

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

«ЗАТВЕРДЖУЮ»
Директор АДІ ДВНЗ «ДонНТУ»
М.М. Чальцев
17.05.2011 р.

Кафедра «Іноземні мови»

**МЕТОДИЧНІ ВКАЗІВКИ
ДО ВИКОНАННЯ ПРАКТИЧНИХ РОБІТ З ДИСЦИПЛІНИ
«АНГЛІЙСЬКА МОВА ПРОФЕСІЙНОГО СПРЯМУВАННЯ»
(ДЛЯ СТУДЕНТІВ 2-3 КУРСІВ НАПРЯМУ ПІДГОТОВКИ
030601 «МЕНЕДЖМЕНТ»)**

21/52-2011-02

«РЕКОМЕНДОВАНО»
Навчально-методична комісія
факультету
«Економіка та управління»
Протокол № 7 від 16.03.11

«РЕКОМЕНДОВАНО»
Кафедра «Іноземні мови»
Протокол № 7 від 02.03.11

УДК 811.111

Методичні вказівки до виконання практичних робіт з дисципліни «Англійська мова професійного спрямування» (для студентів 2-3 курсів напряму підготовки 030601 «Менеджмент») [Електронний ресурс] / укладачі Н.О. Чехлань, С.О. Юшкова. – Електрон. дані – Горлівка: ДВНЗ «ДонНТУ» АДІ, 2011. – 1 електрон. опт. диск (CD-R); 12 см. – Систем. вимоги: Pentium; 32 RAM; WINDOWS 98/2000/NT/XP; MS WORD 2000. – Назв. з титул. екрану.

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

Укладачі:

Чехлань Н.О.
Юшкова С.О.

Відповідальний за випуск:

Мудра Т.В.

Рецензент:

Мараховська Т.А., к.філол.н.,
доц. каф. «Іноземні мови»

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«Донецький національний технічний університет»
Автомобільно-дорожній інститут, 2011.

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UNIT 1. THEORY OF ECONOMICS

1.1 Three basic economic problems

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	allocation	розподіл
2	output	загальний вихід
3	variety	різноманітність
4	distinguish	відрізняти
5	available	доступний
6	relative	умовний, відповідний
7	household	домогосподарство
8	society	суспільство

II. Learn the following word combinations:

to satisfy wants – задовольняти бажання

to allocate the goods, services – розподіляти товари, послуги

to meet the wants – відповідати бажанням

to depend on – залежати

to make decision – приймати рішення

to share out the total output – розподіляти загальний продукт

in accordance with – відповідно до, згідно з

III. Translate the following international words:

problem, service, fundamental, method, combine, system, tradition, resource, economic.

IV. While reading and translating the text keep in mind meanings of the following words:

allocation – 1. розміщення, розподіл 2. призначення 3. устанавлення місця.

goods – 1. товар, товари 2. речі, майно 3. докази.

way – 1. шлях, дорога 2. сторона, напрямок 3. відстань 4. метод, спосіб.

common – 1. загальний 2. суспільний, громадський 3. звичайний, простий 4. поширений.

THREE BASIC ECONOMIC PROBLEMS

People have limited means to satisfy unlimited wants so they are forced to choose. The problems of choice are essentially problems of allocation. People must decide how to allocate resources to different uses and then how to allocate the goods and services produced to the individual members of society. There are three fundamental choices to be made.

1. Which goods must be produced and in what quantities? This problem concerns the composition of total output. The community must decide which goods it is going to produce and how much of each good should be produced. The first and major function of any economic system is to determine in some way the actual quantities and varieties of goods and services which will best meet the wants of its citizens.

2. How should the various goods and services be produced? Most goods can be produced by a variety of methods. Different methods of production can be distinguished by the differences in the quantities of resources used in producing them. The total output of the community depends not only on the total supply of resources available but on the ways in which these resources are combined together. A community must make decisions that are to be adopted on the methods of production.

3. How should the goods and services be distributed? This is the third function which an economic system has to perform. The total output has to be shared out among the members of the community. The economic system has to determine the relative sizes of the shares going to each household. Should everyone be given an equal share? Should the output be shared out in accordance with people's ability to pay the price, or should the shares be decided according to tradition and custom?

These basic problems are common to all societies no matter what level of economic development they have reached. The methods of solving them, however, will be different from one society to another.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|----------------------|---------------|----------------|-------------|
| 1. задовольняти | a) to satisfy | b) to decide | c) to make |
| 2. розподіл | a) production | b) allocation | c) function |
| 3. послуга | a) ability | b) method | c) service |
| 4. загальний продукт | a) system | b) output | c) share |
| 5. частка | a) share | b) level | c) supply |
| 6. ціна | a) custom | b) good | c) price |
| 7. розвиток | a) community | b) development | c) quantity |

8. суспільство	a) society	b) service	c) tradition
9. структура	a) allocation	b) composition	c) member
10. бажання	a) output	b) want	c) resource

II. Translate into Ukrainian:

limited means, unlimited wants, to allocate resources, members of society, total, output, major function, goods and services, to meet wants, to be distinguished, to be available, to make decision, household, in accordance with, to pay the price, economic development.

III. Match words from columns A and B to make word combinations:

A	B
1. to satisfy	a) output
2. fundamental	b) size
3. to allocate	c) member
4. economic	d) share
5. total	e) want
6. to make	f) use
7. relative	g) choice
8. equal	h) system
9. different	i) decision
10. individual	j) service

IV. Give

a) **synonyms of the following words:** allocation, community, way, total, to make, to distribute, tradition;

b) **antonyms of the following words:** limited, individual, various, available.

V. Complete the following sentences:

1. People have limited means.... 2. There are three.... 3. The community must decide.... 4. The first and major function of any economic system is.... 5. Most goods can be produced by.... 6. The total output of the community depends....

7. The economic system has to determine.... 8. A community must make decisions.... 9. This is the third function.... 10. The methods of solving them...

VI. Form sentences using the following words:

- The, choice, allocation, of, problems, are, of, problems.
- Three, choices, are, fundamental, there, made, to be.
- Total, of, problem, this, the, output, this, composition, concerns.
- Most, can, by, methods, goods, a, be produced, of, variety.

VII. Answer the following questions:

1. What does the problem of allocation mean?
2. How can you explain the problem of distribution?
3. What is the “total output” of the community?
4. What is the major function of any economic system?
5. How should various goods and services be produced?
6. What is the third function of an economic system?
7. What does the total output of the community depend on?

VIII. Translate into English:

1. Люди мають обмежені засоби для задоволення необмежених бажань. 2. Ця проблема стосується структури загального продукту. 3. Більшість товарів може вироблятися різноманітними способами. 4. Загальний продукт повинен розподілятися поміж членами суспільства. 5. Ці основні проблеми є спільними для усіх суспільств незалежно від рівня економічного розвитку.

IX. Fill in the table summarizing the information of the text:

Economic problem	Solution
1.	
2.	
3.	

X. Comment on the following statement:

“People have limited means to satisfy unlimited wants so they are forced to choose”.

1.2 Economic system**PRE -TEXT EXERCISES****I. Mind the pronunciation of the following words:**

1	survival	виживання
2	tempt	спокусити
3	devise	винаходити
4	trial	спроба
5	error	помилка
6	encounter	зустрічати
7	pastoral	пасторальний
8	reliance	довіра, опора
9	impose	зобов'язувати
10	intervention	втручання

II. Word combinations to remember:

to carry out a task – виконувати завдання

to make use of – використовувати

to solve an economic problem – вирішувати економічну проблему

to be devised in the distant past – винаходити у далекому минулому

to play part – грати роль

market forces – ринкові сили

private property – приватна власність

price system – цінова система

limited role – обмежена роль

state control – державний контроль

III. State the part of speech of the following words:

means, political, exist, common, tradition, devise, which, agricultural, likewise, here.

IV. Translate words with the same root:

1. an economist – economy – economic

2. to produce – producer – production

3. to govern – governor – government

ECONOMIC SYSTEM

To an economist, economic society presents itself as a mechanism for survival a means whereby people are able to carry out the tasks of production and distribution. If we look at the different political and social structures which exist in the world today, and the way in which those systems have developed over the years, we are tempted to say that people have made use of, and are making use of very great varieties of economic systems. In fact, in spite of the appearance of great variety, it is possible to group these different economic structures into four broad categories. These basic types of economic organization are usually described as Traditional economies, Market economies, Command economies and Mixed economies.

Traditional economies. The oldest and the most common way of solving economic problem was that of tradition. When people use methods of production and distribution that were devised in the distant past and which have become the accepted ways of doing things by a long process of trial and error.

Traditional solutions to the economic problems of production and distribution are encountered in primitive agricultural and pastoral communities. But, even in advanced countries, tradition still plays some part in determining how the economy works. We are familiar with industries in which it is customary for the son to follow his father into a trade or profession.

Market economies. A society may attempt to deal with the basic economic problems by allowing free play to what are known as market forces. The state plays little or no part in economic activity.

The framework of a market system contains six essential features. They are: private property; freedom of choice and enterprise; self-interest as the dominating motive; competition; a reliance on the price system; a very limited role for the government.

