

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ  
ДЕРЖАВНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД  
«ДОНЕЦЬКИЙ НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ»  
АВТОМОБІЛЬНО-ДОРОЖНІЙ ІНСТИТУТ

«ЗАТВЕРДЖУЮ»  
Директор АДІ ДВНЗ «ДонНТУ»  
М. М. Чальцев  
21.03.2012

Кафедра «Іноземні мови»

**МЕТОДИЧНІ ВКАЗІВКИ  
ДО ВИКОНАННЯ ПРАКТИЧНИХ РОБІТ З ДИСЦИПЛІНИ  
«ДІЛОВА АНГЛІЙСЬКА МОВА»  
(ДЛЯ СТУДЕНТІВ 2-4 КУРСІВ НАПРЯМУ ПІДГОТОВКИ 6.030601  
«МЕНЕДЖМЕНТ»)**

**21/60–2012–02**

«РЕКОМЕНДОВАНО»

Навчально-методична комісія  
факультету  
«Економіка та управління»  
Протокол №4 від 20.12.2011

«РЕКОМЕНДОВАНО»

Кафедра «Іноземні мови»  
Протокол №3 від 08.11.11

УДК 802.0(07)

Методичні вказівки до виконання практичних робіт з дисципліни «Ділова англійська мова» (для студентів 2 – 4 курсів напряму підготовки 6.030601 «Менеджмент») [Електронний ресурс] / укладачі Т. В. Мудра, Н. О. Чехлань. – Електрон. дані – Горлівка, ДВНЗ «ДонНТУ» АДІ, 2012. – 1 електрон. опт. диск (CD-R); 12 см. – Систем. вимоги: Pentium; 32 MB RAM; WINDOWS 98/2000/NT/XP; MS Word 2000. – Назв. з титул. екрану.

Методичні вказівки містять систематизоване викладання навчальної дисципліни «Ділова англійська мова», що складається з навчальних текстів, системи дотекстових та післятекстових завдань, лексичних та граматичних вправ.

Укладачі:

Мудра Т. В.  
Чехлань Н. О.

Відповідальний за випуск

Шутова О. О., к. філол. н., доц.

Рецензент:

Мараховська Т. А., к. філол. н.,  
доц.

© Державний вищий навчальний заклад  
«Донецький національний технічний університет»  
Автомобільно-дорожній інститут, 2012

**CONTENTS**

UNIT 1 BUSINESS STRUCTURE.....	4
1.1 Business structure and responsibility.....	4
1.2 Presenting the company .....	6
UNIT 2 WHAT IS THE MANAGER?.....	13
2.1 What is the manager? .....	13
2.2 The functions of an executive .....	19
2.3 Where and how to hire an employee?.....	22
UNIT 3 OFFICE WORK .....	25
3.1 My best choice .....	25
3.2 Office.....	30
UNIT 4 ON THE TELEPHONE .....	34
4.1 Telephone instructions .....	34
UNIT 5 BUSINESS CORRESPONDENCE .....	41
5.1 Business correspondence .....	41
UNIT 6 APPLYING FOR A JOB.....	48
6.1 Applying for a job .....	48
6.2 How to behave during an interview .....	57
SUPPLEMENTARY TEXTS .....	63

## UNIT 1 BUSINESS STRUCTURE

### 1.1 Business structure and responsibility

#### PRE-TEXT EXERCISES

##### **I Words and phrases to be remembered:**

1. Staff department – управлінський відділ
2. to hold a position – займати посаду
3. to be tired in with the company product – мати відношення до кінцевого продукту
4. to have direct authority over – мати пряму владу над
5. Managing Director – головний управляючий
6. to be responsible for – відповідати за керування компанією
7. Executive department – виконавчий відділ
8. Human resources department – відділ кадрів
9. Personnel department – відділ кадрів
10. Board – правління
11. Management Services department – адміністрація управління
12. to be in charge of – відповідати за
13. Research and Development department – відділ досліджень та розвитку
14. Marketing Service – служба маркетингу
15. to be accountable to – бути підзвітним
16. to split – розколюватися
17. subsidiary – філіал (дочірнє підприємство)

##### **II Translate the following international words:**

organization, structure, department, corporate, management, region, marketing, technical, finance, rationalization, leader, product, matrix, strategic, communication.

##### **III Give verbs of the following nouns:**

organization, relation, communication, authority, marketing, administrator, accounting, advertising, rationalization, representative.

##### **IV Translate words with the same root:**

to account – accountant – accountable  
 to decide – decision – decisive  
 to execute – executants – executive

to lead – leader – leading  
to subsidize – subsidiary – subsidy  
to authorize – authority – authorized

## **BUSINESS STRUCTURE AND RESPONSIBILITY**

In business organization structure means the relationship between positions and people who hold the positions. Organization structure is very important because it provides an efficient work system as well as a system of communication.

Historically, line structure is the oldest type of organization structure. The main idea of it is direct vertical relationship between the positions and tasks of each level, and the positions and tasks above and below each level. For example, a sales manager may be in a line position between a vice-president of marketing and a salesman. Thus a vice-president of marketing has direct authority over a salesman. This chain of command simplifies the problems of giving and taking orders.

When a business grows in size and becomes more complex, there is a need for specialists. In such a case administrators may organize staff departments and add staff specialists to do specific work. These people are usually busy with services; they are not tied in with the company product. The activities of the staff departments include an accounting, personnel, credit and advertising. Generally, they do not give orders to other departments.

The managing Director (sometimes called the Chief Executive or President in the USA) is the head of the company.

The company is run by a Board of Directors; each Director is in charge of a department. However, the Chairman of the Board is in overall control and may not be the head of any one department.

Most companies have Finance, Sales, Marketing (sometimes part of Sales), Production, Research and Development (R & D) and Personnel Departments. These are the most common departments, but some companies have others as well.

Most departments have a Manager, who is in charge of its day-to-day running, and who reports to the Director; the Director is responsible for strategic planning and for making decisions.

Various personnel in each department report to the Manager. One example, present in almost all companies, is the Sales Representative, who reports to the Sales Manager.

## 1.2 Presenting the company

I'd like to say a few words about the organizational structure of Rossomon. Now, the Managing Director, that is Mr. Bunce, is responsible for running the company and is accountable to the Board.

Now, he is assisted by four executive departments. These are Human Resources, which is responsible for personnel, training and management development; then there is the Finance Department which takes care of corporate finance and accounting; next we have the Management Services Department, led by Peter Jerkins who is in charge of rationalization throughout the company; and finally there is the R& D Department – research and development – which works closely with the five regions on new product development.

So this then brings me on to the regions. Directly under the Managing Director, there are five Regional Managers. Each of them is responsible for the day-to-day management of a territory – these are geographically split into North, South, East, West and Central Regions.

Now then, the five regions are supported by two sections Marketing and Technical Services. They are organized on a matrix basis with section leaders accountable to the Regional Managers. They work closely with the regions on the marketing and technical side.

Now, in addition to the parent company, Rossomon has three subsidiaries, namely Rossomon France, Germany and Japan. The subsidiaries report to the Export Sales Department, which in turn is accountable to the Board.

### TEXT – BASED ASSIGNMENTS

#### **I Hierarchy. Memorize the following:**

The company is headed by the Managing Director (MD).

The Sales Director reports to the MD.

The Sales Director is accountable to the MD.

The Sales Director is supported by a Sales team.

The Sales Director is assisted by a Sales Assistant.

#### **Responsibilities:**

The Finance Department is responsible for accounting.

The R & D Department takes care of new product development.

The Administration Manager is in charge of personnel.

#### **Titles:**

Below are the main managerial titles with the US equivalents in brackets:

Chairman (President)

Managing Director (Chief Executive Officer/Senior Vice-President)  
 Finance Director (Vice-President)  
 Sales Manager (Sales Director)

## II Complete the following sentences:

1. The managing Director is the .....
2. The managing Director is accountable to .....
3. The company is run by .....
4. Most companies have Finance, Sales .....
5. Manager is in charge of it's .....
6. The director is responsible for .....
7. Various personnel in each department report to .....
8. The sales Representative reports to .....

## III Choose the appropriate word:

1. The managing director reports / is accountable to the Board.
2. The managing director reports / is responsible for running the company.
3. The managing director is supported / is assisted by four executive departments.
4. Each Regional Manager is assisted / is in charge of a territory.
5. The five regions are accountable / are assisted by two other sections – Marketing and Technical Services.
6. The section Leaders report to / are accountable to Regional Manager.
7. The Export Sales Department is responsible for / is accountable to the Board.

## IV Translate from Ukrainian into English.

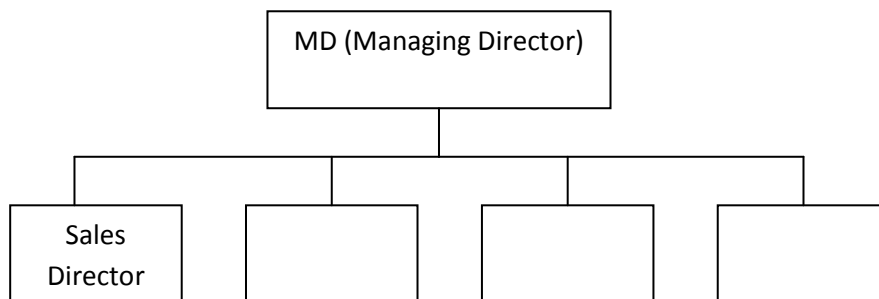
1. У бізнесі організаційна структура позначає відношення між посадами та людьми, які займають ці посади.
2. Коли бізнес стає більш ускладненим, зростає потреба у спеціалістах.
3. У такому разі адміністратори можуть організовувати управлінські відділи.
4. Ці люди зазвичай не мають відношення до кінцевого продукту компанії.
5. Компанією керує рада директорів.

## V Answer the following questions:

1. What is historically the oldest type of organization structure?
2. What does the organization structure mean?

3. What is the difference between line and staff department?
4. Who is the head of the company?
5. How is the managing Director called in the USA?
6. What departments do most companies have?
7. Who is in charge of day-to-day running?
8. What department is responsible for personnel, training and management development?
9. Who takes care of corporate finance and accounting?
10. What department is in charge of research and development?

**VI Complete the organization chart of the company. Comment on it in terms of hierarchy, responsibilities, functions on the examples given below.**



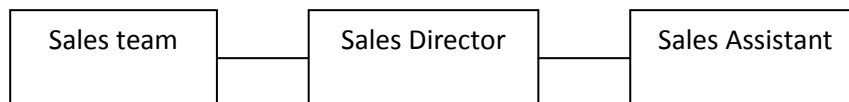
**1. Hierarchy:**

The company is headed by the MD.

The Sales Director reports to the MD.

The Sales Director is under the MD.

The Sales Director is accountable to the MD.



The Sales Director is supported by a Sales team.

The Sales Director is assisted by a Sales Assistant.

**2. Responsibilities / Functions**

The finance Department is responsible for accounting.

The R & D Department takes care of new product development.

The Administration Manager is in charge of personnel.

**VII Make up your own organizational chart of the company.**



**VIII Translate the text without dictionary. Pay attention to the keywords. Try to catch the main idea.**

### **THE ORGANIZATION**

According to an old saying, you can judge the personality of an organization by switchboard operator. Organizations, in the end, are people – people playing roles. The roles differ in many ways. A superior, for instance, may have far greater power and authority than subordinates. Those with the greatest authority are said to be at the top of the hierarchy. The hierarchy of authority also establishes a chain of command, the route by which instructions and communicated between employees – who you speak to, for instance, when a problem arises. A hierarchy is actually composed of relationships between people. These relationship are based, in part, on who holds the power to make decisions. Job descriptions usually mention these relationships. Sometimes, however, rank is communicated less formally. Either way, in order to communicate successfully with co-workers, it is important to recognize these relationships within the organization.

**IX Read and dramatize the following dialogue. Make up your own dialogue.**

**Words and phrases to be remembered:**

Organizational chart – організаційна схема

Line position – лінійна посада

Immediate subordinate – безпосередній підлеглий

Line chain of command – лінійна структура підпорядкування

Immediate superior – безпосередній начальник

Staff position – управлінська посада

To report – підкорятися, представлятися

Credit department – кредитний відділ

Span of control – сфера безпосереднього підпорядкування

Vice-president of production – віце-президент по виробництву

Vice-president of marketing – віце-президент по збуту

Controller – головний фінансист

### **DIALOGUE**

**Jeff:** How are you today, Peggy?

**Peggy:** Oh, fine, thanks.

**Jeff:** Glad to hear that. By the way, are you familiar with the

organizational chart for the company?

**Peggy:** No, I am not. What is it like actually?

**Jeff:** Well, the chart shows how the employees are divided into groups. It gives one an overview of the chain of command in the company.

**Peggy:** I see. The positions can be line and staff ones.

**Jeff:** Yes. The subject is not new to you. What else do you know about it?

**Peggy:** As far as I know a worker in a line position receives orders from his immediate subordinate.

**Jeff:** Exactly, that's the line chain of command.

**Peggy:** A worker in a staff position reports directly to a line worker but he neither gives nor receives orders for line workers. Am I right?

**Jeff:** Yes, you are. But someone may have line authority over people in his department and not be considered a line administrator.

**Peggy:** How can it be?

**Jeff:** That's possible when a whole department is a staff department. For example, in our company the head of the credit department or the personnel department can hardly ever be president of the company.

**Peggy:** And what do people in staff departments do, how is their work different?

**Jeff:** Well, they are usually busy with services and they could do the same service for any company. So they are not in the line.

