the Internet? What do you prefer not to buy?
- 2) What problems have you had buying on the Internet?
- 3) What kinds of products or services are best sold on the Net?
- 4) Are there any things which could not or should not be sold on the Net?
- 5) What are the risks of e-commerce for:
 - a) the companies involved;
 - b) their customers?

Vocabulary

Task 1. We often use the words and phrases below to talk about e-commerce. Check that you understand their meaning. Use a dictionary to help you.

browse directories hits keyword locate Net
online search search engines site surfers traffic

Task 2. *Topsite* is a service that helps companies improve their e-commerce business. Use the words and phrases above to complete this promotional page from its website.

Has your company started doing business on the

Have you spent thousands on a website, more money to register it with all the major², but you're still getting little or no³?

If the answer is 'yes', then you need *Topsite*.

The *Topsite* service places your⁴ at the very top of the major search engine listings. So when people do a⁵ for a⁶ associated with your business or product, your site automatically receives many more⁷.

What's more, *Topsite* delivers targeted visitors. These are not⁸ who've already visited 35⁹ shopping sites, but people who've actually done a search for your business.

Remember, we guarantee to achieve top rankings for your company on the most highly travelled search engines, portals, and¹⁰. So when your potential customers¹¹ the Internet, we make sure they can¹² your website.

Task 3. Discuss these questions.

- 1) Which search engines do you use?
- 2) What makes a website easy or difficult to use? Why?
- 3) What do you like about the sites you visit regularly?
- 4) How much time do you spend browsing on the Net?
- 5) How can businesses make sure their websites receive more hits than their competitors?

Reading

Task 1. What's the difference between a "bricks and mortar" and an "online" retailer? Can you give an example of each?

Task 2. What do you know about these companies: Amazon, eBay, Sears Roebuck?

Internet Shopping – the Sequel

Pets.com; Webvan; Boo.com. The road to the online retailing future is littered with the wrecks of Internet start-ups once seen as the pioneers of a retailing revolution.

The shape of e-tail, however, is very different from what was predicted a few years ago. Apart from Amazon and eBay – the web's biggest forum for buying and selling, though it is an auction house not a retailer – most of the biggest online retailers are not Internet start-ups but traditional shop or mail-order groups. Retailers have brought their investment capacity and trusted brand names to bear on Internet shopping – thus boosting public confidence. Many have integrated online sales into a "multichannel" strategy that may link a website, shops and a mail-order catalogue.

"There was a time when everybody said the Internet was going to steal purchases from shops. But the opposite is happening: multichannel retailing is the reality today," says Darrell Rigby, head of the global retail practice at Bain & Co, the management consultants. "Many classic bricks-and-mortar retailers actually started making money on their online operations long before Amazon did." A prime example of the fusion of the online and so-called "offline" retail worlds is Amazon itself. The company has expanded well beyond its roots as a seller of books and CDs, acting as an online mall selling everything from gourmet foods to clothing. Evolving from pure retailer to "retail platform", it now conducts its online commerce in partnership with bricks-and-mortar retailers such as Target, Nordstrom, Borders and Circuit City.

That blending of online and off-line is offering consumers new ways to shop. They may research and order their purchase online, but have it delivered to a nearby shop – a service offered by retailers such as Sears Roebuck and Circuit City – so as to avoid delivery charges and allow them to see or try it on first.

Some of the biggest US retailers are developing integrated operations. JC Penney, the century-old department store chain, saw its Internet sales reach \$600 m last year. It offers 200,000 items that can be delivered to 90 customers' homes or any of its 1,020 shops.

Steve Riordan, a consultant at AT Kearney, says traditional retailers that have not yet embraced the online world face heavy investment and some tough choices. Are they going to run online operations themselves or outsource them? Do they use the same sourcing model from the same factories? Do they have different distribution centres?

While the US still leads the way, it does not have a monopoly on successful Internet retailers. Tesco, the British supermarket chain, has the world's biggest online grocery business. It has helped Safeway, the third-largest US supermarket chain, set up its Internet operations.

The biggest e-commerce site in Japan is Rakuten, a home-grown online shopping mall that began life in 1997 with just 13 shops. Today, it has more than 10,000 and a share of the e-commerce market three times bigger than second-ranking Yahoo Japan, according to a report by JP Morgan.

Some pure Internet retailers are also continuing to grow. Yoox.com – which sells end-of-season and exclusive goods from designers such as Armani, Prada and Dolce & Gabbana – has proved that designer labels will sell online and that European e-tailers can succeed internationally.

It chose to launch in Europe first, close to the designers whose goods it sells. Yoox now sells in iso seven languages to 25 countries in Europe, North America and Japan. Its stylish site – which it calls an "e-conceptstore" – enables shoppers to "zoom" in on clothes and see them from different angles, and includes video and music.

Federico Marchetti, the Italian former investment banker who is Yoox's founder and chief executive, says that anyone selling online does not just have to get the technology and orders right. They also have to provide fun and entertainment. "What we have been trying to do with Yoox is build a very nice customer experience," he says. "The online retailer always has to be doing something interesting and different."

Task 3. Match the summaries below to the first six paragraphs of the article.

- a) People mistakenly thought that Internet sales would take sales away from traditional stores.
- b) A large number of Internet companies were unsuccessful.
- c) A well-known American retailer is getting an increasing amount of revenue from online sales.
- d) The largest online sellers are well-established businesses.
- e) Consumers are taking advantage of the new partnerships by shopping online but using traditional retailers to collect their goods.
- f) Some well-known Internet companies have joined with established companies to sell a wide range of products.

Task 4. Match the following word partnerships.

distribution	labels	supermarket	catalogue
online	charge	shopping	houses
designer	retailing	auction	chains
delivery	centre	mail-order	mall

Task 5. Check your answers in the article. Complete the following sentences with one of the word partnerships above.

- 1) Unless you collect the goods from the retail store, there is an additional
- 2) Sotheby's and Christie's are probably the most famous in the world. Their sales of antiques and paintings are legendary.
- 3) In the US many people spend the whole day at their local because it is easy to park and you can buy everything there.
- 4) Some traditional businesses have found that they can make a lot of money from with a small investment in an easy-to-use website.
- 5) These days many sell not only food, but also services such as insurance and banking.
- 6) Goods with command premium prices in the shops.
- 7) From our just outside Paris we supply a network of wholesalers across Europe.
- 8) Many people like the convenience of ordering goods from home using a

Writing

You are a futurologist working for a think-tank, an organisation whose experts predict what will happen in particular areas in the future and make recommendations to companies, political parties and so on. You have been commissioned to write a report of 180 – 220 words on "The World in 2050".

You have been asked for your views on the following:

- e-commerce;
- work;
- transport;
- food production;
- leisure;
- overall quality of life.

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