Command economies. Another method of solving the economic problems is also one, which has a long history. This is the method of economic command where the solutions to the economic problems are worked out by some all-powerful authority, which imposes its solutions on the population.

It is more usual to refer to the present-day command economies, economy which is subject to a high degree of direct centralized control.

Mixed economies. We have seen that there is some use of the market mechanism in planned economies. Likewise there is some measure of state control in free market economies. Here the term mixed economy is used; it describes most of the economies in the world. These countries are basically market economies, but all contain elements of state enterprise and governments in all of them intervene to modify the operation of market forces. They are mixtures of command and market economies.

The mixed economy has appeared as a result of increasing government intervention and control in capitalist countries.

TEXT – BASED ASSIGNMENTS

I. Form nouns of the verbs by means of the following suffixes: - tion, - ion, - ment, - ation:

to produce, to distribute, to organize, to apply, to govern, to compete, to impose, to direct, to present, to develop.

II. Give English equivalents:

виживання, розподіл, спокусити, використовувати, винаходити, вирішувати економічну проблему, спроба, довіра, ринкові сили, втручання, обмежена роль, державний контроль, зобов'язувати, помилка.

III. Match Ukrainian and English equivalents:

- A
1. tradition
 2. trial
 3. survival.

- B
- a) ринковий
 - b) помилка
 - c) зустрічати

4. to devise
5. to encounter
6. error
7. market
8. to impose
9. force
10. intervention

- d) традиція
- e) сила
- f) втручання
- g) спроба
- h) винаходити
- i) зобов'язувати
- j) виживання

IV. Find out synonyms:

A

1. distribution
2. variety
3. common
4. error
5. trial
6. advanced
7. feature
8. present – day
9. to modify
10. operation

B

- a) test
- b) developed
- c) work
- d) diversity
- e) mistake
- f) modern
- g) allocation
- h) to alter
- i) general
- j) characteristic

V. Complete the following sentences:

1. To an economist, economic society presents itself as....
2. Basic types of economic organization are....
3. The oldest and the most common way of
4. In advanced countries tradition still plays....
5. The state plays....
6. The essential features of a market system are....
7. This is the method of economic command where....
8. There is some measure of
9. These countries are....
10. The mixed economy has appeared as....

VI. Answer the following questions:

1. What are the major characteristics of free market, command and mixed economies?
2. What is the oldest and the most common way of solving economic problem?
3. Where does the state play little or no part?
4. What are the essential features of a market system?
5. What method of solving the economic problems has a long history?
6. How would you explain the increasing importance of mixed economies?
7. Why is it difficult to obtain agreement about which type of economy is preferable?

VII. Translate into English:

1. Основні типи економічної організації це: традиційні економіки, ринкові економіки, командні та змішані.
2. Найдавніший спосіб вирішування економічних проблем – це традиційний
3. Навіть у «Англійська мова професійного спрямування»

розвинутих країнах традиція грає важливу роль. 4. Інший спосіб розв'язання економічних проблем має давню історію. 5. Змішана економіка з'явилася як наслідок державного втручання та контролю у капіталістичних країнах.

VIII. Match the types of economic systems with – their characteristic features:

Types of economic systems	Mixed economies	Command economies	Market economies	Tradition economies
Characteristics				

- a) a composition of two economies;
- b) a little interference of the state;
- c) competition;
- d) has a long history;
- e) methods of product distribution are grounded on the traditions;
- f) solutions of the economic problems are provided by the authority;
- g) some governmental control;
- h) private ownership of property;
- i) price mechanism functioning;
- j) can be mostly found in the primitive community;
- k) some state enterprises;
- l) the centralized control over the production;
- m) an absence of the economic problems;
- n) freedom of choice to buy and sell.

IX. Discuss the following issues. Support your opinion with arguments:

1. To what extent do you agree with the point of view that the needs of consumers are more likely to be satisfied in a command than in a market economy?

2. In recent years, many countries have moved from planned economies to market economies. Why do you think this has occurred?

X. Comment on the following statements:

1. The wealth of nations is men, not silk and cotton and gold.

Richard Hovey.

2. The instinct of ownership is fundamental in man's nature.

William James.

UNIT 2. MACROECONOMICS

2.1. Microeconomics versus macroeconomics

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	versus	у порівнянні з
2	overall	загальний, сукупний
3	income	прибуток
4	affect	впливати
5	fiscal	фіскальний
6	treat	відноситися
7	share	акція
8	scarcity	дефіцит
9	sensible	розумний
10	variable	змінна

II. Word combinations to remember:

to deal with – мати справу з

to seek solution – шукати рішення

to increase employment – збільшувати зайнятість

to affect consumption – впливати на споживання

trade balance – торговий баланс

changes in wages – зміни у зарплатні

monetary policy – грошова політика

state budget – державний бюджет

interest rate – процентна ставка

labor market – ринок праці

assets market – ринок активів

aggregate level of income – сукупний рівень прибутку

III. Translate the following international words:

economist, business, firm, problem, policy, investment, balance, fiscal, doctor, contrast, conflict.

IV. While reading and translating the text keep in mind meanings of the following words:

solution – 1. розчин 2. рішення, розв'язання 3. рідкі ліки.

cause – 1. причина 2. підстава, привід 3. справа.

exposition – 1. опис, виклад, тлумачення 2. показ, експозиція

MICROECONOMICS VERSUS MACROECONOMIC

Economists have two ways of looking at economics and the economy. One is the 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 as well as it deals with decision-making.

Macroeconomics examines questions such as how fast the economy is running; how much overall output is being generated; how much total income is. It also seeks solutions to macroeconomic problems such as how employment can be increased, and what can be done to increase the output of goods and services.

Macroeconomics focuses on the economic behavior and policies that affect consumption and investment, the currency and the trade balance, the determinants of changes in wages and prices, monetary and fiscal policies, the money stock, the state budget, interest rates, and the national debt. In brief, macroeconomics deals with the major economic issues and problems of the day.

In macroeconomics we deal with the market for goods as a whole, treating all the markets for different goods - such as the markets for agricultural products and for medical services - as a single market. Similarly, we deal with the labor market as a whole, abstracting from differences between the markets for, say, migrant labor and doctors. We deal with the assets markets as a whole, abstracting from differences between the markets for IBM shares and for Rembrandt paintings.

Microeconomics examines cause and effect relationships that influence choices of individuals, business firms and society. It is concerned with things such as scarcity, choice and opportunity costs, and with production and consumption. Principal emphasis is given by microeconomists to the study of prices and their relationship to units in the economy.

Despite the contrast between macroeconomics and microeconomics, there is no conflict between them. On the contrary, the economy in the aggregate is nothing but the sum of its submarkets. The difference between microeconomics and macroeconomics is, therefore, primarily one of emphasis and exposition. In studying price determination in a single industry, it is convenient for microeconomists to assume that prices in other industries are given. In macroeconomics, in which we study the price level, it is for the most part sensible to ignore changes in relative prices of goods among different industries. In microeconomics, it is convenient to assume that the total income of all consumers is given and to then ask how consumers divide their spending of that income among different goods. In macroeconomics, by contrast, the aggregate level of income or spending is among the key variables to be studied.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|--------------|----------------|---------------|----------------|
| 1. впливати | a) to affect | b) to seek | c) to increase |
| 2. загальний | a) common | b) overall | c) single |
| 3. рішення | a) consumption | b) solution | c) production |
| 4. акція | a) stock | b) rate | c) share |
| 5. ринок | a) market | b) product | c) debt |
| 6. активи | a) emphasis | b) assets | c) aggregate |
| 7. прибуток | a) income | b) price | c) wage |
| 8. споживач | a) service | b) consumer | c) unit |
| 9. розумний | a) sensible | b) convenient | c) variable |
| 10. дефіцит | a) cost | b) bud get | c) scarcity |

II. Translate into Ukrainian:

macro approach, decision – making, overall output, total income, to seek solution, to affect consumption, currency, fiscal policy, state budget, national debt, medical services, choice, submarket, price determination.

III. Match words from columns A and B to make word combinations:

- | A | B |
|-----------------|-------------------|
| 1. to seek | a) policy |
| 2. to affect | b) determination |
| 3. to generate | c) solution |
| 4. monetary | d) market |
| 5. interest | e) income |
| 6. to increase | f) problems |
| 7. price | g) rate |
| 8. to deal with | h) consumption |
| 9. labor | i) overall output |
| 10. total | j) employment |

IV. Find out synonyms:

- | A | B |
|----------------|-------------------|
| 1. decision | a) to work |
| 2. overall | b) to concentrate |
| 3. to affect | c) commerce |
| 4. wages | d) solution |
| 5. way | e) to boost |
| 6. to run | f) total |
| 7. to increase | g) work |
| 8. to focus | h) to influence |
| 9. trade | i) salary |
| 10. labor | j) means |

V. Decide whether the statements are true or not. Correct the wrong ones:

1. Microeconomics is the branch of economics that deals with decision – making units – individuals, businesses and governments.
2. Macroeconomics deals with large groups or aggregates.
3. The determinants of changes in wages and prices, the money stock, monetary and fiscal policies, the state budget, and interest rates are the study subjects of microeconomics.
4. Microeconomics is abstracting from the differences that take place at the enterprises of one market.
5. The aggregate income is one of the micro economists interest.