**Peggy:** It seems to be rather complicated.

**Jeff:** It only seems so. I think the chart should help.

**Peggy:** Oh, sure. But, Jeff, would you explain me what span of control is?

**Jeff:** Oh, span of control refers to the number of people whom one manages directly.

**Peggy:** Can you give me an example?

**Jeff:** Well. The President of our company directly manages the Vice-President of production, the Vice-President of marketing and the Controller. Thus, his span of control includes three people.

**Peggy:** Yes, now I see. Thank you for your help.

**Jeff:** Not at all. Why don't we go to the coffee stall and have a snack together?

### **X Discuss the following topics:**

1. The oldest type of organization structure.
2. Describe the structure of a typical company
3. What position in your company do you want to hold?

## GRAMMAR EXERCISES

**I Give affirmative and negative answers to the questions.**

Model 1: Have you examined the organizational structure of the company yet? Yes, I have already examined it. No, I haven't examined it yet.

1. Have you reported to the controller yet?
2. Have you settled this problem with the manager yet?
3. Have you learned line and staff positions of the company yet?
4. Have you got acquainted with your immediate superior yet?
5. Have you heard about his span of control yet?
6. Have you met your immediate subordinates yet?
7. Have you passed your report to the credit department yet?

**II Change the sentences according to the models:**

**Model 1:** A staff employee doesn't give orders.

A staff employee doesn't receive orders.

A staff employee neither gives, nor receives orders.

1. He isn't a Controller. He isn't a sales manager.
2. The head of the credit department doesn't advise the President. The head of the credit department doesn't report to controller.
3. He doesn't want to hold a position of vice-president of marketing. He doesn't want to hold a position of a general manager.
4. A credit department doesn't have direct authority over a line department. A personnel department doesn't have direct authority over a line department.
5. I don't want to talk with the Boss. I don't want to talk with the Controller.
6. She doesn't like to give orders. She doesn't like to receive orders.
7. Jacky doesn't want to attend annual meetings of shareholders. Susan doesn't want to attend annual meetings of shareholders either.

**Model 2:** My friend is examining the organizational chart. The organizational chart is being examined by my friend.

1. I am sending my annual report to my immediate superior.
2. The foreman is firing his immediate subordinate.
3. Controller is giving the orders to his employees.
4. We are changing the organizational structure of our company.
5. The board of directors is enlarging the staff of the company.

**Model 3:** I have invested my money in real estate. My money has been invested in real estate.

1. We have considered advantages and disadvantages of partnership.
2. I have bought the shares of IBM company.
3. This business has involved big financial resources.
4. We have elected the board of directors.
5. The board of directors has chosen the company officers.

### **III Transfer the sentences from Active into Passive. Model:**

**Model 1:** The manager examines organizational structure of the firm.  
Organizational structure of the firm is examined by the manager.

1. Vice-president gives orders to his employees.
2. I receive orders from the sales manager.
3. My friend holds a position of the general manager.
4. Personnel office receives resumes from prospective candidates.
5. Staff departments do different services to line departments.
6. Usually he takes the orders and fulfils the tasks very quickly.

**Model 2:** My friend is examining the organizational chart. The organizational chart is being examined by my friend.

1. I am sending my annual report to my immediate superior.
2. The foreman is firing his immediate subordinate.
3. Controller is giving the orders to his employees.
4. We are changing the organizational structure of our company.
5. The board of directors is enlarging the staff of the company.

**Model 3:** I have invested my money in real estate. My money has been invested in real estate.

1. We have considered advantages and disadvantages of partnership.
2. I have bought the shares of IBM company.
3. This business has involved big financial resources.
4. We have elected the board of directors.
5. The board of directors has chosen the company officers.

## UNIT 2 WHAT IS THE MANAGER?

### 2.1 What is the manager?

#### PRE-TEXT EXERCISES

#### I Words and phrases to be remembered:

to supervise – керувати

to make decision – приймати рішення

to delegate authority – розподіляти обов'язки

hierarchy – ієрархія

employee – службовець

subordinate – підлеглий

#### II Translate the following international words:

system, risk, planning, function, organizing, coordinating, directing, controlling, administrator, activity, characteristics, initiative.

#### III While translating the following words pay attention to their semantics:

1. to supervise – a) керувати      b) спостерігати      c) наглядати
2. to train – a) виховувати      b) тренувати      c) навчати
3. to approach – a) наближатися      b) підходити      c) робити пропозицію
4. to vary – a) мінятися      b) розходитися      c) різноманітити
5. to delegate – a) делегувати      b) уповноважувати

#### IV Translate words with the same root:

1. to depend – dependence – independence – independent
2. to employ – employer – employee – employment
3. to mean – meaning – meaningful
4. to manage – manager – management – managerial
5. to supervise – supervisor – supervision

### WHAT IS THE MANAGER?

A number of different terms are often used instead of the term «manager», including «director», «administrator» and «president». The term «manager» is used more frequently in profit-making organizations, while the others are used more widely in government and non-profit organizations such as universities, hospitals and social work agencies.

So, who do we call a «manager»?

In its broad meaning the term «managers» applies to the people who are responsible for making and carrying out decisions within a certain system. A personnel manager directly supervises people in an organization. Financial manager is a person who is responsible for finance. Sales manager is responsible for selling of goods.

Almost everything a manager does involve decision-making. When a problem exists a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard job. There is a lot to be done and relatively little time to do it. In all types of organizations managerial efficiency depends on manager's direct personal relationships, hard work on a variety of activities and preference for active tasks.

The characteristics of management often vary according to national culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy. Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative that is make decisions without asking their manager.

## TEXT – BASED ASSIGNMENTS

### **I Define what part of speech the following words are formed of:**

management, planning, organizing, coordinating, directing controlling, uncertainty, responsibility, relatively, widely, directly, frequently, successfully.

### **II Translate into Ukrainian:**

hierarchy, employee, subordinate, to supervise, to make decision, a responsible and hard work, in its broad meaning, to solve, to train, to lead people, to approach the job, to give orders, to carry out decisions.

### **III Complete the following sentences:**

1. The term «manager» is used more frequently in ... .
2. Financial manager is a person who is responsible for ... .
3. Management is a function of ... .

4. Managerial efficiency depends on ... .
5. The characteristics of management often ... .
6. The amount of responsibility of any individual depends on ... .
7. Managers are responsible for leading ... .
8. Employees at lower levels in the company hierarchy make decisions without ... .

#### **IV Fill in the blank with appropriate words:**

1. Sales manager is responsible for ... . to make a decision
2. When a problem exist a manager has to ... . selling of goods
3. Managing is a responsible and hard ... . supervises
4. A personnel manager directly ... people in an organization. job
5. A decision-making there is always some ... . authority
6. Managers often delegate ... . uncertainty and risk
7. Financial manager is a person, who is responsible for..... specific activities
8. Management is a variety of ... . finance

#### **V Answer the following questions:**

1. What organizations is the term «manager» used?
2. What is financial manager responsible for?
3. What is sales manager responsible for?
4. Why do the characteristics of management often vary?
5. What does managerial efficiency depend on?
6. What does the amount of responsibility of any individual in a company depend on?
7. What does «to delegate authority» mean?
8. What is manager's role in an organization?

#### **VI What position would you like to have?**

- A. to manage people – manager
- B. to work for someone else – an employee
- C. to be your own boss – self-employed, businessman
- D. to be responsible for everything – top manager, director
- E. to work for the state – state employee

#### **VII Do the questionnaire, and then compare your answers with a partner:**

##### **1. How do you rate as a successful manager?**

- a. I only make an effort when I want to.
- b. If someone explains what to do, then I can continue from there.
- c. I make my own decisions. I don't need anyone to tell me what to do.

**2. How do you get on with other people?**

- a. I get on with almost everybody.
- b. I have my own friends and I don't really need anyone else.
- c. I don't really feel at home with other people.

**3. Can you lead and motivate others?**

- a. Once something is moving I'll join in.
- b. To good at giving orders when I know what to do.
- c. I can persuade most people to follow me when I start something.

**4. Can you take responsibility?**

- a. I like to take charge and to obtain results.
- b. I'll take charge if I have to but I prefer someone else to be responsible.
- c. Someone always wants to be the leader and I'm happy to let them do the job.

**5. Are you a good organizer?**

- a. I tend to get confused when unexpected problems arise.
- b. I like to plan exactly what I'm going to do.
- c. I just like to let things happen.

**6. How good a worker are you?**

- a. Too willing to work hard for something I really want.
- b. I find my home environment more stimulating than work.
- c. Regular work suits me but I don't like it to interfere with my private life.

**7. Can you make decisions?**

- a. I am quite happy to execute other people's decisions.
- b. I often make very quick decisions which usually work but sometimes don't.
- c. Before making a decision, I need time to think it over.

**8. Do you enjoy taking risks?**

- a. I always evaluate the exact dangers of any situation.
- b. I like the excitement of taking big risks.
- c. For me safety is the most important thing.

**9. Can you stay the course?**

- a. The biggest challenge for me is getting a project started.
- b. If I decide to do something, nothing will stop me.
- c. If something doesn't go right first time, I tend to lose interest.

**10. Are you motivated by money?**

- a. For me, job satisfaction cannot be measured in money terms.
- b. Although money is important to me, I value other things just as much.
- c. Making money is my main motivation.

**11. How do you react to criticism?**

- a. I dislike any form of criticism.
- b. If people criticize me I always listen and may or may not reject what they have to say.



c. When people criticize me there is usually some truth in what they say.

**12. Can people believe what you say?**

a. I try to be honest, but it is sometimes difficult or too complicated to explain things to other people.

b. I don't say things I don't mean.

c. When I think I'm right, I don't care what anyone else thinks.

**13. Do you delegate?**

a. I prefer to delegate what I consider to be the least important tasks.

b. When I have a job to do I like to do everything myself.

c. Delegating is an important part of any job.

**14. Can you cope with stress?**

a. Stress is something I can live with.

b. Stress can be a stimulating element in a business.

c. I try to avoid situations which lead to stress.

**15. How do you view your chances, of success?**

a. I believe that my success will depend to a large degree on factors outside my control.

b. I know that everything depends on me and my abilities.

c. It is difficult to foresee what will happen in the future.

**16. If the business was not making a profit after five years, what would you do?**

a. give up easily.

b. give up reluctantly.

c. carry on.

**Key to the questionnaire:**

1. A = 0 B = 2 C = 4

2. A = 4 B = 2 C = 0

3. A = 0 B = 2 C = 4

4. A = 4 B = 2 C = 0

5. A = 2 B = 4 C = 0

6. A = 4 B = 0 C = 2

7. A = 0 B = 4 C = 2

8. A = 2 B = 4 C = 0

9. A = 2 B = 4 C = 0

10. A = 0 B = 2 C = 4

11. A = 0 B = 4 C = 2

12. A = 2 B = 4 C = 0

13. A = 2 B = 0 C = 4

14. A = 2 B = 4 C = 0

15. A = 0 B = 4 C = 2

16. A = 4 B = 2 C = 0

**44 or above**

You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organize and motivate and you know exactly where you and your team are going.

**Between 44 and 22**

You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running business, you will, probably, not be able to deal with the pressures and strains that are a part of the job. You should perhaps consider taking some professional training or finding an associate who can compensate for some of your weaknesses.

**Below 22**

Managing your own business is not for you. You are better suited to an environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well defined instructions and you prefer work that is both regular and predictable.

## DISCUSSION

**I How do you see your future profession? Please answer the following questions:**

What kind of work are you interested in:

1. well paid work
2. interesting work
3. work in a large and famous company
4. quiet work
5. work in an industry which has future prospects
6. prestigious work
7. a kind of work such as not to sit the whole day in the office
8. to travel a lot

**II Please, discuss advantages and disadvantages of your future profession:**

1. Do you think that your future profession is prestigious?
2. Do you think it will be still prestigious and well paid by the time you graduate?
3. How difficult is to find a good work in your field?

### III What conclusion should we make while reading this story?

**Discuss it with your friends:**

#### His First Job

A young man, hired by a supermarket, reported for his first day of work. The manager greeted him with a warm handshake and a smile, gave him a broom and said, «Your first job will be to sweep out the store». «But I'm a college graduate», the young man replied indignantly. «Oh, I'm sorry. I didn't know that», said the manager. «Here, give me the broom, I'll show you how».

## 2.2 The functions of an executive

### Words and phrases to be remembered:

executive – курівник, адміністратор

vice-president – віце-президент

administrator – адміністратор

head of department – керівник відділу

foreman – майстер, керівник

position – посада

to set objectives – ставити ціль

to delegate authority – розподіляти обов'язки

to work under pressure – працювати примусово

red tape – канцелярська робота

to be competent – бути компетентним

### DIALOGUE

(Anna is having lunch with her sister Barbara. Anna has just accepted a position as an Administrative Assistant. Her boss is an executive with a firm that manufactures heavy machinery used in construction).

**Barbara:** You've got a new job, Anna. My congratulations.

**Anna:** Thanks, Barbara.

**Barbara:** Tell me a few words about your boss. What does he do?

**Anna:** Well, he is one of the vice-presidents of the company, so he's rather important. He is an executive.

**Barbara:** Do you know the difference between an executive, a manager and an administrator?

**Anna:** I am afraid I can hardly tell you the difference, I think these words are interchangeable and really aren't different in many companies.

**Barbara:** What about your company?

**Anna:** In our company the top offices are called administrators. The next highest group – the vice-president, the heads of major departments and branch plant manager – are executives like my boss.

**Barbara:** Is that all?

**Anna:** The group below consists of managers, they are general managers and foremen.

**Barbara:** So I see that an organization has a number of positions and some people have more authority than others.

**Anna:** You are right.

**Barbara:** But it would be interesting to know more about the functions of an executive like your boss.

**Anna:** I'd say he makes a lot of important decisions. He sets objectives, coordinates work, delegates authority, makes hiring, firing, evaluating and just general leading.

**Barbara:** It seems to be important.

**Anna:** It is important. It's evident that making careful decisions is the basis of good management.

**Barbara:** But do you work under much pressure?

**Anna:** Barbara, you know I am quite used to working under pressure from my last job. I am also accustomed to lots of paper work and red tape.

**Barbara:** Good for you.

**Anna:** And what's more important I feel that learn a lot because my boss is very competent.

**Barbara:** Good, I think we'd be in a hurry not to get late for the work.

## EXERCISES

### **I Transform the sentences according to the model:**

**Model:** I'm accustomed to setting objectives. I'm used to setting objectives.

1. We are accustomed to having unlimited liability.
2. He is accustomed to delegating authority.
3. They are accustomed to hiring and firing people.
4. She is accustomed to working as a head of the department.
5. You are accustomed to working under pressure.
6. The executive is accustomed to making decisions.

### **II Change the modal verb according to the model:**

**Model:** We ought to set objectives this month. We should set objectives this month.

1. They ought to talk about the functions of an executive.
2. A manager ought to make careful decisions.

3. An executive ought to be very competent.
4. A vice-president ought to decide on hiring, firing, vacation, working hours.
5. The board of directors ought to plan objectives and changes.
6. They ought to have a meeting the head of the department.

### **III Supply the articles where necessary:**

... principal trends of our activities are:

- training, retraining, enhancing skills and establishing ... system of ... continuous education of ... managers and specialists in ... field of ... personnel management as ... whole;
- establishing ... criteria and methods of ... personnel selection and qualification of ... personnel and ... social development work;
- providing ... personnel activities with ... effective personnel technologies, developing and putting into ... practice ... modern forms and methods of ... personnel management;
- studying and sharing ... world experience of ... personnel management, consulting in ... field of ... personnel management.

### **IV Supply the correct tense-forms of the verbs.**

To be engaged in such activities (to be) necessary to have an organization sufficiently independent of state structures, free to carry out its plans that (to unite) qualified specialists on the work with personnel. The prototype of such an organization (to be) the cooperative The Kyiv Inculcation Centre «Personnel» which (to be) created in 1989.

At the time the organization (to establish) its branches in Ukraine, Byelorussia and Russia which (to train) more than one thousand staff workers early.

The work of the people's University (to make) possible to extend the research conducted, master the system of training, improve and perfect a scientific and methodical provision of the process of studies.

### **V Answer the following questions:**

1. What working position is the best for you?
2. Are you accustomed to working under pressure?
3. Are you accustomed to a red tape job?
4. Do you want to be an executive or an administrator of a big company?  
What should you do for it?
5. What qualities do you need to be an executive of the company?
6. What does it mean to be a competent manager?

## VI What do you do to develop good relations with your employees?

Suggestion	You
A Be a good leader by working hard	
B Consult employees regularly	
C Hold a morning meeting with employees	
D Arrange morning exercises for the company	
E Invite employees home	
F Regularly socialize with employees after working hours	
G Eat lunch with employees in the staff restaurant	
H Go picnicking together	
I Help arrange the marriage of employees	
J Attend marriages and family funerals of employees	

Which suggestions do you prefer?

## VII Your executive is a very tough man. What should his staff do to please him?

For ideas:

to be creative – творчий підхід до справи

to be well-organized – бути добре організованим

to keep fit – тримати себе у формі

to be punctual – бути пунктуальним

to be enthusiastic – бути ентузіастом

to obey the rules – підкорятися правилам

### 2.3 Where and how to hire an employee?

#### Words and phrases to be remembered:

employer – роботодавець

option – вибір

to consider – розглядати, приймати рішення

employee – працюючий за наймом

to be suitable for the position – відповідати посаді

personnel office – відділ кадрів

applicant – кандидат на посаду

valuable source – коштовне джерело  
 employment agency – агентство по найму  
 consulting firm – консультаційна фірма  
 to advertise – розміщувати об'яву  
 resume – резюме  
 two sets of qualifications – два види характеристик  
 experience – досвід  
 evaluate through interviews – співбесіда

1. An employer has several options to consider when he wants to hire a new employee. First of all, he may look within his own company. But if he can't find anybody suitable for the position, he will have to look outside the company. If there is a personnel office in the company, he can ask them to help him to find a qualified applicant. The employer can also use other valuable sources, for example, employment agencies, consulting firms, placement offices and professional societies. He can also advertise in a newspaper or in a magazine and request candidates to send in resumes.

2. The employer has two sets of qualifications to consider if he wants to choose from among the applicants. He must consider both professional qualifications and personal characteristics. A candidate's education, experience and skills are included in his professional qualifications. These can be listed on a resume. Personal characteristics or personality traits must be evaluated through interviews.

## EXERCISES

**I Choose the necessary word and put it in the sentence (to advertise, resume, employee, applicant, personnel office, qualification, agency, personal).**

1. We are going to interview there ... on the position.
2. If you need applications for this position ... in a special section of the local newspaper.
3. Personnel office will help you to find a new ... .
4. All the information about the staff of the firm can be found in ... .
5. She has a good ... for the position: a college degree, good work experience.
6. I want to find a new secretary, so I'll call an employment ... .
7. If you are an applicant for the position, you have to write your ... .
8. Don't ask him ... questions, it will be impolite.

**II Answer the following questions:**

1. Which options should an employer first consider when he wants to hire a new employee?
2. What services does a personnel department provide?
3. In what way can the new employees be found outside one's company?
4. What qualifications does the employer consider in choosing an employee?
5. What is meant by «Professional qualification» for a job?
6. What personal characteristics does the administrator consider when choosing an employee?

**III Translate into English:**

1. Його посада у компанії дуже важлива.
2. Адміністратор ставить цілі, приймає на роботу, звільняє.
3. Вона не любить працювати за примусом.
4. Я звичний до канцелярської роботи.
5. Керуючий повинен бути компетентним.
6. Керівник цієї групи дуже талановитий фахівець.
7. Нам потрібно найняти нового службовця.
8. Помістити оголошення в газету.
9. Цей керівник з великим досвідом.
10. Ми повинні розглянути два види характеристик.
11. Кандидати на посаду повинні вислати резюме.
12. Ви знайдете всю інформацію у відділі кадрів.
13. Зверніться у кадрове агентство.
14. Наймач повинен звернутися в консультаційну фірму.

**IV Speak at length on the following topics:**

1. An employer's option when he wants to hire a new employee.
2. Two sets of qualifications.



## UNIT 3 OFFICE WORK

### 3.1 My best choice

#### PRE-TEXT EXERCISES

##### **I Words to remember:**

loyalty – вірність

trustworthy – надійність, довіра

responsibility – відповідальність

flexible – гнучкість

be dedicated – бути відданим

handle – справлятися

take minutes – вести протокол

work under deadline pressures – працювати з урахуванням термінів

be of great value – бути цінним

deal with – мати справу з

to frustrate – зривати (плани, наміри)

to be immaculate – бути досконалим

to annoy – набридати

##### **II Explain the ways of word-building:**

enjoyable, deadline, a people-oriented job, professional-looking, well-groomed, well-polished, trustworthy, conscientiousness, appropriately.

##### **III Give verbs of the following nouns:**

irritation, dedication, frustration, recommendation, action, involvement, initiation, influence, impression, meeting, organization, presentation, direction, appearance.

##### **IV Translate words with the same root:**

to irritate – irritant – irritable

to annoy – annoyance – annoying

to impress – impression – impressive

to produce – production – producible

to involve – involvement – involved

to initiate – initiation – initiative

## MY BEST CHOICE

I'm a secretary at a large business. I deal with people and incoming mail. Dealing with people is one of the most important parts of my job. I find it very enjoyable. I also input on the computer, send telexes and faxes, take minutes, work under deadline pressures.

I meet people from all over the country, all over the world, all walks of life, which makes it the most interesting part of my job. They can be very nice. I think the nice ones outnumber the irritating ones. It's a people-oriented job. It's communication whether it's in person or on the telephone, and that can be fun. Sometimes you have problems getting through, sometimes you get a wrong number, but it's all part of the job. You don't often get annoying people face to face. You get more of them on the phone, because people feel they can say over the phone that they perhaps wouldn't say to your face. So I don't find people too frustrating in person and always handle the situation.

As a secretary you must always be professional-looking, your clothes should be immaculate. It's better to wear skirts than trousers. Your attire should be fresh and clean. It's best to wear simple jewelry – small earrings, a matching necklace and rings. Hands should be well-groomed and you can wear white or soft coloured nail varnish. Your shoes should be well-polished, not worn or dirty. Your hair should be clean and neat. Heavy make-up is not recommended. You should always look fresh, and use just a little perfume.

There are some important characteristics for secretaries:

1. Loyalty: Secretaries must be absolutely trustworthy. No relationship in business involves a higher degree of trust and responsibility between two persons than the secretary – boss team.

2. Conscientiousness: It is important for secretaries to be prompt and flexible. Quite often they may have to work long hours. Confidentiality is another key factor. Secretaries must take pride in their work and be dedicated to their boss.

3. Initiative: The secretary should be able to act for the boss in his / her absence. True initiative on the secretary's part is the ability to know when to act on one's own and when to do as directed.

4. Ability to write: Every secretary should be capable of handling routine correspondence, reports, summaries and take good minutes at meetings.

5. Professionalism: Business can be tense and people are often under a lot of stress. A secretary who can work under deadline pressures and produce high quality work is of great value.

6. Good dress and presentation: This involves looking and behaving appropriately. People's first impression is important. Their ideas about the company / organization are influenced by the staffs' appearance.

## TEXT-BASED ASSIGNMENTS

**I Find in the text the description of a secretary's image.**

**II Look at the adjective below. Write out ten adjectives to describe a good secretary:**

active, calm, capable, careful, charming, cheerful, clever, efficient, friendly, good-humored, hard-working, helpful, intelligent, kind, loyal, open-minded, patient, polite, practical, punctual, serious, sincere, tactful, trustworthy, wise, witty, unselfish, generous.

**III Find in the text the important characteristics for secretaries. Give your own translation and express your agreement or disagreement with it:**

**IV Complete the following sentences:**

1. As a secretary you must always be ... .
2. Your attire should be ... .
3. It's best to wear simple ... .
4. Hands should be ... .
5. Your shoes should be ... .
6. You should always look ... .
7. Every secretary should be capable of handling ... .
8. A secretary who can work under ... .

**V Answer the following questions:**

What is one of the most important parts of secretary's job?

How must a secretary look like?

What important characteristics for secretaries do you know?

Why must secretaries take pride in their work?

What kind of secretary is of great value?

What is your opinion about secretary's ability to write?

What is influenced by the staff appearance?

**VI Work in group. Let everybody write what a secretary should be like. Tell your neighbor what you have written. One of you will be chosen to make a summary. Begin with the words: In my opinion a secretary should ... :**

**Which adjectives below describe positive aspects of someone's character? Which describe negative aspects? Write + or – next to each one.**

decisive	open	passionate	energetic
charismatic	ruthless	impulsive	straight
motivating	informal	flexible	accessible
adventurous	uncaring	lunatic	moderate
balanced	careful	thoughtful	aggressive

**VII What do you like to talk about when you meet business people for the first time.**

1. Tick the things that you like to talk about in column A. Put a cross to the things you don't like. Add more topics to the list.

2. Find out what the person next to you likes to talk about. Fill in column B.

cars	A	B	shopping	A	B
	you	your partner		you	your partner
job family weather sports business topics religion, hobbies, fashion recent news, recent scandals / gossip literature, films and actors / actresses, TV programmes			health holidays / travel hopes for the future food  your city  your country politics love other topics:		

**Do you want to be a secretary? Do a personality test for the job. Put a tick in the right place.**

How often do you do these things?	always	usually	often	sometimes	not often	never
come to work late take risks tell jokes show loyalty get angry work hard act lazily come on time argue with people lose your temper like to meet people speak English chat make mistakes						

**Work in groups. Exchange your list with your partner. Tell about the person on your list and decide whether he / she will be a good secretary.**

### **VIII Work with your partner:**

A. Find the most pleasant sides of a secretary's job:

a lot of communication,  
...etc.

B. Write down the problems many secretaries may have:

Irritating people,  
... etc.

C. Discuss why you would like or would not like a secretary's job.

### **IX Work with your partner:**

A. Write down as many requirements for an efficient secretary as you can.

B. Complete your list with that of your partner.

### **X What are the secretary's tasks?**

A. How many secretarial tasks can you think of without looking at the previous text? List them.

B. Work with a new partner. Comment upon your lists: In my opinion a secretary should know ... My opinion is that ...

### 3.2 Office

The word office is very widely used in many European countries to denote any room or set of rooms (sometimes a whole building) where administrative or clerical work is done. All business organizations (industrial and commercial companies, banks, etc.) have offices, as do ministries, local councils, educational institutions, hospitals, shops, and so on. A man with his own small business (for example, a carpenter) may have an office in his house, a room where he does his paperwork (accounts, estimates, orders for materials, bills, receipts, etc.). This is different from a study, which is meant for reading and writing (for example, books, articles or simply letters).

Office is not normally used to denote a whole organization but only that part of it where administrative and clerical work is done. In industry, office(s) can be used in contrast to factory or works.