VI. Complete the following sentences:

1. Economists have two way of....
2. Macroeconomics is....
3. Microeconomics is....
4. Macroeconomics seeks solutions to....
5. In macroeconomics we deal with....
6. Microeconomics examines....
7. On the contrary....
8. The difference between microeconomics and macroeconomics is...
9. In macroeconomics, in which we study the price level, it is....
10. In microeconomics, it is convenient....

VII. Answer the following questions:

1. What are two approaches to the study of economics?
2. Why is there a need for macro and micro approaches to coexist?
3. What does microeconomics study?
4. What are the interests of study for microeconomics?
5. Both macro – and microeconomics have their own emphasis. What are they?
6. Why is there no conflict between macro – and microeconomic studies?
7. What is the main difference between macro – and microeconomics?

VIII. Translate into English:

1. Макроекономіка вивчає економіку в цілому, в той час, як предметом вивчення мікроекономіки є окремі споживачі та бізнесові підприємства.
2. Макроекономіка шукає розв'язання макроекономічних проблем.
3. Мікроекономіка вивчає взаємовідносини, які впливають на вибір окремих споживачів, підприємств та суспільства.
4. Незважаючи на контраст між макроекономікою та мікроекономікою, конфлікту між ними не існує.
5. У макроекономіці ми маємо справу з ринком товарів у цілому.

IX. Speak about:

- two way of looking at economics and economy

- the main emphasis of macro – and microeconomics
- the main difference between macro – and microeconomics

X. Make up a plan of the text; prepare a short report on the text.

2.2 Measuring Economic Performance

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	measure	критерій
2	gross	валовий
3	debt	борг
4	allow	дозволяти
5	track	прослідити
6	currency	валюта
7	performance	діяльність
8	revenue	річний прибуток
9	expenditure	витрати
10	purchase	купівля

II. Word combinations to remember:

to meet goals – відповідати меті
 gross national product – валовий національний продукт
 to track an economy's performance – прослідити діяльність економіки
 value of the national currency – об'єм національної валюти
 a country's exports – експорт країни
 to be favourable – бути благодотворним
 to flow into the country – відтікати до країни
 in the form of taxes – у вигляді податків
 military spending – військові витрати
 transfer payments – трансферні плати
 a budget deficit – бюджетний дефіцит
 to create a national debt – створювати національний борг
 to owe creditors – бути винним кредиторам.

III. Translate the following international words:

system, balance, national, period, indicator, inflation, factor, figure, export, import, military, social, program, deficit.

IV. State the part of speech of the following words:

productivity, national, one, useful, other, can, inflation, describe, more, third, positive, from, all, include, difference, money, owe.

MEASURING ECONOMIC PERFORMANCE

To judge how well an economic system is meeting its goals, economists use one or more of four measures: gross national product, productivity, the balance of trade, and national debt.

Gross National Product. If you add up the total value of all the goods and services produced by an economic system in one-year period, the sum is that country's gross national product (GNP). GNP is a useful indicator of economic growth because it allows us to track an economy's performance over time. Because inflation and other factors can change the value of the national currency, however, we compare economies based on an adjusted figure called the real gross national product. This figure is the gross national product adjusted for inflation and changes in the value of a country's value.

Productivity. As a measure of economic growth, productivity describes how much is produced relative to the resources used to produce it. If Xerox can produce a certain copier for \$1,000 but Canon needs \$1,200 to produce a comparable copier, Xerox is being more productive.

Balance of trade. A third commonly used measure of economic performance is the balance of trade, the difference between a country's exports to other countries and its imports from other countries. A positive balance of trade is generally considered to be favorable because new money flows into the country from the sales of exports.

National debt. Like a business, the government takes in revenues (primarily in the form of taxes) and has expenditures (military spending, social programs, and so forth). The budget balance refers to the difference between all government expenditures and all government revenue. For this purpose government expenditure includes both purchases of currently produced goods and services and transfer payments. Thus the budget balance is the difference between all the money the government pays out and all the money it takes in as revenue.

A country may be running a budget deficit - that is, it is spending more money than it is taking in. This deficit can create a national debt - the amount the country owes its creditors.

TEXT – BASED ASSIGNMENTS

I. Translate into Ukrainian:

to judge, gross, debt, value, growth, to track, performance, inflation, currency, adjusted, to be favorable, to flow, revenue, taxes, expenditure, purchase, payment, budget, deficit, to owe.

II. Give English equivalents:

мета, критерій, валовий національний продукт, борг, торгівля, товари та послуги, діяльність, валюта, відносно до, експорт, імпорт, відтікати, прибуток, витрати, податки, бути винним кому-небудь.

III. Match Ukrainian and English equivalents:

A	B
1. trade	a) виплачувати
2. gross	b) інфляція
3. to track	c) бути винним
4. debt	d) валовий
5. inflation	e) валюта
6. value	f) прибуток
7. currency	g) борг
8. revenue	h) торгівля
9. to pay out	i) прослідити
10. to owe	j) об'єм

IV. Find out synonyms of the given words among those in brackets:

1. goal 2. value. 3. indicator 4. to track 5. performance. 6. revenue 7. expenditure

(a) to trace b) income c) proof d) aim e) expense f) amount g) activities)

V. Find out antonyms of the given words among those in brackets:

1. well 2. growth 3. difference 4. positive 5. revenue 6. deficit

(a) negative b) bad c) expenditure d) decline e) sufficiency f) similarity)

VI. Make the word combinations using the words in both columns:

A	B
1. adjusted	a) creditors
2. to pay out	b) revenues
3. to add up	c) performance
4. to meet	d) figure
5. one – year	e) country
6. to use	f) money
7. to take in	g) value
8. to owe	h) period
9. to track	i) goals
10. to flow into	j) measure

VII. Complete the following sentences:

1. Economists use one or more of four measures.... 2. GHP is a useful indicator of economic grows because.... 3. This figure is.... 4. A third commonly used measure is 5. A positive balance of trade is considered to be favorable because.... 6. Like a business the government.... 7. The budget balance refers to.... 8. The budget balance is 9. A country may be running a budget deficit – that is.... 10. The budget deficit can create....

VIII. Answer the following questions:

1. What measures are used for the estimating the functioning of the economic system? 2. Why is productivity important? 3. What does the GNP contain? 4. How does the real GNP differ from the GNP? 5. What does the negative balance of trade indicate? 6. What are the main sources of governmental revenues? 7. Where do the expenditures mainly go for?

IX. Fill in the table summarizing the information of the text:

Measures of the economic system functioning	Main characteristic features
1.	
2.	
3.	
4.	

X. Make up a plan of the text; prepare a short report on the text.

UNIT 3. MaRketing

3.1. The Nature of Marketing

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

- | | | |
|-----|---------------|--------------------------|
| 1. | behaviour | поведінка |
| 2. | advanced | передовий |
| 3. | acquire | набувати |
| 4. | pervasive | поширюваний, проникаючий |
| 5. | glamor | ефектний |
| 6. | advertisement | реклама |
| 7. | elevate | підвищувати |
| 8. | orientation | орієнтування |
| 9. | inherent | від'ємний |
| 10. | persuade | переконувати |

II. Word combinations to remember:

- to define marketing – визначати маркетинг
 buyer behaviour – поведінка покупця
 product life – cycle – термін експлуатації продукту
 market segmentation – ринкова сегментація
 to face with a choice – стикатися з вибором
 to attract positive and negative feelings – породжувати позитивні та негативні почуття
 glamour lifestyle – ефектний стиль життя
 exchange process – процес обміну
 to play an important role – грати важливу роль
 to buy sufficient goods and services – купувати достатньо товарів та послуг
 consumer needs – потреби споживачів

III. Translate the following international words:

marketing, type, organization, industrial, information, problem, risk, management, operation.

IV. Translate words with the same root:

- to distribute – distributor – distribution
 market – marketer – marketing
 to promote – promoter – promotion

THE NATURE OF MARKETING

Let's examine the nature of marketing as it applies to different types of organization. We will attempt to define marketing and the development of the marketing concept. The various elements of marketing – research, product, price, promotion, and distribution and buyer behavior, as well as branding, product life-cycle, and market segmentation.

Decisions in marketing generally focus on products and services, their prices, their promotion, and the means through which they are distributed. In most advanced industrial societies individuals are faced with a vast choice of such products and services, which can be acquired in a variety of ways, often at a range of prices. Advertising is a pervasive feature of modern life. Marketing, probably more than any other business activity attracts strong positive and negative feelings. Many members of the public as well as many business-studies students associate careers in marketing with the glamour and fictional lifestyles of the people portrayed in advertisements. Such a view is misleading for marketing and the tasks can involve the much less glamorous work of collecting detailed market information and the problems of getting the order.

Marketing has eight functions:

- ▶ buying;
- ▶ selling;
- ▶ transporting;
- ▶ storing;
- ▶ standardizing;
- ▶ financing;
- ▶ risk taking;
- ▶ researching.

Marketing has been variously defined. It is seen as a management activity whereby suitable products are presented to the market in order to make a profit. It is portrayed as an interactive activity, an exchange process in which consumers play an important role, as illustrated by Kotler.