A secretary's room should be organized. The work area should always appear spacious and light. How's this to be done?

First of all, put away any unnecessary items. Papers should be in neat piles or filed. The windows must be clean and lightly shaded by spotlessly clean curtains or you may have blinds. To make the room warm and friendly, hang a couple of pictures on the wall – photographs, reproductions, drawings or prints. And there should be a potted plant or two, or a vase with flowers. It is nice if the room has a feminine look.

#### EXERCISES

**I Translate the text without dictionary. Divide it into logical part and entitle them.**

**II Suggest the most appropriate translations for the example of the use of «office».**

1. His friend works in an office.
2. I left my umbrella in the bus. – You'd better go to the lost property office.
3. He used to work in the factory but now he's in the office, in the planning department.
4. Hardly anybody lives in the City of London. Nearly all the buildings are banks or offices or shops.
5. She rang him at the office but was told that he was at the meeting.
6. He went to the booking office and bought a ticket to Hull.
7. The Foreign office refused to comment on the decision.
8. These snack bars are used mainly by office workers.
9. Wait here while I go to the inquiry office.
10. We must get permission for the change from our London office.

**III Here is a list of items you can see in an office or in a household. Tell your partner which of these a secretary should have in the office. Use a dictionary if necessary.**

telephone	typewriter	radio
knife	saw	studs
fridge	punch	stapler
file	photocopier	ruler
scissors	coffee machine	dishwasher
hammer	folder	electric cooker
video recorder	paper clips	stationery supplies

Work in pairs. Tell your partner why the things are needed in an office. Begin with e.g.: I think a secretary should have some folders to keep the documents in.

**IV Answer the following questions:**

1. What does the word office denote in many European countries?
2. Where may a man with his own small business have an office?
3. Is office used to denote a whole organization?
4. How should a secretary room be organized?

**V Work in pairs. What kind of furniture do you have in your room?**

**Answer your partner's questions, using the following word-combinations:**

1. a desk with several drawers
2. a couple of other chairs or armchairs or a sofa, filing cabinets, a notice board
3. bookshelves
4. a wastepaper bin
6. in and out trays for mail
7. a cupboard
8. reference books

**VI What does a modern secretary need to be really good and efficient?**

**Make a short list, using the following words and word-combinations.**

1. computer
2. internal and external telephone
3. photocopier
4. stapler
5. punch
6. stationary supplies for letters, memos, faxes and note-taking

7. folders
8. paper clips
9. adhesive tape
10. scissors and letter opener
11. envelopers and stamps
12. pencils, ball point pens
13. ruler

### **VII Dramatize the following dialogue:**

**Mr. Power:** Yes, Miss Wright? What is it?

**Miss Wright:** Mr. Hudson wants to speak to you, sir.

**Mr. Power:** I'm very busy at the moment. Ask him to ring later.

**Miss Wright:** Yes, sir.

**Mr. Power:** Oh, and Miss Wright? Tell Chris to photocopy the Director's report.

**Miss Wright:** Yes, sir. Anything else, sir?

**Mr. Power:** Yes. Tell Miss Davis not to ring her boyfriend on the office phone.

**Miss Wright:** Yes, sir. Hello? This is Mr. Power's secretary...

**Mr. Hudson:** Yes ... Hudson, here.

**Miss Wright:** I'm afraid Mr. Power's busy at the moment. Can you ring later?

**Mr. Hudson:** All right... what about this afternoon?

**Miss Wright:** Yes, that'll be all right.

**Miss Wright:** Oh, Chris?

**Chris:** Yes, Miss Wright?

**Miss Wright:** Mr. Power wants you to photocopy this report.

**Chris:** Oh, yes ... I'll do it later.

**Miss Wright:** No, Chris... do it now... I know it's important.

**Miss Wright:** Miss Davis! Did you ring your boyfriend on the office phone yesterday?

**Miss Davis:** Well, yes ... I did ... but it was urgent.

**Miss Wright:** Hmm ... I think Mr. Power heard you. He wasn't very pleased about it. Don't use the office phone for personal calls.

**Miss Davis:** No... no, Miss Wright... I won't do it again... I'm sorry.

**Mr. Power:** Miss Wright? Did you speak to Mr. Hudson?

**Miss Wright:** Yes, I did. I asked him to ring later. He says he'll ring you this afternoon.

**Mr. Power:** That's fine. Has Chris photocopied that report yet?

**Miss Wright:** Not yet... but I told him to do it immediately. I think he's doing it now.



**Mr. Power:** Good. Did you tell Miss Davis not to ring her boyfriend from here?

**Miss Wright:** Oh, yes ... I told her not to use the office phone for personal calls... she says she won't do it again. I'm sure she won't.

**Mr. Power:** I hope she won't... her boyfriend lives in Australia!

**VIII Translate the following letter. Comment on the secretarial duties. Discuss it with your partner.**

Dear Susan,

Well, I've got the job! And I seem to need most of the things I learned in College.

They wanted to know my shorthand and typing speeds, and what kind of a typewriter I was used to, and whether I could use a word processor as well. Because my boss, Mr. Sutherland, is away from the office a lot he often dictates on to a cassette tape, so they wanted to know if I could manage audio typing. But they also gave me a shorthand notebook. They explained that I will often be making appointments for Mr. Sutherland, so I must keep his diary. I'll also be typing his correspondence and when he is away I may have to sign some of his letters. I'll also be responsible for circulating memos to other members of the staff, and when I go to meetings I'll be taking the minutes. Because I'll be buying the stamps and coffee and so on, I'll deal with the petty cash and keep the post book. They also want me to screen callers to the office, so that Mr. Sutherland doesn't get disturbed when he's busy. And I'll have to do some proofreading (of catalogues, press releases, and things like that). So I think I'll keep busy!

It all sounds fascinating, and I'm terribly excited!

Love,  
Jane

**IX Work in pairs. Imagine you are a secretary. What is your idea of your future workplace? Discuss it with your partner.**

## UNIT 4 ON THE TELEPHONE

### 4.1 Telephone instructions

#### PRE-TEXT EXERCISES

#### I Read and memorize the following words

telephone – телефон  
 apparatus – апарат  
 busy / engaged – зайнятий  
 buzzing – гудок  
 receiver – телефонна трубка  
 trunk-call – міжміський виклик  
 clear – роз'єднувати  
 connection – зв'язок  
 conversation – розмова  
 dial – набирати номер, диск  
 pick up – брати, знімати (трубку)  
 drop – вкинути (монету)  
 coin – монета  
 exchange – телефонна станція  
 message – записка, повідомлення  
 mouthpiece – мікрофон  
 operator – телефоніст  
 switchboard – комутатор  
 digit – цифра  
 subscriber – абонент  
 charge – плата за телефонну розмову

#### II Word-combinations to remember:

to telephone smb.	}	дзвонити по телефону
to ring smb. up		
to call smb. up		
to call smb.		
to buzz smb (AM)		

May I use your telephone? – Дозвольте подзвонити по вашому телефону?

He is speaking over (on) the telephone now. – Зараз він говорить по телефону.

The telephone is quite dead. – Телефон не працює.

I can't get him on the phone. – Я не можу додзвонитися до нього.

general call – загальний виклик

local call – місцевий виклик

personal call – виклик конкретної особи

toll call – приміський виклик

long-distance call (AM) – міжміський виклик

to make a call –

to give a call – } дзвонити по телефону

to give a ring – }

to give a buzz (AM) –

There is a call for you – Вам дзвонять

I'll answer the call – Я відповім на дзвінок

I'll answer the telephone – Я відповім на дзвінок

Where can I make a call – Де я змогу подзвонити?

to lift the receiver – піднімати телефонну трубку

to take up the receiver – піднімати телефонну трубку

to pick up the receiver – піднімати телефонну трубку

to listen to dialling tone – очікувати гудка

dialling tone – довготривалий гудок, який означає, що можна набирати номер

I have dialed the number twice but there is no reply – Я набирав номер двічі, але ніхто не відповідає

ringing tone – рідкі гудки, які означають, що лінія вільна

The line is free – номер вільний

engaged tone – часті гудки (лінія зайнята)

number unobtainable tone – гудок, який означає, що зв'язку немає

to replace the receiver – вішати трубку

to put down the receiver – вішати трубку

to hang up – тримати, не вішати трубку

to ring off – тримати, не вішати трубку

to hold on – тримати, не вішати трубку

a series of rapid pips – серія частих сигналів

coin-box telephone – телефон-автомат

telephone booth – телефон-автомат

box phone – телефон-автомат

recorded announcement – повідомлення, що записано на плівку

The line is engaged – номер зайнятий

The line is busy (AM) – номер зайнятий

Subscriber Trunk Dialling (STD) – міжміський автоматичний телефонний зв'язок

International Subscriber Dialling (ISD) – міжнародний автоматичний телефонний зв'язок

The city is not on STD – З містом немає автоматичного телефонного зв'язку.

Telephone Directory – телефонний довідник

Telephone Book – телефонний довідник

to connect (AM) – з'єднувати абонентів

to put a call through – з'єднувати абонентів

I'm putting your call through. – З'єдную вас.

to make a call through the operator – подзвонити через телефоністку

## TELEPHONE INSTRUCTIONS

### I Making a call:

- First check the code (if any) and number.
- Lift the receiver and listen to dialling tone (a continuous purring).
- Dial carefully and allow the dial to return freely.
- Then wait for another tone:
  - Ringing tone (burr-burr) means the number is being called. The line is free.
  - Engaged tone (a repeated single tone); try again a few minutes later.
  - Number unobtainable tone (steady tone), replace the receiver, recheck the code and number and then redial.
- At the end of the call replace the receiver securely.

### II When answering the telephone:

- Always give your name or the name of the office or your telephone number.
- If you hear a series of rapid pips, the call is coming from a coin box telephone. Wait until the pips stop and then give your name or telephone number.

### III When making a call from a coin-box telephone:

- First drop a coin piece (or pieces) into the slot;
- Lift the receiver and listen to dialling tone;
- Dial your number;
- On hearing ringing tone, which means that the line is free, wait until your call is answered.

### IV Trunk-Calls via operator when booking a trunk-call:

- Give the country, the place concerned and the number you want your

call to be connected with.

- Say what kind of call you want to book.
- Indicate the duration of your call if possible.
- Give your name and telephone number.

### **V Subscriber Trunk Dialling (STD):**

– Keep in your personal telephone directory an up-to-date list of dialling codes and / or number of people you are likely to call. This will save you time in future.

- When you dial do not pause too long between digits.
- If you hear a recorded announcement telling you that the trunk line is engaged, replace the receiver and try again later.
- Answer your telephone promptly, giving your name or the name of the office or telephone number. This saves the time and helps the caller.

### **VI International Subscriber Dialling (ISD).**

You can dial for yourself calls to most places in Europe and North America.

- First dial the code of the country or the code of the place concerned and then the subscriber's number.
- If you wish to know the code for a place which is not shown in the Telephone Directory, ask the exchange operator.
- When dialling to Europe or North America do not pause more than two or three seconds between digits, especially the last few digits. You will often hear nothing for half a minute or a little longer after dialling.
- Do not replace the receiver before you have given the equipment time to connect the call. Sometimes you may hear a series of very rapid pips. It means that the automatic equipment is putting your call through and asks you to hold on.

Note:

Code is a system of figures used before telephone numbers of cities and countries which have been changed to all-figure numbers. For example, a London all-figure number is 01-2222870. 01 is the code to be dialled if you make a call outside the London area. But if you make a call in London, you should dial only the last seven figures, those after the hyphen. For numbers in New York City dial: 0-01 212 followed by the last seven digits of the number of the customer you require.

## TEXT-BASED ASSIGNMENTS

**I Translate the following word combinations and sentences:**

1. Check the code and number.
2. Ringing tone.
3. Engaged tone.
4. Number unobtainable tone.
5. Replace the receiver securely.
6. Wait for the switchboard operator to say.
7. To make sure they got it right.
8. This will save you time.
9. When you dial, don't pause too long between digits.
10. The call may fail.
11. If you want the operator to get your call, dial the operator.
12. The three minutes minimum charge applies on all calls made through the operator.
13. Say what kind of call you want to book.
14. Indicate the duration of your call.

**II Fill in the blanks with suitable words and word combinations:**

1. I believe the ... is out of order.
2. Something must be wrong with the ... it does not go back into position.
3. There was ... for you this morning.
4. Can I book a ... call in advance?
5. As he was walking along the street, he saw a ... on the corner.
6. I tried dialing the call myself, but could not get a good ...
7. Finally we asked the operator ... us.

**III Give synonyms to the words in bold type:**

1. I shall **ring you up** tomorrow, just about the same time.
2. A constant buzzing showed that the number **was engaged**.
3. «**Who is this?**» asked the voice. «Miss White is **out at the moment**. Will you **ring her up again** another time?»
4. **May I speak to** the chief of the Department, please?
5. Can I make a **trunk call** from here?
6. **Has anybody called** me during the day and **asked you to tell me anything?**

**IV Give antonyms to the following word combinations:**

To get the wrong number; the line is busy; to take up the receiver; to hold on; to connect.

**V Make up sentences of your own:**

To have the wrong number; to leave a message; to call back; to wait at the receiver; to consult the telephone book; to make a call; to call smb.

**VI Supply the prepositions where necessary:**

1. Could you put me through ... Mr. Stamp? 2. Could you hold ...? 3. I'm putting Mr. Jones ... the line. 4. Mr. Petrenko is out ... moment. 5. There is no reply (answer) ... his number. 6. There is no one ... name ... Smith here. 7. May I speak ... Mr. Brown? 8. I have been disconnected ... my caller. Could you help me? 9. I'd like to talk ... you ... your business. Can we meet early next week? 10. I'm calling to confirm your appointment ... Mr. Abbot ... next Friday ... 4 p.m.

**VII Translate into English:**

1. Телефон – найзручніший спосіб зв'язку. 2. Якщо лінія зайнята, Ви почуєте короткі гудки. 3. Я хочу зателефонувати своєму другові. Де найближчий автомат? 4. Перед тим як підняти трубку, Ви маєте опустити монету в щілину автомата. 5. Абонент не відповідає. 6. Я зробив повідомлення, яке було записане на плівку. 7. Я зробив міжміський телефонний дзвінок. 8. Номер не зайнятий. 9. Не кладіть трубку. 10. Міжнародний автоматичний телефонний дзвінок дуже популярний зараз.

**VIII Translate the following examples of the beginning of telephone conversation:**

1. A. Hello!  
B. May I speak to Mr. Brown? This is Jones calling.  
A. Speaking.  
B. Good morning, Mr. Brown. This is Jones calling.  
A. Good morning Mr. Jones.
2. A. Ukrainian Embassy. Good morning.  
B. Good morning. Could you put me through to Mr. Klitny?  
A. Sorry, the line is engaged. Can you hold on?
3. A. Five – seven – three; one – nine – three – four.  
B. Good evening. Can I speak to Mr. Stock, please?  
A. Sorry, Mr. Stock is on the other line. Will you wait, please?  
B. All right.  
A. Sorry to have kept you waiting. I'm putting Mr. Stock on the line.  
B. Thank you.

**IX Fill in the blanks with suitable words so as to make up a dialogue:**

Secretary: Mr. Brown's secretary ....

Voice: May I ... to Mr. B., please.

S.: And who shall I ... is ...?

V.: Say Mr. Wright.

S.: What did you say your name was? Will you ... it ..., please?

V.: W-r-i-g-h-t.

S.: Thank you ... on, please. Are you ...? Mr. B. seems to be ... on another .... Would you like to ... him a ...? Or can he ... you ...in a few minutes?

V.: He can ... me at 7-81-90 ... it ..., please.

S.: Would you mind repeating the ..., please?

V.: 7-81-90.

### **X Make up telephone conversations considering these assignments:**

1. You are decorating your apartment. The work is progressing very slowly. Phone the manager of the Company and ask him to offer his workers a spot of overtime over the week-end so that they could finish all the work within two days.

2. You have been in work over the past two weeks and failed to send a book on Ukrainian art to your colleague. Phone him, offer your apologies and say that you do remember your promise and that you will get book in the post soon.

### **XI Put questions to the text and retell it:**

#### **Telephone Etiquette**

The techniques of telephoning are very much the same in all countries. Only remember your good telephone manners:

1. When talking in the telephone – speak clearly. Do not shout and take your cigarette out of the mouth.

2. Make sure that your conversation with a busy person is as brief as possible.

3. When calling a friend who does not recognize your voice – don't play «Guess who?» Announce yourself promptly.

4. When you get a wrong number don't ask: «What number is this?» It is good manners to ask: «Is this two-three-four-five-six?» If not – apologize.

5. If a wrong number call comes through don't lose your temper. Simply say: «Sorry, wrong number» – and hang up.

6. Always identify yourself when making a call, especially if you are calling on business, e.g. «This is Mr. Volkov of the Ukrainian Trade Mission. Could I speak to Mr. Jones...?»

7. If you have a visitor does not carry on a long chat while your visitor tries hard to avoid listening to your conversation. The best thing to do is to say you are busy at the moment and... «May I call you back in a little while?» But don't forget to do so.



## UNIT 5 BUSINESS CORRESPONDENCE

### 5.1 Business correspondence

#### PRE-TEXT EXERCISES

#### **I Read and memorize the following words:**

intelligible – зрозумілий  
benevolent – доброзичливий  
form – бланк  
heading – заголовок листа  
solution – звернення  
subscription – заключна форма ввічливості  
signature – підпис  
recipient – одержувач  
reference – посилення  
sender – відправник  
reply – відповідь  
affix – ставити  
subject – предмет обговорення  
enclosure – додаток

#### **II Word-combinations to remember:**

reply to inquiry – відповідь на запит  
invoice – рахунок-фактура  
indented line – червоний рядок  
p.p. (per pro), by warrant – за дорученням  
Letter of Credit (L / C) – акредитив  
Bill of Lading (B / L) – коносамент  
Bill of Exchange (draft) – тратта  
Letter of insurance – страхування  
explanatory letter – роз'яснювальний лист  
letter of packing – лист про упаковку  
letter of shipment – лист про відправку  
letter of delivery – лист про доставку  
letter of complaint – рекламація, скарга  
letter of guarantee – гарантійний лист  
contractual price – договірна ціна  
dear sirs / madams – шановні панове / пані

Wouldn't it be possible for you to tell me... – Чи не змогли б Ви повідомити мене ...

We beg to inform you – Ми маємо за честь повідомити Вам, що...

We shall do our best to ... – Ми зробимо все можливе, щоб ...

We will be glad to answer ... – Ми будемо раді відповісти ...

I look forward to corporate. – Я розраховую на співробітництво.

Please, let me know ... – Будь ласка, повідомте мене ...

I'm sorry to have caused you so much trouble. – Шкода, що я завдав Вам стільки турбот.

We are delighted that ... – Ми дуже раді, що ...

It was a great pleasure for us to receive your letter of ... – З великим задоволенням отримали Вашого листа від ...

We would welcome the opportunity ... – Ми вітаємо можливість ...

I enclose some information – Додаю деяку інформацію ...

May I have the pleasure of inviting you to visit our firm? – Чи не міг би я запросити Вас відвідати нашу фірму?

It is good of you ... – Було б люб'язно з Вашого боку ...

Your expenses will be met by our firm – Ваші витрати оплачуватимуться нашою фірмою.

## **BUSINESS CORRESPONDENCE**

Business letters include all kinds of commercial letters, inquiries, replies to inquiries, Letters of Credit (L / C), invoices, Bills of Lading (B / L), Bills of Exchange or drafts, letters of insurance, explanatory letters, orders, letters of packing, letters of shipment, letters of delivery, offers, letters of complaint, replies to those of mentioned above, etc.

A business letter should be as short as possible, intelligible, polite, and benevolent and its language must be simple.

Rules and traditions of correspondence vary in time but some basic principles of a commercial letter remain unchanged.

A private business letter is written by hand, each paragraph begins with an indented line. But if a letter is sent by an organization it is typed on the form of this organization. In this case it is not necessary to use indented lines.

A letter is composed of the following elements: heading, date, address, salutation text, subscription.

A letter can be typed on the organization's form. Any form has its letter-head printed typographically. The letter-head bears the name of organization or firm, sending this letter, its address, address for telegrams, telephone, telex, fax. If you do not use the form, write your address (as a sender) on the upper right side of the letter. Do not indicate your name here; it will follow your signature.

Ukrainian names of foreign trade organizations are not translated into foreign languages. They are written with Latin letters using English transcription. Your telephone number may be written below.

The date is written on the right side above (under your address if the letter is written on a form or under a typographical letter-head of the form).

In Great Britain the date may be indicated as follows: 7th April, 1998 or 23 March, 1998.

In the USA it is usually written like this: April 7, 1998.

As a rule, before the address of the recipient a reference is indicated which the sender asks to mention in the reply to the letter. A common reference represents the initials of the person who wrote the letter and those of the typist who typed it.

In the samples of letters given below the references are as follows:

Our Ref: MRE / JNK – (in the first letter),

Your Ref: BAT / SN – (in the second one after the reply has been received),

MRE are the initials of the author of the letter (M. R. Erickson),

JNK are the initials of the typist.

The address of the recipient (inside address) is written on the left above, under the reference. Lower, the name of the firm is written under which the number of the house, street, city or town, state or country are indicated, the last element being the country.

The salutation is written on the left (not in the centre).

The salutation «Dear Sir» is appropriate, when you write to a real person if you do not know him. If you know this person, you should write «Dear Mr. Jones», for example.

If the letter is addressed to a firm, the salutation should be «Dear Sirs». In modern business correspondence it is needless to use any other forms of politeness.

As was mentioned above, the text of the letter should be as short, simple and clear as possible.

In the subscription the expression «Yours faithfully» is usually used if you are not acquainted with the person(s) or «Yours sincerely» if you write to a man (woman) whom you know at least by correspondence. In American English the above expressions are rarely used. More common are the expressions «Sincerely yours», or simply «Sincerely», and sometimes «Very truly yours».

The signature is affixed by hand above the typed name of the author. It is not obligatory to indicate your position. If near the signature there are two letters «p.p.» (per pro) it means that the letter is «by warrant».

The heading may be written above the main text of the letter. The heading indicates short contents of the letter or its subject.

If some material is added to the letter the words «Enclosure» («Enclosures») or the abbreviation «End» are written in the left lower corner of the letter. You can also use the expression «We enclose...»

## TEXT-BASED ASSIGNMENTS

### I Translate the expressions most frequently used in business letters:

1. We refer to your advertisement in «Daily News».
2. We learn from your letter that you are manufacturers of the electronic equipment we need.
3. We are interested in the equipment your firm produces.
4. Please let us know if you can offer us your equipment as per specification enclosed in your letter.
5. We look forward to receiving our answer.
6. We expect you hear from you in the nearest time.
7. We wish to maintain cooperation with you.
8. Your prompt execution of our order will be appreciated.
9. Please send us samples of your manufactures stating your lowest prices and best terms of payment.
10. We thank you for your letter of 20<sup>th</sup> May 2006 but regret to inform you that at the present time we cannot make you an offer for the goods required by you.

### II Make up sentences:

Dear Mr. N. Dear Mrs. M. Dear sirs or madams My dear friends Dear Nick	We beg to inform you We are writing to you Please, let me know We'll ask you to wire us It was a great pleasure to find out We would like to have the information I wish you	about your opportunity of visiting our firm about the economic and cultural relations with our country many happy returns of that day a happy birthday (New Year) that your expenses during your stay in our country will be met by our firm
--	--	--

### III Fill in the blanks with the necessary words:

1. It was a great pleasure for us to ... your letter of May, 21. (receive, get, send)
2. We would welcome the ... to co-operate with you. (opportunity, desire,

reason) 3. We would like to ... your catalogues periodically. (recommend, get, receive) 4. May I have the ... of inviting you to visit our firm. (pleasure, decision, permission) 5. We ask you to wire us ... other day. (some, any, every) 6. We would like to continue this ... with an educational program. (trend, tradition, communication)

#### IV Make up questions and let your fellow-students answer them:

Who	do	you (usually)	write letters
Why	does	your business partner	send telegrams wire
Where		your pen-friend	go to the post-office
How often		your father (mother)	receive letters and telegrams
When			

#### V Give synonyms to the words in bold type:

1. We would like to begin an exchange program of the **teachers** of your university. 2. Our students **are eager** to learn English. 3. I like to receive letters from my **aunt and uncle**. 4. It's a real pleasure **to have economic relations** with your firm. 5. I want to send this letter **by air-mail**.

#### VI Complete the following sentences:

1. I receive many letters from ... . 2. When I want to send a letter I usually go to ... . 3. It was a great pleasure to receive ... . 4. A business letter should be ... . 5. A letter is composed of the following elements: ... . 6. The letter-head bears ... . 7. The address of the recipient is written ... . 8. The salutation is written ... . 9. The heading may be written ... . 10. If some material is added to the letter ... .

#### VII Answer the following questions:

1. What letters are included into business correspondence? 2. What are the major elements of a business letter? 3. When is the letter-head used? 4. What does the reference mean in a letter? 5. What information is given in the address? 6. What are the requirements established for the text of a business letter? 7. What expressions are used in the salutation? 8. What should be indicated in the heading of a business letter? 9. What should be the subscription? 10. What may be enclosed in a business letter?

#### VIII Translate into English:

1. Дозвольте скористатися нагодою і привітати Вас зі святом. 2. Ми будемо раді відповісти на будь-які запитання, що цікавлять Вас. 3. Ми розраховуємо на співробітництво з Вами. 4. Чи не могли б Ви повідомити нам подробиці про Вашу фірму? 5. Я хочу надіслати рекомендаційний лист.

**IX Read and dramatize the following dialogue:**

- Where can I hand in the letter, sir?
- They deal with it on the first floor, madam. Window 3, please.
- Is this the right window for posting registered letter?
- No, madam, you have to apply to the next window.
- What's the charge for a registered letter?
- It will cost 50 cents.
- When will this letter be received?
- It will be delivered in three days.
- Thank you.

**X Translate these samples of a business letter. Consider thoroughly all elements of the letter:**

Canton Computers  
8 The Broadway,  
London SW32 9BB  
Dear Mr. Powell,

23 July 2005

MMT 316 Laser Printer

You placed an order with us for the above-mentioned machine on 12 June 2005. We promised delivery within one month. There has been a slight delay in the arrival of the MMT 316 due to an industrial dispute in Germany. We expect normal shipping to resume within the next week or so and one of our sales staff will contact you as soon as we have more definite news.

Yours sincerely,  
M. C. Dexter  
Managing Director

Sunshine Flavours LTD  
44 Emerald Drive, Shannon Technology Park,  
Cork C069TS, Republic of Ireland.