Another type of definition elevates marketing from both a management function and an exchange process to a philosophy to guide the entire business operation.

The different definitions of marketing reflect different approaches to the subject. There are some orientations in marketing.

The production orientation assumes that consumers will buy whatever is available and the emphasis should be on production and distribution. This approach works when demand is greater than supply and goods and services are relatively easy to sell.

The product orientation assumes that goods and services will sell themselves, usually because of inherent quality and performance characteristics, and that sales promotion is largely unnecessary. This approach also assumes that consumers are generally well-informed.

The selling orientation assumes that consumers will not buy sufficient goods and services unless they are persuaded to do so by advertising, sales promotion and incentives to the sales force. This approach is often necessary when supply outstrips demand, or in the case of what Kotler (1983) defines as "unsought" goods, such as encyclopedias, or with the promotion of political candidates.

The true marketing orientation shifts the attention to the consumer. This approach involves the determination of consumer needs.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|-----------------|----------------|----------------|------------------|
| 1. визначати | a) to define | b) to apply | c) to distribute |
| 2. поширювати | a) negative | b) pervasive | c) relative |
| 3. реклама | a) development | b) demand | c) advertisement |
| 4. обмін | a) elevate | b) exchange | c) emphasis |
| 5. підхід | a) approach | b) quality | c) force |
| 6. передбачати | a) to focus | b) to store | c) to assume |
| 7. попит | a) demand | b) supply | c) service |
| 8. переконувати | a) to reflect | b) to persuade | c) to elevate |
| 9. увага | a) orientation | b) promotion | c) attention |
| 10. потреба | a) need | b) sale | c) good |

II. Translate into Ukrainian:

to apply, concept, branding, promotion, advanced societies, range of prices, to associate, glamour lifestyle, storing, financing, researching, interactive activity, to elevate, production orientation, demand, supply, to shift attention, consumer needs.

III. Give

a) **synonyms of the following words:** to attempt, advanced, feature, glamour, to portray, to assume, to shift, need.

b) **antonyms of the following words:** positive, necessary, easy, strong, advanced.

IV. Match words from columns A and B to make word combinations:

- | | |
|-------------|-----------------|
| A | B |
| 1. advanced | a) segmentation |

2. glamour
3. marketing
4. exchange
5. to make
6. market
7. to outstrip
8. consumer
9. to define
10. to shift

- b) marketing
- c) demand
- d) attention
- e) needs
- f) societies
- g) process
- h) lifestyle
- i) a profit
- j) concept

V. Complete the following sentences:

1. The elements of marketing are.... 2. Decisions in marketing generally focus on.... 3. Marketing, probably more than any other business activity attracts.... 4. Marketing has eight functions: 5. Marketing can be defined as 6. The different definitions of marketing reflect.... 7. The production orientation assumes.... 8. The product orientation assumes 9. The selling orientation assumes.... 10. The true marketing orientation shifts....

VI. Decide whether the statements are true or not. Correct the wrong ones:

1. Decisions in marketing focus on products and services, their, prices and promotion.
2. In most advanced industrial societies individuals are faced with the scarcity of products and services.
3. Advertising is a pervasive feature of modern life.
4. Marketing activity attracts only positive feelings.
5. Many people associate careers in marketing with ordinary lifestyles of people.
6. Marketing involves interesting work of collecting detailed market information.
7. Some definition elevates marketing to the business philosophy.
8. The production orientation of marketing assumes that the emphasis should be done on production and distribution.
9. The selling orientation assumes that goods and services will sell themselves.
10. The true marketing orientation assumes that consumers will not buy sufficient goods and services unless they are persuaded to do so by advertising and sales promotion.

VII. Answer the following question:

1. Why do decisions in marketing focus generally on products and services, their prices, promotion and distribution?
2. What are the main elements of marketing?
3. What is the reason that many members of the public associate careers in marketing with the glamour lifestyles of the people portrayed in advertisements?
4. What are the functions of marketing?
5. What is the definition of marketing?
6. Can you propose your own definition of marketing?
7. What orientations in marketing do you know?

VIII. Translate into English:

1. Різні елементи маркетингу це: дослідження, продукт, ціна, просування, розподіл та поведінка споживача. 2. Рекламування – це поширена риса сучасного життя. 3. Маркетинг визначається по-різному. 4. Різні визначення маркетингу відображають різні підходи до теми. 5. Існує декілька орієнтувань у маркетингу.

IX. Speak about:

- eight functions of marketing
- orientations in marketing

X. Make up a plan of the text; prepare a short report on the text.**3.2 The Role of Marketing Research****PRE -TEXT EXERCISES****I. Mind the pronunciation of the following words:**

- | | |
|--------------------|--------------------------|
| 1. predict | передбачати |
| 2. message | повідомлення |
| 3. research | дослідження |
| 4. assurance | гарантія, упевненість |
| 5. uncertainty | невизначення, непевність |
| 6. technique | метод, спосіб |
| 7. survey | опитування |
| 8. observation | спостереження |
| 9. questionnaire | анкета |
| 10. implementation | впровадження |

II. Word combinations to remember:

to find a need – знаходити потребу

to reach the goal – досягти мети

to satisfy needs – задовольняти потреби

marketing mix – ринкова суміш

to change prices – змінювати ціни

channel of distribution – канал збуту

to improve marketing activities – поліпшувати ринкову діяльність

focus group study – вивчення фокусу групи

survey research – опитування

observation technique – метод спостереження

to define strengths and weaknesses – визначити сильні та слабкі сторони

to define research objectives – визначити мету дослідження

secondary data – вторинні дані

primary data – первинні дані

III. State the part of speech of the following words:

goal, fill, when, promotional, make, systematically, with, wide, manner, selected, such, the most.

IV. While reading and translating the text keep in mind meanings of the following words:

assurance – 1. гарантія 2. упевненість 3. самовпевненість 4. страхування

goal – 1. ціль, завдання 2. мета, місце призначення 3. фініш 4. ворота 5. гол

enter – 1. входити 2. устроювати 3. вступати 4. заносити, записувати, реєструвати

THE ROLE OF MARKETING RESEARCH

The goal of marketing research is to find a need and fill it. This goal can be reached when we will find needs and determine the most effective ways to satisfy these needs. Market research may also be used to help marketing managers to predict the responses that can happen when they make changes in the marketing or promotional mix. For example, marketing managers may want to know what is likely to happen if they change prices, make changes in the present channel of distribution, develop new advertising messages. So, marketing research is the process of defining a marketing problem and then systematically collecting and analyzing information to recommend actions to

improve an organization's marketing activities. Marketing research can not provide answers with complete assurance, but it can reduce the uncertainty.

Market researches perform a wide variety of tasks. Marketing research also can take many forms. There is a very popular research technique – focus group studies. The idea is to bring together a group of 6-15 people who represent the market the company wishes to reach. They discuss the research question in an unstructured manner. Focus groups are a fast and efficient way to get input from selected markets.

Survey research includes a variety of techniques designed to get the personal views of the target market.

Observation techniques are the most fundamental techniques to observe what is happening in the marketplace. Researchers can follow customers when they shop and note where they shop and so on.

The most controlled research process in marketing is experimental research. Experimental research studies groups and individuals in a setting where they can be exposed to products, advertisements to test their reaction. The goal of such experiments is to develop products and promotions that will result in satisfied customers, positive image, and profit for the company.

Market researchers who conduct survey research are normally involved in questionnaire development and collection of the survey data. Mail and telephone surveys are the most typical mechanisms by which data is collected. The data must also be coded into computer-readable form and entered into a computer, market researchers analyze the information, write market research reports and present the results of the research to the marketing managers who will use the information for decision-making purposes.

There are following steps in conducting market research:

1. present situation study;
2. defining its strengths and weaknesses;
3. defining the problem;
4. enumeration of the decision factors;
5. defining research objectives;
6. determination of the scope and costs;
7. collection of relevant information: secondary data and primary data;
8. processing and analyzing the data;
9. alternative solution suggesting;
10. identifying the solution;
11. plan formation;
12. implementation

TEXT – BASED ASSIGNMENTS

I. Translate into Ukrainian:

marketing research, to predict, marketing mix, channel of distribution, advertising messages, assurance, to reduce, survey, observation, marketplace, positive image, questionnaire, strength, weakness, scope, implementation.

II. Give English equivalents:

передбачати, потреба, мета, досліджування, рекламний, повідомлення, ринкова суміш, гарантія, непевність, метод, досягти, опитування, спостереження, реакція, анкета, заносити, обсяг, впровадження.