Mme Susanne Dufrais,  
Les Gourmets du Poitou S. A.,  
33 rue Poitiers,  
France

18 January 2006

Dear Madam,

As requested, we enclose for your attention our price list and catalogue. I should like to draw your attention to the fact that all our products are made from completely natural ingredients and that we do not utilize any artificial additives.

There are 213 different items in the catalogue and our prices are reasonable and our quality is good.

Should you require further information, please do not hesitate to contact us. We look forward to receiving your esteemed order in due course.

Yours faithfully,

p.p. Sunshine Flavours Ltd.

J. G. O'Reilly

Sales Manager

### **XI Write the letter using the appropriate words:**

Dear (Sir / Mr. Smith / Mr. President),

With (relation / reference / connection) to our telephone (dialogue / chat / conversation) I am (enclosing / posting / including) our latest catalogue. I (shall / will / would) be grateful if you (may / should / could) come to see us on Wednesday 5<sup>th</sup> June at 11.00 a.m. to discuss our business. If this date is not (correct / comfortable / convenient) I would (want / like / appreciate) (if / whether / when) you could give me a ring.

If you have any further (problems / questions / inquiries) please do not (pause / delay / hesitate) to (connect / contact / correspond) us again.

In the meantime, I (look / expect / wait) forward to (listening / hearing / seeing) from you.

(Regards / Yours faithfully / Love)

### **XII Put questions to the text and retell it:**

#### **«GOLDEN RULES» FOR WRITING LETTERS**

1. Give your letter a heading. It will help the reader to see what you're writing about.

2. Decide what you are going to say before you start to write or dictate: if you don't do this, the sentences are likely to go on until you can think of a good way to finish in other words, always try to plan ahead.

3. Use short sentences.

4. Put each separate idea in a separate paragraph.

5. Use short words that everyone can understand.

6. Think about your reader. Your letters should be CLEAR, COMPLETE, must be addressed in a sincere polite tone, it should be courteous.

7. May get a bad impression if there are mistakes in grammar, punctuation and spelling.

## UNIT 6 APPLYING FOR A JOB

### 6.1 Applying for a job

#### PRE-TEXT EXERCISES

#### **I Read and memorize the following words.**

team – група, колектив  
 referee – особа, що дає рекомендацію  
 supervisor – керівник, начальник відділу  
 salary – заробітна плата  
 bonuses – преміальні  
 enquiry – запит  
 dependable – надійний  
 hard-working – працелюбний  
 lack – не вистачати, бракувати  
 particulars – подробиці  
 interview – проводити співбесіду  
 accept – прийняти  
 confirm – підтверджувати  
 reference – рекомендація  
 application – заява  
 enclose – додавати  
 notice – повідомлення  
 sub-heading – підзаголовок  
 single – неодружений  
 married – одружений  
 confidence – упевненість  
 reject – відмовляти

#### **II Word-combinations to remember:**

Staff Controller – інспектор відділу кадрів  
 Data Manager – начальник відділу опрацювання даних  
 job description – опис посадових обов'язків  
 Divisional Software Engineering Manager – начальник відділу програмного забезпечення  
 to liaise with smb. – підтримувати зв'язок  
 to take charge to smb. – стати на чолі  
 to be under 35 – бути у віці до 35 років  
 track record – послужний список



fringe benefits – побочні привілеї  
 cv; c.v. (curriculum vitae) – анкета з працевлаштування  
 application letter – лист з заявою  
 further to our telephone conversation – після нашої телефонної розмови  
 to apply for the post (position) – подавати заяву про прийняття на роботу  
 marital status – сімейний стан  
 BSc (Bachelor of Science) – бакалавр природознавчих наук  
 computer science – комп'ютерна техніка  
 PhD (Philosopher Doctor) – доктор філософії  
 to take a year off – взяти відпустку на один рік  
 sailing cruiser – парусна яхта  
 to be promoted to – отримати підвищення на посаду  
 reference request – запит дати рекомендацію  
 Client Consultant – консультант відділу з обслуговування клієнтів  
 to report to smb. – підпорядковуватися, підлягати  
 to have a natural aptitude for smth. – мати природну схильність  
 selection interview – співбесіда щодо відбору кандидатів на посаду  
 subject to the conditions – дотримування умов  
 probationary period – випробувальний термін  
 relocation expenses – підйомні гроші  
 to be entitled to – мати право на  
 in writing – у письмовому вигляді  
 in accordance with the terms of the contract – відповідно умовам контракту

## **APPLYING FOR A JOB**

«Chemical Machinery» is a company based in northern France. It manufactures heavy machinery for the chemical industry, every department in «Chemical Machinery» uses computers, and as the organization grows, the computer systems grow with it. The company now decides that it needs a Divisional Software Engineering Manager. This lesson is about finding the right person for this job.

Peter Field is a Staff Controller at «Chemical Machinery». Together with the Data Manager of the company he composes notes of the job description. Notice how careful he is to say exactly what the employee will have to do.

Draft Job Description

Divisional Software Engineering Manager (DSEM). The DSEM is responsible to the Data Manager for:

- a) ensuring that all software used by the Company maintained in good operational condition at all times;
- b) maintaining the strictest security with regard to computer programmes;
- c) liaising with manufacturers and consultants in keeping software up to date and in overcoming problems or errors in programmes;
- d) writing new programmes, applications, etc. as required.

In several days the following advertisement appeared in a number of daily newspapers and special journals:

### **DIVISIONAL SOFTWARE ENGINEERING MANAGER CHEMICAL**

MACHINERY is an expanding multinational company, active in chemical engineering and marketing its products and services to the petrochemical industry. Our West European Division, located in France, is urgently seeking an ambitious Software Engineer to build and take charge of an enthusiastic team.

The successful applicant is likely to be under 35 and to have an outstanding track record in the field of software engineering (not necessarily relating to the chemical industry). He or she currently holds a post of responsibility at middle management level and is fluent in French and English. Salary negotiable. Expense allowance, company car, fringe benefits.

Apply with C. V. and names of two referees to:  
Dept F, Chemical Machinery SA, Apdo 235, Lille, France,  
before 17 January 1992

Raymond Roussel is a French computer programmer working in Great Britain. He read the «Chemical Machinery» advertisement. He decided to send an application letter to Peter Field. He phoned Mr. Field telling him that he wanted to be an applicant for the post and that he would send an application letter and his curriculum vitae. Here is his application letter:

Flat 9, 25 Newcastle  
Road Conselt  
Co Durham DU4 3ME  
England  
5 January 1992

Mr. Field  
 Staff Controller  
 Chemical Machinery  
 Apdo 235,  
 Lille, France

Dear Mr. Field

Application for the post of Divisional Software Engineering Manager

Further to our telephone conversation this morning, I can confirm that I wish to apply for this post. I enclose a copy of my CV.

You will see that I have added the name of one of my referees, Mrs. Helen Andrews. You may contact her at any time. If you require other referees, perhaps you will be so kind as to let me know.

I can come to Lille for interview at almost any time, provided I have at least three days' notice.

Yours sincerely  
 Raymond Roussel

Raymond also sent his CV. There are many «right» ways to write a CV. Raymond has made his short and simple. He knows that all business documents must be easy to read and understand. That is why he has divided it into sections and tabulated it: the main headings are on the left of the page, the sub-headings a little further to the right. We can see at once where each section starts and ends.

This is the CV. that Raymond sent to Peter Field.

## **CURRICULUM VITAE**

### **(A) PERSONAL INFORMATION**

name:	Raymond Roussel
home address:	Rue Moreau-Nelaton, 48, Apt 15a Paris, France
present address	Flat 9, 25 Newcastle Road Consett Co Durham DU4 3ME England
date and place of birth:	14.5.61 in Paris, France
nationality:	French
sex:	male
marital status:	single

- (B) EDUCATION  
secondary education:  
1976 – 79 Senior High School in Paris  
High School Graduation Certificate
- further education:  
1979 – 80 military service  
1980 – 85 University of Lyon:  
BSc in Computer Studies  
1985 – 87 University of Paris:  
PhD in Systems Engineering
- (C) EMPLOYMENT  
1987 – 88 I took a year off and, with some friends,  
sailed round the world in a 12-metre  
sailing cruiser
- 1988 – 89 Franco-Italian Bank, Milan:  
Systems Analyst  
1989 – 90 Imprimery Ledoux, Paris: Control  
Systems Supervisor
- 1990 – Topdown Systems, UK: Client  
Consultant  
(promoted to Senior Software  
Development Engineer, July 1991)
- current salary: equivalent to \$48,000 plus car and  
bonuses
- (D) OTHER INFORMATION  
languages:  
French (native)  
English (fluent, spoken/written)  
Italian (fairly fluent)
- (E) REFEREES  
Mrs Helen Andrews  
  
Topdown Systems Ltd  
Unit 37, Medomsley Road  
Consett County Durham DU  
11 SAE,  
England (name of other  
referees will be supplied on  
request)

Several days later Helen receives a reference request from the Staff Controller of Chemical Machinery. This is her reference letter:

TOPDOWN SYSTEMS LTD  
Unit 37  
Medomsley Road Consett County  
Durham  
DU 11 SAE  
England

Mr. P. Field Staff Controller Chemical  
Machinery Apdo 235 Lille, France 29  
January 1992

CONFIDENTIAL

Dear Mr. Field

Applicant for post of Divisional  
Software Engineering Manager:  
Dr. Raymond Roussel

Thank you for your enquiry dated 24 January. Dr. Roussel has worked for this company since October 1990, first as a Client Consultant, and since July 1992 as a Senior Software Development Engineer. Although appointed to the Marketing Department, he has been attached to the Industrial Clients Department since the date of his promotion.

He is one of four SSDEs in my Department, who report direct to me. I have found him a willing and agreeable colleague and a very competent member of my team. He is dependable and hard working. On three occasions, as Project Leader of important client projects, he has shown effective leadership qualities. He has a natural aptitude for understanding and solving problems. He is a good communicator, and although he sometimes appears to lack confidence in English, this has not been a serious obstacle in his work. Having studied the particulars of the post for which he has applied, I can confidently recommend him.

Yours sincerely  
(Mrs.) Helen Andrews  
Manager, Industrial Clients Department

«Chemical Machinery» had several applicants for the post of Divisional Software Engineering Manager. All of them were interviewed (see below in the

lesson). After the selection interview Raymond Roussel was accepted for this post while others were rejected. The following letter was sent to Dr. Roussel:

CHEMICAL MACHINERY 21<sup>st</sup>

February 1992

Dear Dr. Roussel

On behalf of Chemical Machinery, I am pleased to offer you the post of Divisional Software Engineering Manager, subject to the conditions specified in the enclosed contract.

The starting salary will be US \$ 4750 per month, payable in local currency. There will be a probationary period of six months, at which time the position and the salary will be reviewed. Thereafter the salary will be reviewed annually. Reasonable relocation expenses will be met. You will be entitled to a company car. Further particulars of salary scales, fringe benefits and conditions of employment are enclosed.

If you wish to accept the post, please let me have your acceptance in writing within seven days.

I look forward to welcoming you to Chemical Machinery in the near future

Yours sincerely

P. Field

Staff Controller

Having received this letter Dr. Roussel sent his letter of acceptance to Mr. Field, Personnel Department Controller and Chemical Machinery. Here is this letter:

Dear Mr. Field

Post of Divisional Software Engineering Manager

I am writing to confirm what I told you in the telephone conversation today. I am pleased to accept your company's offer of this post on terms outlined in your letter of 21 February 1992. I look forward to joining Chemical Machinery and to contributing to the company's work.

Yours sincerely Raymond Roussel

Then Dr. Roussel notifies the company in which he worked before by the following letter:

Miss J. F. Matthews  
 Personnel Department  
 Topdown Systems Ltd

Dear Miss Matthews

I am writing to tell you that I have decided to accept an offer of employment with another company. I am therefore giving you my notice in accordance with the terms of my contract.

Yours sincerely  
 Raymond Roussel  
 Industrial Clients Department  
 Chemical Machinery

### TEXT-BASED ASSIGNMENTS

#### **I Complete the following ideas with your own words:**

1. As «Chemical Machinery» is expanding ... .
2. The organization uses computers and as it grows ... .
3. Notice how carefully the Staff Controller ... .
4. The DSEM is responsible for ... .
5. Chemical Machinery is seeking ... .
6. The successful applicant is likely to ... .
7. The starting salary will be ... .
8. After the selection interview Raymond was ... .
9. I am writing to confirm ... .
10. I am pleased to accept ... .

#### **II Use the clues to help you to complete the sentences. The words are all in text above:**

Clues:

1. As the company grows the computer system ... .
2. Chemical Machinery is a ... company.
3. Our West European Division is urgently ... an ambitious software Engineer.
4. He or she currently holds a post at middle management level and is ... in French and English.
5. Ramond Roussel decided to send ... ... to Mr. Field.
6. He is ... and hard-working.
7. He sometimes appears to lack ... in English.
8. There will be a ... ... of six months.
9. Reasonable ... expenses will be met conditions are ... .
10. Further ... of salary scales, fringe benefits and conditions are ... .

### III Answer the questions:

1. What is a general scheme of applying for a job? 2. Who composed the draft job description? 3. Where are advertisements of companies and firms published? 4. What documents has an applicant to present to apply for a proposed post? 5. In what way is curriculum vitae written? 6. What is a referee? 7. Who writes a reference? 8. Who interviews applicants for a post of the company? 9. How are applicants selected? 10. What are the actions of the applicant, selected for the post, after he receives a notification of the company?

### IV Translate the following sentences into English:

1. Фірма виробляє машини для хімічної промисловості. 2. Він працює інспектором відділу кадрів у нашій компанії. 3. В продовження нашої телефонної розмови у п'ятницю я підтверджую, що претендую на цю посаду і додаю цю анкету. 4. У цього кандидата на посаду хороший послужний список. 5. Раймонд Руссель, комп'ютерний програміст претендує на цю посаду. 6. Повідомляю вам прізвища та адреси людей, які можуть дати мені рекомендації. 7. Усі три кандидати на посаду пройшли співбесіду. 8. Після співбесіди одного кандидата було прийнято. 9. Фірма дала об'яву у газетах стосовно посади інженера з програмного забезпечення. 10. Свою анкету він поділив на розділи.

### V Translate into Ukrainian and remember:

DO's and DON'T's for Job Seekers

DO learn ahead of time about the company and its product. Do your homework.

DO let as many people as possible know you are «job hunting»

DO make plenty of applications

DO have for a job in person.

DO have a good resume.

DON'T feel that the world owes you a living.

DON'T isolate yourself from contacts that might help you to find a job.

### VI Consider the situation:

Ann is a young woman with some educational background and training in computer science. Last night her friend called her and said that the data section where he works may have an opening, but her friend does not have any specific information about the job.

If you were Ann what would you do?

- a. Go to the company as soon as possible and ask for an interview.
- b. Mail a resume to the company.
- c. Ask her friend to try to find out more about the position.
- d. Other (explain your response)



## 6.2 How to behave during an interview

It's evident that getting a job depends on many factors, among them writing a strong job application and CV or resume. Your behavior during an interview, however, is often the best and often the most important stage in getting a job.

Interviews may be conducted by one or by several people.

The interview is an opportunity for the applicant to project his / her personality and convince the interviewers of his / her suitability for the job.

1. Pay attention to the way you are dressed.

When you are properly dressed you demonstrate respect and consideration for those with whom you interact.

Your hairstyle, nails and choice of cosmetics will contribute to your appearance.

Your clothing should meet the requirements of business style. It's very important that you should feel comfortable in your suit.

2. Be ready to speak about yourself. Your words should contain something to make people take notice of you. Describe briefly your experience at previous jobs and the good results you achieved there.

3. A standard question you may be asked – «Why are you looking for a job?» You should be ready to offer reasons which sound convincing.

4. You should organize your thoughts logically, have self-confidence, and never distort facts or try to persuade people to your way of thinking.

5. You must be ready to answer some unexpected questions: «What are your strong points?» and «What are your weak points?»

Your speech should be illustrated with clear examples. When speaking about your failures or mistakes be sure to emphasize the conclusion you have drawn after analyzing your failures and what they taught you.

Just remember that the capacity to overcome failures and analyze mistakes is valuable to any company.

6. You may be asked what you can do for the company or how you see your future duties. You should learn as much as possible about the company you are dealing with. If possible quote concrete figures or examples so that the interviewer will appreciate the extent of your contribution.

7. What salary are you expecting?

Think of concrete figures – you should base your answer on the average salary of other employees with your qualification.

8. Be ready for practical tests – if you apply for a job as a sales manager you may be asked to sell something or to express your opinion about how to settle a conflict in a hypothetical situation.

9. At the end of the interview you may ask some questions. You should enquire about what your future job will entail, what possible difficulties there are in store for you, and what the other staff members are like.

10. Some more advice:

1) Never be late. Even if you come too early, it is better to walk around outside than to bother the interviewer about what you should do for the next 20 – 15 minutes.

2) Remember that your speech should be more than mere words. How you speak sometimes is not as important as what you say.

3) Be yourself – just speak the way you speak with your friends. Try to overcome your nervousness. You can learn to control your nervousness rather than let it get the better of you. Try to accept nervousness as a natural way of helping you to be alert and do your best. Remember it is normal and natural for you to be a little nervous. As you speak, smile and try to change your facial expression to convey the emotions that you feel. A smile coupled with good posture can work wonders.

4) Much attention should be paid to eye contact. You should not look at the floor or at the ceiling. Look into the eyes of the people you are talking to.

**Your speech is certain to be enthusiastic and lively.**

**Now think what kind of person you are.**

## TEXT-BASED ASSIGNMENTS

**I Think of the questions you might be asked during an interview about:**

1. yourself
2. your family
3. your education
4. your friends
5. your hobbies
6. your previous job
7. your interest and talents
8. business plan you have
9. your strong points
10. your weak points
11. adaptability
12. flexibility
13. ambition
14. your failures and experience of overcoming the

**II What kind of questions would you like to ask the interviewer?  
Think of possible questions concerning:**

1. your future job	4. your promotion
2. your coworkers	5. your duties
3. your salary	6. possible difficulties

**III What kind of clothing would wear if you get an invitation for an interview? Try to choose the proper clothes and color:**

<p>Women's clothing:</p> <p>a blouse a skirt     a. a mini-skirt     b. a pleated skirt a jacket a waistcoat a pullover a trousers suit a suit a dress an evening dress a lady's hat a coat walking shoes sandals high-heeled shoes boots</p>	<p>Men's clothing:</p> <p>a shirt     a. with long sleeves     b. with short sleeves a T-shirt a waistcoat trousers the jeans a jacket     a. double-breasted     b. single-breasted a suit a sport suit a sweater evening dress coat a tie leather shoes moccasins, boot trainer sneakers</p>
---	--

**COLOURS**

white	navy	red	lilac
black	blue	pink	orange
brown	dark	yellow	green
blue	blue	grey	

**IV Translate the following words and say in what context you can use them:**

to apply	to advertise	to interview
application	advertisement	an interview
applicant	advertiser	interviewer
		interviewee
to employ	to appear	to suit
employment	appearance	suitability
employer	to disappear	suitable
employee		

**V Answer the questions concerning:**

**Personal skills**

1. Have you held a job involving careful, detailed work?  
If so, describe the skills you have developed.
2. Have you held a job that required you to supervise other people?  
If so, describe the supervisory skills you have developed.
3. Have you held a job that required you to solve problems?  
If so, describe the problem – solving skills you have developed.
4. Have you held a job involving creativity?  
If so, describe the creative skills you have developed.
5. Have you held a job involving decisions?  
If so, describe the decision-making skills you have developed.

**Communication skills**

1. Have you held a job that required you to follow written and verbal instructions?  
If so, describe the communication skills you have learned.
2. Have you held a job that required you to give information or instruction to other people?  
If so, describe the communication skills you have learned.
3. Have you held a job involving persuasion, such as selling?  
If so, describe the communication skills you have gained.

**VI Translate into Ukrainian and remember:**

DO's and DONT's for Job Seekers

DO mention any experience you have which is relevant for the job.

DO talk and think as far as possible about the future rather than the past.

DO indicate, where possible, your stability, attendance record and good safety experience.

DO assume an air of confidence.

DO approach the employer with respectful dignity.

DO try to be optimistic in your attitude.

DO maintain your poise and self-control.

DO try to overcome nervousness and shortness of breath.

DO answer questions honestly.

DO know importance of getting along with people.

DO indicate your flexibility and readiness to learn.

DO be well-groomed and appropriately dressed.

DON'T be untidy in appearance.

DON'T apologize for your age.

DON'T write incorrect information on your resume to make it look better.

DON'T go to an interview without a record of former employment.

DON'T arrive late and breathless for an interview.

DON'T discuss past experience which has no application to the job situation.

DON'T hesitate to fill out applications give references, take physical examinations or tests on request.

DON'T keep stressing your need for a job.

DON'T beg for consideration.

DON'T mumble or speak with a muffled voice.

DON'T display a feeling of inferiority.

DON'T be one of those who can do everything.

## **VII Read and translate the dialogue. Pay attention to some structures and phrases used at interview:**

### At an Interview

Interviewer: Are there any questions you want to ask us?

Applicant: Yes, I'd like to know more about the people I'll be working with.

I: Well, this is a new post. We're not quite sure which department it will be in – Marketing or Technical.

A: The thing is, I see my career developing more towards marketing.

I: Marketing's rather a big jump. After all, as an engineer, you won't be directly involved in selling.

A: You never know! Anyway, I'm certainly going to be involved in product development.

I: Well, maybe you have a point there. It depends on how you look at it.

A: OK, let's say I'm going to be on the marketing side. Perhaps you can tell me who I'll be working with.

**VIII You are interviewing a candidate who does not appear to have the right qualifications for the job. Read these examples:**

I speak fluent Russian and Japanese, Yes, but what we need is someone who can speak Ukrainian.

And I have three years' experience. Yes, but what we need is someone with at least 5 years' experience.

Now you go in the same way. The notes show what sort of person you need for a job. You need someone:

- a) who can speak French;
- b) with at least ten years' experience;
- c) over thirty;
- d) with research experience;
- e) with an engineering degree;
- f) who can work in a team;
- g) who has worked overseas;
- h) who is willing to travel extensively;
- i) who can build an enthusiastic team;
- j) who can work as a computing programmer.

**IX Several days ago an advertisement for a job appeared in the newspaper. Some of you decided to apply for this job, while the others are going to be interviewers. The applicants will have to write application letters and CVs and later they will be called for an interview one at a time. Finally, the successful applicant will be called back into the interview room and offered the job.**

## SUPPLEMENTARY TEXTS

### WHAT IS ECONOMICS

Human wants are unlimited, but the resources necessary to satisfy those wants are limited. Thus, every society is faced with the identical problem, the problem of scarcity. Since there is not enough of everything to go around, everyone – individuals, business firms, and government – needs to make choices from among the things they want. In the process they will try to economize, to get the most from what they have. With this in mind we can define economics as the social science that describes and analyzes choices from among scarce resources to satisfy its wants. The need to choose is imposed on us by our income, wealth and ability to borrow.

The food you eat, the home you live in, the clothes you wear, and the way you spend your leisure time are all affected, in part, by economic forces. The study of economics will help you to live a fuller life. Economic forces also affect decisions in the world of business. The more you know about the subject, the better career decisions you will be able to make.

The development of modern economics began in the 17th century. Since that time 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.

Economists have two ways of looking at economics and the economy. One is macro approach, and the other is the micro. Macroeconomics is the study of the economy as a whole. Microeconomics is the study of individual consumers and the business firm.

The resources that go into the creation of goods and services are called the factors of production. The factors of production include natural resources, human resources, capital and entrepreneurship. Each factor of production has a place in our economic system, and each has a particular function. Our country is rich in natural resources. Economists also use the term «land» when they speak of natural resources as a factor of production.

The price paid for the use of land is called rent. Rent becomes income to the owner of the land. Economists call the physical and mental effort that people put into the creation of goods and services labor or human resources.

The price paid for the use of labor is called wages. Wages represent income to workers, who own their labor.

Capital is something created by people to produce other goods and services. A factory, tools and machines are capital resources. The term capital is

often used by business people to refer to money they can use to buy factories, machinery and other similar productive resources.

Payment for the use of someone else's money or capital is called interest.

Closely associated with labor is the concept of entrepreneurship, the managerial or organizational skills used by most firms to produce goods and services. The reward to entrepreneurs for the risks, innovative ideas and efforts that they have put into the business are profits, whatever remains after the owners of land, labor and capital have received their payments.

In exercising the choices imposed upon individuals, business firms and governments by their unlimited wants and limited resources, every society must come to grips with the fundamental economic questions:

- What goods and services are to be produced?
- How are they to be produced?
- Who will receive them?

The way in which a society goes about answering these fundamental questions is known as its economic system. Economic systems may be classified as traditional, command or market systems. As the names suggest, resources are allocated (distributed) in a traditional economy in accordance with tradition and in a command economy by government planners. Resources in a market economy are allocated in accordance with the laws of supply and demand.

## **THE ECONOMY**

The economy is for us. «The economy» is simply an abstraction that refers to the sum of all our individual production and consumption activities. In order to produce anything, we need resources, or factors of production. Factors of production are the inputs – land, labor, and capital (buildings and machinery) we use to produce final goods and services (output).

Unfortunately, the quantity of available resources is limited. We cannot produce everything we want in the quantities we desire. Resources are scarce relative to our desires. This fact forces us to make difficult choices. Hence the more missiles we build the less of other goods and services we can produce at the same time.

Opportunity costs exist in all situations where available resources are not abundant enough to satisfy all our desires.

Indeed, economics is often defined as the study of how to allocate scarce resources. The study of economics focuses on «getting the most from what we've got», on making the best use of our scarce resources.

Production possibilities are the alternative combinations of final goods and services that could be produced in a given time period with all available



resources and technology.

According to the law of increasing opportunity costs we must give up ever increasing quantities of other goods and services in order to get more of a particular good.

Economic growth is an increase in output; an expansion of production possibilities.

Over time the quantity of resources available for production has also increased. Each year our population grows a bit, thereby enlarging the number of potential workers. Our stock of capital equipment has increased even faster. In addition the quality of our labor and capital resources has improved, as a result of more education (labor) and better machinery (capital).

Market mechanism is the use of market prices and sales to signal desired outputs (or resource allocations).

Thus the essential feature of the market mechanism is the price signal. If you want something and have sufficient income, you buy it. If enough people do the same thing, the total sales of that product will rise, and perhaps its price will as well. Producers, seeing sales and prices rise, will be inclined to increase production.

## MARKETS

A market is a set of transactions in which a particular kind of commodity is exchanged, and in which the transactions for this commodity among different individuals and firms are related.

There are markets for hundreds of thousands of things. Some of these things are tangible and satisfy individual desires, while others are intangible but also important in satisfying individual interests. These things are frequently referred to as products. Frequently, product markets are divided into two classes: goods and services. For example, a hamburger is a good, while a doctor's examination is a service. When you buy an automobile, you are purchasing a good. When you have someone adjust a carburetor, however, you are purchasing a service.