III. Match Ukrainian and English equivalents:

A	B
1. experimental	a) первинний
2. to test	b) обсяг
3. image	c) опрацювати
4. to conduct	d) рішення
5. to enter	e) образ
6. scope	f) вторинний
7. solution	g) експериментальний
8. secondary	h) вносити
9. primary	i) перевіряти
10. to process	j) проводити

IV. Find out synonyms of the given words among those in brackets:

1. objective 2. need 3. to predict 4. assurance 5. to reach 6. manner 7. to conduct

(a) way b) aim c) to achieve d) want e) to carry out f) confidence g) to foretell)

V. Make the word combinations using the words in both columns:

A	B
1. to fill	a) research
2. marketing	b) prices
3. to reach	c) a need
4. to satisfy	d) data
5. complete	e) mix
6. to collect	f) uncertainty
7. survey	g) the goal

- 8. to reduce
- 9. to change
- 10 .to process

- h) assurance
- i) needs
- j) information

VI. Complete the following sentences:

1. The goal of marketing research is.... 2. Market research may also be used to.... 3. Marketing research is.... 4. Market researchers perform.... 5. Focus groups are.... 6. Survey research includes.... 7. Observation techniques are.... 8. The most controlled research process in marketing is 9. Market researchers who conduct survey research are involved in.... 10. After the data is entered into the computer, market researchers....

VII. Answer the following questions:

1. What are problems and difficulties of marketing research? 2. How can we find the data for marketing research? 3. What market research techniques do you know? 4. What does survey research include? 5. What kind of research is the most controlled in marketing? 6. What can you say about experimental research?
7. What are the main steps in conducting market research?

VIII. Find an appropriate word for each blank space using the following words:

market research reports	questionnaire development	experimental research	outside research firm
	focus groups	a marketing problem	to predict

1. Market research may be used to help marketing managers ... the responses.

2. Marketing research is the process of defining ... and then systematically collecting and analyzing information.

3. The research is conducted in house or by an

4. The most controlled research process in marketing is

5. ... are a fast and efficient way to get input from selected markets.

6. Market researchers who conduct survey research are involved in ... and collection of the survey data.

7. After the data is entered into the computer and analyzed, market researchers write ... and present the results of the research to the marketing managers.

IX. Match the terms with their definitions

Term	Definition
1	2
1. Marketing	a) products purchased by a consumer for personal use
2. Consumer goods	b) the combination of product, pricing, promotion, distribution strategies used to market a product
3. Industrial goods	c) the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods, services to create exchanges that satisfy individual and organizational objectives
4. Marketing mix	d) products used by companies to produce other products
5. Product	e) the part of the marketing mix concerned with selecting the appropriate price for a product
6. Pricing	f) a good, service or idea that attempts to fill consumers' wants
7. Market Research	g) a market research technique that involves simply watching what is happening
8. Survey	h) the study of what buyers need and how businesses can best meet those needs
9. Observation	i) a market research technique that uses a questionnaire
10. Experimentation	j) a market research technique in which a group of about 6 to 15 persons are gathered
11. Focus Group	k) a market research technique that attempts to compare responses of the individuals under different circumstances

X. Discuss the role of market research in marketing.

UNIT 4. MANAGEMENT

4.1. Managing the business enterprise

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

- | | | |
|-----|----------------|--------------------------------|
| 1. | vital | життєвий |
| 2. | charge | обов'язок, відповідальність |
| 3. | objective | мета, прагнення |
| 4. | accomplish | чинити, досягти, доходити |
| 5. | provide | забезпечувати |
| 6. | executive | керівник, адміністратор |
| 7. | reward | нагороджувати, винагороджувати |
| 8. | superintendent | керівник, директор |
| 9. | evaluate | оцінювати |
| 10. | attain | досягати, добиватися |

II. Word combinations to remember:

- to play a vital role – грати життєву роль
- to have charge – управляти
- to carry out decision – виконувати рішення
- to make sure – гарантувати
- to meet objectives – відповідати прагненням
- to accomplish goals – досягати мети
- top management – верхня ланка керівництва
- middle management – середня ланка керівництва
- first – line management – керівництво першої ланки
- to develop strategic plan – розробляти стратегічний план
- to put changes into effect – втілювати зміни у життя

III. Translate the following international words:

role, manager, company, plan, information, financial, president, organization, contrast.

IV. In each set of words find out the word that does not have the similar meanings with others:

1. Supervisor, interlocutor, manager, director, superintendent.
2. Required, essential, needed, available, demanded, necessary.
3. Obtain, receive, acquire, attain, get, gain, issue.
4. Vision, change, perspective, dream, plan, notion.
5. Efficient, economic, thirty, effectual, affecting.
6. Goal, aim, target, purpose, objective, vision.
7. Inspire, empower, energize, awaken, arouse, activate, aspire.
8. Perform, fulfill, do, restore, complete, carry out, work.

MANAGING THE BUSINESS ENTERPRISE

Management plays a vital role in any business or organized activity. The word "management" may be used in two ways. The first meaning is that management is referred to a team of managers who have charge of the organization at all levels. When used collectively the term "management" refers to those people who are responsible for making and carrying out decisions within the company. Their duties include making sure company objectives are met and seeing that the business operates efficiently.

On the other hand management is the process used to accomplish organizational goals through planning, organizing, directing (leading) and controlling an organization's financial, physical, human and information resources. Managers give direction to their organizations, provide directing, and decide how to use organizational resources to accomplish goals. So, management could be called the art of getting things done through people and other resources. Companies acquire managers from three main sources.

Managers have charge of the organization at three management levels: **top management, middle management, and operating supervisory (first-line) management.**

Top management is the highest level of management and consists of the president, vice presidents, the general manager and other key company executives who develop strategic plans. The Chief Executive officer is the president of the firm and is responsible for all the top-level decisions in the firm as well as for introducing changes into an organization. The Chief Operating officer is responsible for putting those changes into effect. These are activities connected with structuring, controlling and rewarding to ensure that people follow the leader's vision.

Middle management includes department managers, plant managers, and production superintendents as well as branch managers, department heads who are responsible for tactical plans.

Supervisory (first-line) management includes people directly responsible for assigning specific jobs to workers and evaluating their daily performance; they are often known as first-line managers because they are the first level above workers.

Low-level (first-line) managers need information to oversee the day-to-day operations of the business. In contrast, middle managers need summarizing and analyses to help them set objectives and goals and to plan strategies for reaching these goals. Finally, top management needs even more complicated analyses in order to meet their responsibilities for long-range art corporate planning.

Besides, to understand what managers do we should distinguish between goals and objectives of an organization.

Goals are the broad, long-term accomplishment an organization wants to attain. **Objectives** are specific, short-term statements detailing how to achieve these goals.

TEXT – BASED ASSIGNMENTS

I. Translate into Ukrainian:

meaning, vital, refer, charge, duty, objective, efficiently, accomplish, goal, leading, human, resource, level, key, executive, introduce, reward, vision, superintendent, branch, assign, evaluate, oversee, long – range, short – term.

II. Choose English equivalents:

1. мета	a) objective	b) executive	c) statement
2. досягати	a) to see	b) to meet	c) to accomplish
3. забезпечувати	a) to give	b) to provide	c) to carry
4. керівник	a) executive	b) leader	c) vision
5. винагороджувати	a) to reward	b) to refer	c) to follow
6. філіал	a) department	b) branch	c) plant
7. оцінювати	a) to attain	b) to assign	c) to evaluate
8. рішення	a) decision	b) direction	c) duty
9. верхній	a) bottom	b) top	c) middle
10. життєвий	a) physical	b) human	c) vital

III. Match words from columns A and B to make word combination:

A	B
1. to have	a) objectives
2. to play	b) operation
3. to make	c) manager
4. top	d) role
5. to give	e) goals
6. to meet	f) management
7. plant	g) changes
8. to introduce	h) charge
9. daily	i) direction
10. to accomplish	j) decision

IV. Decide whether the statements are true or not. Correct the wrong ones:

1. By definition managers have the power to give orders and demand results.

2. The power of managers and the complexity of their duties decrease as they move up the ladder.

3. Top managers tend to spend most of their time working with and supervising the employees who report to them.

4. Firms dealing in consumer products often have large numbers of marketing managers at a variety of levels.

V. Choose the most appropriate answer to complete the sentence:

1. The process of planning, organizing, leading and controlling an organization's financial, physical, human, and information resources in order to achieve its goals is defined as:

- a) experience;
- b) organizational structure;
- c) management.

2. Providing buyers with products and services is the responsibility of:

- a) production managers;
- b) marketing managers;
- c) financial managers.

3. Responsibility for production control, inventory control and quality control is usually accomplished by the firm's:

- a) human resource managers;
- b) marketing managers;
- c) operation managers.

4. Managers responsible for the design and implementation of systems to gather, process and communicate information are:

- a) production managers;
- b) development managers;
- c) information managers.

VI. Answer the following questions:

1. How may the word "management" be used?
2. Why do people call management "the art"?
3. What are the three basic levels of management?
4. Why should the goals and objectives be distinguished?
5. What is the difference between them?

VII. Translate into English:

1. Менеджмент грає важливу роль у будь-якому бізнесі. 2. Менеджери спрямовують свої організації, забезпечують керування та вирішують, як корисно використовувати організаційні ресурси 3. Верхня

ланка менеджменту – це найвищий рівень керівництва. 4. Менеджмент – це процес досягнення організаційної мети.

VIII. Identify managers by level and area at your college or university:

Top managers:

Middle managers:

Lower managers:

IX. In groups consider the following questions and then share your thoughts with the entire class:

1. Have you ever been responsible for directing someone? Describe your experience.

2. What is the important personal decision you have made? How have you made it?

3. When one is working for someone, what motivates him to work harder?

X. Write an essay and disclose the following question:

Establish goals and objectives in you life to achieve in the future.

4.2. Management Functions

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1.	transmit		передавати
2.	procedure		спосіб дії
3.	predict		провіщати, передбачати
4.	continuous		безперервний
5.	allocate		розподіляти
6.	recruit		наймати
7.	employee		службовець
8.	guide		спрямовувати, скеровувати
9.	comparison		порівняння
10.	revision		перегляд

II. Word combinations to remember:

to perform functions – виконувати функції

to determine objectives – визначати прагнення

to define strategy – визначати стратегію
 to predict future trends – передбачати майбутні напрямки
 to put the plan into action – втілювати план у дію
 human resources – людські ресурси
 effective execution of plans – ефективне виконання планів
 to recruit people – наймати людей
 implementation of plans – впровадження планів у життя
 to take corrective action – здійснювати, виправляти

III. Translate words with the same root:

to depend – dependence – dependant
 to execute – executor – execution
 to create – creative - creation

IV. While reading and translating the text keep in mind meanings of the following words:

guide - 1. вести, бути провідником 2. керувати, спрямовувати 3. вести справи, бути керівником 4. бути причиною.

action – 1. дія, вчинок 2. діяння, вплив 3. діяльність 4. обвинувачення 5. бій

motivate – 1. спонукати 2. бути мотивом 3. мотивувати

MANAGEMENT FUNCTIONS

Regardless of the specific job, most managers perform **four basic functions**.

Effective managers meet the objectives of the company through a successful combination of planning, organizing, directing, and controlling.

Planning involves determining overall company objectives and deciding how goals can best be achieved and also transmitting to people goals and objectives for the firm's effort and defining the strategies, tactics and procedures for achieving these objectives. Planning is listed as the first management function because the others depend on it. In other words planning includes predicting future trends and determining the best strategies and tactics to achieve organizational goals and objectives.

Planning is a continuous process. It answers three fundamental questions for business: 1. What is the situation now? 2. Where do we want to go? 3. How can we get there from here?

Organizing, the second management function is the process of putting the plan into action. This involves allocating resources, especially human

resources, so that the overall objectives can be achieved. Thus organizing involves the activities of setting up structures and procedures for smooth and effective execution of programs and plans as well as breaking the tasks into jobs, creating job descriptions, and recruiting people.

Third is the day-to-day **directing and supervising** of employees. *Directing* involves the activities of issuing directions, providing motivation, and training as well as staffing and supervision of the day-to-day implementation of organization's policies, programs, and plans. In directing, managers guide, teach, and motivate workers so that they reach their potential abilities and at the same time achieve the company goals that were established in the planning process.

In the last management function, **controlling**, managers evaluate how well company objectives are being achieved. Controlling function involves the activities of creating performance standards, collecting and analyzing performance information, performance comparison of actual and planned results, examination of the reasons for observed differences, and evaluation of the need for plan revision and taking necessary actions. Controlling is checking to determine whether or not an organization is progressing toward its goals and objectives, and taking corrective action if it is not. If major problems exist and goals are not being achieved, then changes need to be made in the company's organizational or managerial structure. In making changes, managers might go back and replan, reorganize, and redirect.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|-----------------|----------------|-------------------|-----------------|
| 1. виконувати | a) to plan | b) to perform | c) to ensure |
| 2. передавати | a) to transmit | b) to direct | c) to involve |
| 3. напрямом | a) tactic | b) strategy | c) trend |
| 4. передбачати | a) to predict | b) to exist | c) to determine |
| 5. виконання | a) description | b) execution | c) evaluation |
| 6. наймати | a) to achieve | b) to guide | c) to recruit |
| 7. порівняння | a) comparison | b) creation | c) motivation |
| 8. перегляд | a) replanning | b) revision | c) reform |
| 9. впровадження | a) information | b) implementation | c) organization |
| 10. досягати | a) to reach | b) to allocate | c) to observe |

II. Translate into Ukrainian:

to perform, objective, overall, goals, to transmit, effort, to define, strategy, tactic, procedure, to predict, future trends, to allocate, execution, to create, to recruit, to supervise, to provide, staffing, implementation, to guide, to evaluate, comparison, plan revision, to exist.

III. Find out synonyms:**A**

1. to achieve
2. to perform
3. goal
4. to predict
5. overall
6. trend
7. job
8. to employ
9. revision
10. to guide

B

- a) to recruit
- b) review
- c) whole
- d) aim
- e) to direct
- f) to reach
- g) to foretell
- h) to fulfill
- i) direction
- j) work

IV. Match words from columns A and B to make word:**A**

1. to meet
2. human
3. to perform
4. effective
5. to define
6. to predict
7. to recruit
8. plan
9. to provide
10. to take

B

- a) revision
- b) strategies
- c) action
- d) trends
- e) training
- f) objectives
- g) functions
- h) execution
- i) resources
- j) people

V. Find an appropriate word for each blank space:

1. Determining what the organization needs to do and how best to get it done requires
2. Determining how best to ... a business's resources and the job it needs to get done into an ... structure is called
3. The portion of a manager's job concerned with guiding and ... employees to meet the firm's ... is called....
4. The component of the managerial process that involves monitoring a firm's ... to make sure that it is meeting its ... is called....

VI. Decide whether the statements are true or not. Correct the wrong ones:

1. The main function of a manager is the proper utilization of people.
2. Technical skills are especially important for top managers.
3. Middle managers depend mostly on conceptual skills.

4. Managers must manage their time spend on paperwork, the telephone and in meetings effectively.

5. All managers need human relation skills.

6. Every company has its own corporate culture.

7 Including doing a few tasks management isn't a difficult activity.

VIII. Answer the following questions:

1. During which management phase are overall organizational objectives established?

2. What does planning involve?

3. What do managers do in the organizing phase.

4. How does the directing function vary at different levels of management?

5. What do managers evaluate in the controlling function?

6. Why is evaluation essential at this phase?

7. Which of the four management functions is the most important? Why?

VIII. Try to divide the given manager's activities into groups. The numbers in brackets show how many activities this function includes:

Organizing (2)	Planning (3)	Directing (3)	Controlling (3)
----------------	--------------	---------------	-----------------

a) clarifying policies

b) determining resources needed

c) developing strategies to reach goals

d) allocating resources, assigning task for accomplishing goals

e) placing employees where they will be the most effective

f) measuring results against corporate objectives

g) monitoring performance relating to standards

h) leading, guiding and motivating employees to work effectively

i) providing feed back on performance

j) recruiting, selecting, training and developing employees

k) setting organizational goals.

IX. Read the statements. Do you agree or disagree with them? Support your opinion with arguments:

1. Only by sharing responsibilities and authority with the people one can hope to have them take ownership for assuring a prosperous future for the organization.

2. The transition from classical management to inspired leadership is the key to create renewing organizations where people take ownership.

X. Working with a partner discuss the following questions. Share your arguments with the group:

1. What is the meaning of motivation in the workplace?
2. How do many managers believe workers are motivated?
3. What are some personal needs? What happens when fundamental needs are not satisfied?

4.3. Consulting Staff

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	concern		клопіт
2	ability		здатність, спроможність
3	essential		важливий, необхідний
4	require		вимагати
5	constraint		напруженість
6	deadline		крайня межа
7	consensus		згода, порозуміння
8	alternative		вибір
9	dissention		розбіжність, суперечність
10	consequence		наслідок

II. Word combinations to remember:

managerial skills – навички менеджера

to carry out decision – виконувати рішення

to make changes – змінювати

company's policy – політика компанії

to gather opinions – збирати погляди

to get consensus – досягати порозуміння

to get assistance – одержувати допомогу

to generate dissention – породжувати суперечність

to take into account – брати до уваги

to have no fear – не боятися

to weigh up the pros and cons – зважувати за і проти

III. Translate the following international words:

manager, consultation, problem, fact, test, alternative, stimulus, consensus, idea, progress

CONSULTING STAFF

As managers, your main concern is getting things done, and very often getting them done by other people. This is not always easy. And when the things to be done mean changes for your staff, then all your managerial skills are called for — your ability to make decisions, your ability to get people to go along with your decisions, and your ability to see that the decisions are actually carried out. Consultation is an essential part, of this process.

However, before consultation begins there are some things to look at. First of all are changes really necessary? What exactly is the problem? Has something happened that requires making changes? Could something go wrong if you don't make changes? Is a decision in fact necessary?

Consider the constraints that you have to work within — the company's policy and objectives, the directions that you yourself have received, the resources available to you, the deadline for reaching a decision. Consider who will be affected by your decision. These are the people to consult.

Consultation isn't primarily a matter of collecting facts. The most important facts are in the future — the consequences of your decision — and for these you can only gather opinions, opinions that must be thought through and tested. In any case you have to decide which facts are relevant — so again opinions come first.

The purpose of consultation is not to get consensus. It's to get assistance in making the decision, and acceptance of the decision once made. Getting assistance means getting ideas, getting alternatives, getting stimulus for your imagination. And the best way that you can get a group of people to stimulate each other's thinking is not by trying to achieve consensus, but by trying to generate dissention.