A good is something tangible that is produced, and consumed, often having been purchased in a market. A service is something intangible that is produced and consumed, also frequently having been purchased in a market.

Resources are things used to produce goods, services and capital. Some people come to a market because they want to buy (demanders), others come because they want to sell (suppliers). The interaction of demanders and suppliers determines a market price and a market allocation of a particular commodity. This interaction also creates a set of incentives for subsequent decisions by both suppliers and demanders that may affect many markets. To

understand these incentives, as well as how market prices and allocations are determined, we need to understand how suppliers and demanders respond to different relative price and the quantity of a particular commodity that individuals or firms (suppliers) would be willing to provide to the market.

Demand is all combinations of relative price and the quantity of a particular commodity that individuals or firms (demanders) would be willing to purchase in a market.

A market is created when those who willingly supply a good, service, or resource exchange with those who desire to use, control, or consume a good, service, or resource.

Markets reallocate commodities from suppliers to demanders. What if suppliers want to provide more than demanders want to purchase? Or, what if demanders want more than suppliers are willing to provide?

Excess supply occurs when, at a particular market price, the quantity that suppliers want to provide to the market exceeds the quantity that demanders want to purchase.

Excess demand occurs when, at a particular market price, the quantity that suppliers want to provide to the market is less than the quantity that demanders want to purchase.

In an open or free market, the relative price for a commodity will generally decrease when there is excess supply; the relative price will generally increase when there is excess demand.

Excess demand will be eliminated if the relative price is free to increase.

Markets adjust in predictable ways if, when there is excess demand, the relative price increases and if, when there is excess supply, the relative price decreases. These changes in relative prices tend to eliminate the excess supply or excess demand.

A market is equilibrium when the quantity that suppliers are willing to provide to the market at a specific market price is exactly equal to the quantity that demanders desire to purchase in the market at the same market price.

The importance of equilibrium is that the equilibrium relative price is the only price at which the interests of demanders happen to coincide precisely with the interests of the suppliers. At any other relative price, the interests of suppliers and demanders do not coincide.

## **INTERNATIONAL MARKETS FOR COMMODITIES AND CURRENCIES**

When transportation costs are low and governments do not interfere much in transactions that cross national boundaries, firms and individuals frequently look across those boundaries for opportunities to buy or sell. Indeed, for many

commodities there are international rather than domestic markets, and for most commodities there are international effects on markets.

Commodities that are produced in a foreign economy, but which are consumed by individuals within a domestic economy, are imports, while commodities which are produced within a domestic economy, but which are consumed by individuals in a foreign economy, are exports.

If the world price of commodity is below the domestic price, there will be an incentive to import the commodity, purchasing it from foreign producers.

Money once again solves the problem of coincident or reciprocal wants: individuals or firms who want to import a commodity can make the exchange using money, while those individuals or firms who want to export do so in exchange for money. As long as money can be used in international transactions (as well as within an economy), exporters and importers do not need to be the same individuals. The complexity arises because foreign firms usually want to be paid in money useful in their own economy. Conversely, domestic firms who want to export usually want to be paid with money useful in the domestic economy, while foreigners to whom they must sell if they are to export usually want to pay for the commodities using money from their own economy.

When the money used in the international exchange is different from that used in the domestic economy, the person receiving payment in the foreign currency will want to exchange it for a domestic currency.

Hence, international trade creates markets for different kinds of money. Such markets are called foreign exchange or foreign currency markets.

A foreign exchange market is a market where one kind of money is traded for a different kind of money.

Changes in supply and demand in these markets change the rate at which one currency will be exchanged for another currency. As a consequence, the price of goods that are traded will change either because of a change in the price in the economy where they are produced or because of a change in the exchange rate.

The difference between the value of exports and imports is the foreign trade balance. If the value of imports exceeds the value of exports then trade balance is deficit.

## **ABOUT FOREIGN INVESTMENT**

*What kinds of values can be invested in Ukraine?*

All kinds of values invested by the foreign investors into objects of enterprise activity and other kinds of activities for obtaining profit (income) or achieving social effect are considered to be the foreign investments in Ukraine.

Values which can be used for making foreign investments include currency, in particular the currency used on the territory of Ukraine, movable and real property, securities, rights of intellectual property, rights to carry out economic activity, paid services, and other values.

*Into what objects can values be invested?*

Above mentioned values can be invested into joint ventures with membership of Ukrainian businessmen, private enterprises, movable or real property, securities, rights for land-tenure and concessions for exploitation of natural resources, and other property right.

If the foreign investments are no less 20 per cent of the authorized fund of the enterprise and reach the specified amount the size of which is differentiated according to kinds of investments, the enterprise gets the status of the enterprise with foreign investments.

*In what currency can an investment be made?*

Assessment of the foreign investments including payments to the authorized fund of enterprises with foreign investments is made, according to a desire of a foreign investor, in the foreign hard currency or in the national currency of Ukraine.

*What is the legal basis for activities of foreign investors?*

Relations associated with foreign investments in Ukraine are regulated by a number of Ukrainian laws, Decrees of the Cabinet of Ministers, and other legal Acts of the State.

Adoption of these Decrees by the Verkhovna Rada forms the legal basis for activities of foreign investors on the territory of Ukraine and proves protection of their interests, gives the amount of authority no less than that of state enterprises. It must contribute to the primary investment in the priority industries and territories.

If other rules are established in the international treaties with participation of Ukraine, which are different from the rules stipulated in existing laws of Ukraine, then the rules of the international treaties will be applied.

*By whom are the directions of the national policy in the field of foreign investments worked out?*

Directions of the national policy in the field of foreign investments and the state programs for attracting foreign investments are worked out by the Cabinet of Ministers of Ukraine together with the National Bank of Ukraine and are adopted by the Verkhovna Rada of Ukraine.

*How are foreign investments protected by state?*

Laws of Ukraine include a number of measures for protecting of foreign investments. First of all, the investors are guaranteed stability of laws on protection of the foreign investments. If the future laws modify protection rules, on request of a foreign investor, there must be applied the laws which were

used at the time of registration of the investments.

Foreign investments are not subjected to nationalization and requisition losses, including lost profit and moral injury as the result of actions or inactions of the state organs of Ukraine and its officials, and also as the result of inadequate fulfillment of their duties, must be compensated. The compensation is to be quick, adequate, and effective and must be determined at the moment of actual realization of a decision as to compensation of losses in the currency in which investments had been made or in any other currency acceptable for the investor. Compensation of losses is made at the expense of the state budget or other sources in accordance with the order established by the Ukrainian Government.

In case of cessation of investment activities the investor is guaranteed the return of his investments not later than in 6 months, as well as the return of revenues obtained from these investments.

An investor has the right to transfer abroad the revenues, incomes and other earnings in foreign currency received as the result of his business activity or to reinvest these earnings in Ukraine.

The Government and the National Bank of Ukraine guarantee the credits given by foreign banks, financial and other international organizations to the subjects of the foreign economic activities according to the interstate and intergovernment agreements. The guarantee payments are provided at the expense of State Currency Fund of Ukraine and other state property.

*How are foreign investments registered by state?*

Foreign investments are subjected to registration in the Ministry of Finances according to its regulations of the registration of foreign investments in Ukraine. For registration an investor submits an application and information (in two copies) as to the general size, form, term of realization, object of investments, juridical name (company) and procedure of formation of the authorized fund, conditions for reorganization and cessation of activity, the procedure for sharing of revenues and losses, information on citizenship of founders and other data.

The charter and other documents are registered in the local bodies at the place of location of the enterprise. The state registration is carried out no later than 15 days after the day of submission of the application and other documents. After registration the enterprise with foreign investments is granted the right of a legal person.

Refusal in registration of the enterprise with foreign investments is possible only in case of violating the legal procedure of establishing the enterprise and also in case of inadequacy of the registered documents with regard to the laws. Other reasons for refusal in the state registration are illegal.

If the refusal in registration is groundless or if was not done in due time,

the investor may apply to court and obtain compensation for losses caused by these factors.

In case of modifications of the main points of the statutory documents or kind of the enterprise it is subjected to re-registration.

Cessation of activity of the enterprise with foreign investments is carried out in accordance with a procedure based on existing laws and only after the decision of owners, after expiration of the term of an agreement on establishing the enterprise, and after the court decision.

The enterprise with foreign investments can create subsidiary enterprises enjoying the rights of a legal person, as well as branches and offices on the territory of Ukraine and abroad, under the conditions of complying with the requirements specified by the laws of Ukraine and the legislature of the corresponding foreign countries.

*What type of activities may an enterprise with foreign investments carry out?*

The enterprise with foreign investments may carry out any activity specified in the statutory documents with exception of those forbidden by the laws of Ukraine. In accordance with the Law of Ukraine «On enterprise activity», production and sale of drugs, arms, explosives, fabrication of securities and banknotes are prohibited.

The following kinds of activities can be performed on the basis of special permission (license):

search (prospecting) and exploitation of mineral resources;

repair of sports, hunting or other kinds of arms;

to quotas and licensing, as well as regulations for allocating quotas and granting licenses for export products. Granting quotas for export is approved by the Cabinet of Ministers of Ukraine, while their realization and licensing by the ministry of Foreign Economic Relations of Ukraine. Products (works, services) within the quota limits are exempted from duties. Export of products exceeding the granted quotas is carried out on condition of payment of a duty. This order is not valid for export of products having special export regime through the authorized agents.

*How are the rates of export duties determined?*

Rates of export duties are determined for separate groups of product depending on the kind of product.

Customs taxing of products imported into Ukraine is made according to the Unified Customs Tariff of Ukraine.

All objects subjected to customs control are classified in the Unified Customs Tariff of Ukraine, which contains 21 sections and 97 chapters, 1241 commodity items and 5019 commodity sub items, names and number codes of which are unified in accordance with the Harmonized System.

The United Customs Tariff of Ukraine has three kinds of rates according to the size of import duty:

preference rates are used for goods and other articles imported from the countries which together with Ukraine are members of the customs unions or together with Ukraine form special zones: rates are also applied for goods and other articles imported from developing countries (145 countries).

*How are rates of import duties determined?*

Import customs duties are not charged at transporting of goods across the border for operations in accordance with state contracts and state order; in case of importing children's goods the rates of duty are reduced by 50 per cent.

There are some peculiarities for regulating import and export operations of the enterprises with foreign investments. They have the right to export production, works, and services of their own make without any licenses and quotas. Confirmation of goods, works, and services belonging to the enterprise's own production is made on the basis of the Confirmation Certificate of enterprise's own productions, issued by the Ukrainian Chamber of Commerce and Industry. Property imported into Ukraine as a contribution of a foreign investor whose contribution to the authorized fund is from 10 000 to 50 000 US dollars during one year after the date of payment of the specified amount, the privileged conditions of taxation are used which are similar to the conditions of taxation of the enterprises with foreign investments.

## **THE ROLE OF THE EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD) IN UKRAINE'S TRANSITION**

*The EBRD: An introduction*

The European Bank for Reconstruction and Development (EBRD) has already become the leading investor in the private sector in Eastern Europe and in the countries of CIS. Set up with the specific aims of assisting the transition towards a market economy, the Bank works with various partners. For example, the Bank works with foreign investors and local entrepreneurs, with the financial sector, and works to remove infrastructure bottlenecks, which hamper private sector development. It is succeeding in its endeavours.

The projects it finances include financial institutions, telecommunications, energy-saving, power generation, transport construction, manufacturing and agriculture. Taking into account the participation of other investors, the overall total benefit to the countries in which it operates is ECU 13,7 billion.

*The EBRD and Ukraine*

The EBRD has been participating in Ukraine's development since December 1991 and it opened its office in Kiev in May 1993. With its key

mandate of helping to foster the transition to an open market-oriented economy, the Bank has been keen to assist Ukraine in its initial steps towards independence, nationhood and the market system. But the Bank cannot work alone. It relies on the government to create the framework within which a market economy will prosper. As the Bank's President Jacques de Larosiere highlighted at the 1994 Annual Meeting in St. Petersburg, «Structural reform requires a stable macro- economic framework and the control of inflation. The success of economic reforms (also) presupposes sustained effort and a coherent approach to implementation»; this has unfortunately not been the case in Ukraine until now. Things may be about to change. Since the recent election of President Kuchma, it appears that the tide is turning towards reform. The recent agreement with the IMF is testimony to this. With this new commitment to reform, the Bank in all its activities seeks to encourage the transition process. For example:

*Financial sector*

Meeting the needs of private export-oriented industries and small and medium enterprises is important for the development of a vibrant local private sector. Recognizing this, the Bank has at the heart of its business strategy a strong emphasis on its activities in the financial sector. This is because an essential ingredient to the functioning of any efficient private sector must be a sound financial system. Without the basic financial infrastructure in place, transition cannot succeed.

The EBRD therefore works closely with domestic financial institutions. If conditions permit, the Bank takes an equity stake or commits long-term debt – financing to new or existing domestic banks. If long-term direct investments are not possible, the Bank seeks other means to support local businesses, while strengthening the domestic banking sector. In Ukraine, the Bank is currently working on a number of such projects, some of which we hope will be finalized this year. Furthermore, the Bank seeks to increase the availability of much needed equity finance for the local private sector by investing in various venture capital funds in the region. For example, the Bank took an equity subscription of ECU 2,9 million in the Ukrainian Venture Capital Fund. Signed in March 1993, the fund had already approved eighteen investments, in everything from nail manufacture to sail making.