When people disagree, when they criticize each other's ideas, when they find weaknesses in each other's suggestions, only then can you be reasonably confident that all the problems are taken into account, all the possible alternatives identified and their consequences thought out and tested.

To get such productive disagreement your staff must have no fear of saying what they think.

When the time comes to make the decision you're on your own. Remind yourself again of when the decision must be made. Weigh up the pros and cons of each. Then decide what action is to be taken, who is to take it and who must be informed of it.

Now communicate your decision, both in person and in writing. Listen to the objections.

Finally, follow up the implementation of the changes. Monitor progress. Check personally that action is being carried out as you directed.

TEXT – BASED ASSIGNMENTS

I. Give English equivalents:

спроможність, клопіт, рішення, вибір, важливий, змінювати, крайня межа, досягати, напруженість, наслідки, думка, згода, розбіжність, слабкість, пропозиція, зважувати, перевіряти.

II. Form nouns of the verbs by means of the following suffixes: - tion, - ion, - ment, - ation:

to decide, to consult, to direct, to imagine, to dissent, to stimulate, to disagree, to inform, to communicate, to implement.

III. Match Ukrainian and English equivalents:

A	B
1. suggestion	a) доступний
2. disagreement	b) вибір
3. consensus	c) впровадження
4. weakness	d) думка
5. implementation	e) пропозиція
6. to generate	f) важливий
7. available	g) розбіжність
8. opinion	h) слабкість
9. essential	i) породжувати
10. alternative	j) порозуміння

IV. Match words from columns A and B to make word combinations:

A	B
1. to reach	a) account
2. managerial	b) thinking
3. to make	c) ideas
4. to gather	d) decision
5. essential	e) weaknesses
6. to get	f) changes
7. to stimulate	g) skills
8. to find	h) opinions
9. to take into	i) part
10. to criticize	j) consensus

V. Complete the following sentences:

1. As managers, your main concern is.... 2. Consultation is.... 3. Consultation isn't.... 4. The most important facts are.... 5. In any case you have

to decide.... 6. The purpose of consultation is.... 7. And the best way 8. To get productive disagreement your staff must.... 9. When the time comes to make 10. Communicate your decisions...

VI. Answer the following questions:

1. What is the main concern of a manager?
2. What are managerial skills called for?
3. What is consultation?
4. What is the purpose of consultation?
5. Do you think it is necessary to criticize each other's ideas when people disagree?
6. How would you communicate your decision?
7. What must you check personally?

VII. Make up a plan of the text; prepare a short summary of the text.

VIII. Dramatize the following dialogue.

Consulting Staff

Mr. Nolan: Well, let's get on with solving the problem. We need six additional staff, three permanent and three temporary and that's going to be difficult at this time of the year. Has anyone any suggestions about how we can find them?

A: We should be able to get our usual three temporary staff. Why don't we try to manage with them in the meantime and get good permanent staff before October?

Mr. Nolan: You mean with people doing overtime! Mummm, what does everyone else think of that? *C:* It might be all right in Reservations, but it would be impossible for Check-in and Baggage Handling.

A: What about taking on three students for the summer as well as the usual temporaries. Those students are quite bright. They'd learn quickly.

Mr. Nolan: That's a possibility. Any other views on that?

D: I certainly wouldn't be happy about that. I've had enough experience of trying to train summer workers. And you know what Check-in's going to be like at nine in the morning. Couldn't we manage to get three experienced people instead?

Mr. Holan: We'll certainly try but it'll be difficult and we'll need to have contingency arrangements in case we don't. Bill, you haven't been saying much. Have you any suggestions?

E: Yehh — ahh — I've just been thinking. We could approach Jetair.

Mr. Nolan: Jetair?

B: The people who do holiday charters. Two of their planes have just been grounded by the Civil Aviation Authority.

Mr. Nolan: Really! That's worth investigating. They'd probably be glad to be relieved of a few people. Mumm, yes ... does anyone see any problems there? Yes, Jo.

D: It could cause some union problems, couldn't it?

Mr. Nolan: How do you mean?

D: Well, they might lose out on their redundancy payments.

Mr Nolan: No, no, that wouldn't be a problem.

D: It could be. If we offered them a job they mightn't be entitled to redundancy pay.

Mr. Nolan: Ahh ... there shouldn't be a problem there ...I think. Anyhow I'd better check it out with Legal Affairs, just in case ... Any other suggestions ... No? .. OK- We've now several proposals that we need to check out as quickly as possible. Bill and John, could you investigate these, and let me know what options we have

4.4. Discipline Interview

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	maintain		підтримувати
2	adherence		суворе дотримання
3	familiar		обізнаний
4	penalty		покарання, штраф
5	reprimand		догана
6	suspension		тимчасова відставка
7	humiliation		приниження
8	behaviour		поведінка
9	failure		провал
10	improvement		поліпшення

II. Word combinations to remember:

to hold a discipline interview – проводити дисциплінарну бесіду

to aim effort at – спрямовувати зусилля на

to impose penalty – накладати штраф

to have a clear set of rules – мати чіткий набір правил

agreed standards of work – узгоджені стандарти роботи

to have a written disciplinary code – мати письмовий дисциплінарний кодекс

to meet the required performance standards – відповідати необхідним стандартам виконання

oral reprimand – усна догана
 written reprimand – письмова догана
 to improve behaviour – покращувати поведінку

III. Translate the following international words:

manager, discipline, interview, company, standard, privilege, dynamic, colleague, constructive, plan

IV. Translate words with the same root:

1. employee – employer – employment
2. to investigate – investigation – investigator
3. to examine – examinee – examiner

THE DISCIPLINE INTERVIEW

One of the least pleasant duties of a manager is holding a discipline interview. Hopefully this is something that you will not often have to do. In fact much of your effort as a manager will be aimed at maintaining a reasonable level of productive work and proper adherence to the company's regulations without having to impose penalties.

To achieve this two things are essential: firstly, having a clear set of rules and agreed standards of work, and secondly ensuring that all your staff are familiar with these. Employees must know what is expected of them. This is sometimes referred to as static discipline. It includes having a written disciplinary code. By this we mean the penalties that will be imposed for breaking the rules or not meeting the required performance standards. The normal range of penalties is: oral reprimand, written reprimand, loss of privileges, fines, suspension without pay, demotion and dismissal.

On the occasions when you do have to take disciplinary action, referred to as dynamic discipline, which will normally involve a discipline interview, there are several established principles and procedures.

First of all disciplining an employee should be carried out in private. His dignity must be respected. The purpose of discipline is to improve behaviour rather than to punish. The outcome of such an interview may indeed be the imposition of a penalty, but the humiliation of a man will not be found in any disciplinary code. This particularly applies when, as may sometimes happen, you have to discipline a supervisor.

Disciplinary action should not be delayed. Of course, you'll have to allow some time to investigate the matter, but this should be done as quickly as possible, otherwise the employee is likely to feel resentful.

Before holding the interview, you should, as I've mentioned, get the full facts of the matter. You should also look at the employee's performance record, examine the company regulations, even if you are already fairly familiar with

these, and you should also check up on the performance standards of the employee's colleagues.

Again, the purpose of disciplinary action is to improve behaviour. You may well have to impose a penalty, and the employee should be in no doubt about why it is being imposed, but once this has been done the important thing is that future behaviour is improved. The outcome of the interview should be constructive. If the offence has been a failure to meet the required job performance standards, try to agree on an improvement plan. Fix a review date and explain what will happen if there is no improvement.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|-----------------|----------------|-------------------|----------------|
| 1. бесіда | a) interview | b) behavior | c) record |
| 2. підтримувати | a) to examine | b) to investigate | c) to maintain |
| 3. покарання | a) demotion | b) penalty | c) situation |
| 4. порушувати | a) to break | b) to respect | c) to look |
| 5. догана | a) dismissal | b) reprimand | c) suspension |
| 6. гідність | a) fine | b) purpose | c) dignity |
| 7. карати | a) to improve | b) to punish | c) to impose |
| 8. приниження | a) humiliation | b) conversation | c) improvement |
| 9. провал | a) supervisor | b) code | c) failure |
| 10. провина | a) offence | b) offer | c) outcome |

II. Translate into Ukrainian:

effort, to maintain, a reasonable level, proper adherence, penalty, to impose, a clear set of rules, to ensure, to be familiar, static discipline, a written disciplinary code, to break the rules, to meet, oral reprimand, written reprimand, loss of privileges, fine, suspension without pay, demotion, dismissal, established principles, dignity, outcome, to examine, purpose.

III. Match words from columns A and B to make word combinations:

- | A | B |
|-------------------|-----------------|
| 1. proper | a) plan |
| 2. to impose | b) dignity |
| 3. static | c) a supervisor |
| 4. to break | d) code |
| 5. oral | e) adherence |
| 6. to respect | f) penalty |
| 7. to improve | g) discipline |
| 8. disciplinary | h) reprimand |
| 9. improvement | i) the rules |
| 10. to discipline | j) behaviour |

IV. Complete the following sentences:

1. One of the least pleasant duties of a manager is.... 2. Much of your effort as a manager will be aimed at 3. To achieve this two things are essential: 4. The normal range of penalties is: 5. First of all disciplining an employee.... 6. The purpose of discipline is.... 7. Disciplinary action 8. Before holding the interview you should.... 9. The outcome of the interview should.... 10. If the offence has been a failure ...

V. Form sentences using the following words:

1. Must, employees, what, of, know, them, is, expected.
2. Includes, a, it, code, written, disciplinary.
3. Respected, dignity, be, must.
4. Delayed, action, not, should, be, disciplinary.

VI. Define whether these statements are true or false:

1. One of the pleasant duties of a manager is holding a discipline interview. 2. Much of you effort as a manager will be aimed at maintaining a reasonable level of productive work without having to impose penalties. 3. A written disciplinary code is referred to as dynamic discipline. 4. The purpose of discipline is to punish. 5. Employees' dignity must be respected. 6. Disciplinary action should be delayed. 7. Before holding the interview you should get the full facts of the matter. 8. The outcome of the interview should be constructive.

VII. Answer the following questions:

1. What is one of the least pleasant duties of a manager?
2. What will your efforts be aimed at?
3. What must employees know?
4. What is referred to as static discipline?
5. What can you say about dynamic discipline?
6. How should disciplining be carried out?
7. What is the purpose of a discipline interview?

VIII. Translate into English:

1. Один з найменш приємних обов'язків менеджера – це проведення дисциплінарної бесіди. 2. Статична дисципліна включає наявність письмового дисциплінарного кодексу. 3. Динамічна дисципліна – це сама дисциплінарна дія. 4. Ціль дисциплінарної бесіди – поліпшення поведінки. 5. Дисциплінарну дію не слід відкладати.

IX. Discuss the established principles and procedures of taking disciplinary action.

X. Dramatize the following dialogue.

Discipline Interview

Supervisor: Good morning, Mr. Nolan, you wanted to see me?

Manager: Good morning, Henry, take a seat. How are things going?

Supervisor: Fine. The new equipment has arrived, so everything's back to normal.

Manager: Good. I'm glad to hear that. Henry, the reason I want to talk to you is, I'm concerned about the performance of the men on your shift. I've received the monthly inspector's report. The report shows that there's been a marked increase-in the number of jobs referred back to your crew.

Supervisor: Yes, some of them have got very careless. They don't take any pride in their work...they're just interested in collecting their pay packet. Why just yesterday I discovered one of them...

Manager: Yes, but Henry, the performance of the men in that crew is your responsibility. It's your work we need to talk about.

Supervisor: My work? I didn't hire them. I didn't train them. I'm not to blame for everything that goes wrong out there.

Manager: Now Henry, just take it easy. I'm not saying you're to blame for everything.

Supervisor: Well, what are you saying?

Manager: Excuse me Henry, could we just discuss this calmly and civilly?

Supervisor: OK. I'm listening

Manager: Yes, well actually, Henry, I'm the one that should be listening. You've been with Rath-Air for 5 years. You've been a supervisor for almost a year. The performance of your men has been excellent until recently. Why have things started to go wrong?

Supervisor: Well, I do my best, it's just that...

Manager: Hm, Hmm.

Supervisor: Well, to tell you the truth, I've had problems at home.

Manager: Yes.

Supervisor: It's a family matter. It's ahh.. it's caused me a lot of worry. I haven't been able to give my full attention to the job here. But it's OK now. I've got it sorted out. There won't be any more problems with the crew. They'll be the most efficient in the airline. You'll see when you get the July report.

Manager: Henry, we've been through this before. It's your wife's restaurant, isn't it?

Supervisor: Yes—ah—well—ahh...yes it is. She's gone off again to her mother in Glasgow.

Manager: And you have to spend half the night running the place.

Supervisor: Yes, well there's a lot of work, checking stock, going through the books...you know...

Manager: You just can't do two full-time jobs. You've got to do something about this. You'll have to make a choice.

Supervisor: But I've told you, it's OK now. She's coming back. Her mother was on the phone last night. She's talked her into coming back. I tell you, everything's going to be all right.

Manager: Henry, your wife leaves you for 2 months every year. You assured me before you were promoted that that was all in the past. Now it's happening again. It was bad enough when you were a mechanic, but now you're a supervisor...well, this just can't continue.

Supervisor: I'm in an impossible situation, Mr. Nolan. What can I do?

Manager: Isn't there anyone else that could look after the restaurant? Couldn't you get a manager?

Supervisor: That would use up all the profits.

Manager: In that case I'm afraid you're going to have to make a choice, between Rath-Air and the restaurant. Look Henry if it weren't for this annual problem with the restaurant, you'd be one of our best supervisors. We don't want to lose you. Now surely you can do something.

Supervisor: Well, I'll...perhaps it would be a good idea to get a manager in...

Manager: Well, I do hope you can work out some satisfactory arrangement. I know, it's not easy for you. Can you come and see me again next week, next Wednesday about the same time?

4.5. Negotiating

PRE -TEXT EXERCISES

I. Mind the pronunciation of the following words:

1	negotiation		переговори
2	subordinate		підлеглий
3	strengthen		зміцнювати, підсилювати
4	weaken		ослаблювати
5	attitude		ставлення
6	aspiration		прагнення
7	committed		відданий ідеї
8	determined		рішучий
9	concession		поступка
10	deadlock		безвихідь

II. Word combinations to remember:

- a skilled negotiator – кваліфікований учасник переговорів
- to carry out negotiations – проводити переговори
- to approach negotiations as a cooperative enterprise – підходити до переговорів як до спільного підприємства
- to strengthen position – зміцнювати положення
- to consider disadvantages – розглядати недоліки
- to make concessions – іти на поступки
- to present demands – подавати вимоги
- to reach a deadlock – заходити в глухий кут, безвихідь
- to keep the relationship friendly – підтримувати дружні стосунки

III. Translate the following international words:

colleague, boss, negative, cooperative, strategy, minimum, position, information, factor, process, start, present, stop, tactic.

IV. While reading and translating the text keep in mind meanings of the following words:

encourage – 1. підбадьорювати, заохочувати 2. підтримувати 3. підбурювати, підмовляти.

attitude – 1. позиція, ставлення 2. постава, поза 3. положення літака

source – верхів'я 2. джерело 3. початок.

NEGOTIATING

Most of your activities as managers involve negotiating. If you're a skilled manager you're probably a skilled negotiator. Successful negotiation is where you get what you want, and the other party is happy with what he gets, where the result is, "I win, you win". This is certainly true of the variety of negotiations, big and small, that you carry on every day with your colleagues, your boss, your subordinates. Losers are not the easiest people to have to go on working with, but it's also true of business negotiations. And not just for negative reasons. A better deal is always possible for both parties if both approach the negotiations as a cooperative enterprise.

There are, of course, many people who would be quite glad to have you as a loser. So plan your strategy – carefully. Decide first of all what you want to get from the negotiations. What is the best result you could hope for? What is the best result you could realistically expect? What is the minimum you'll accept? Of the different points at issue, which are the most important to you? Which are most important to the other party? What are your strengths and weaknesses? What are theirs? How can you strengthen your position and weaken theirs — before the negotiations begin? What information do you need? Where can you get it? You want the other party to feel satisfied with the

outcome of the negotiations, so consider the disadvantages for him if you get what you want. How can you lessen these? How can you encourage him to feel that he too has won?

There are a number of factors that affect the negotiating process. Your attitude is one. The higher your aspirations, the better your results. The more committed and determined you are, the better you will perform. The attitude of the other party is important too.

At the centre of all negotiating is the question of power — and it comes from a variety of sources. It comes from knowledge — the more you know about the other party, the more power you'll have. It comes from time—the more time you have to negotiate, the more power you have to negotiate with. But most of all power is in the mind. You need to know that you have it, and you need to know what it's based on.

Negotiation, however, usually involves making concessions. But before you start making concessions, find out what the other party wants. Don't let him know what you'll be satisfied with, until you've found out what he'll be satisfied with. Encourage him to present all his demands first, and try not to reveal your own. Then try to secure his agreement to each of your demands, starting with the most important.

Don't be afraid of reaching a deadlock. Be prepared to stop the negotiations and to start again. A deadlock can be a useful tactic but, if you decide it's up to you to get the negotiations going again, do it in a way that doesn't reduce your credibility. Say that you want to consult your boss, then come back and say that your boss has suggested a different approach.

Throughout the negotiations, try to keep the relationship friendly.

TEXT – BASED ASSIGNMENTS

I. Choose English equivalents:

- | | | | |
|-------------------|-----------------|------------------|----------------|
| 1. переговори | a) expectation | b) negotiation | c) attitude |
| 2. кваліфікований | a) skilled | b) determined | c) committed |
| 3. підлеглий | a) supervisor | b) loser | c) subordinate |
| 4. підходити | a) to approach | b) to affect | c) to perform |
| 5. заохочувати | a) to encounter | b) to encourage | c) to consider |
| 6. зміцнювати | a) to expect | b) to strengthen | c) to satisfy |
| 7. поступка | a) concession | b) concern | c) decision |
| 8. вимога | a) agreement | b) hostility | c) demand |
| 9. безвихідь | a) deadlock | b) angle | c) exchange |
| 10. стосунки | a) integrity | b) relationship | c) friendship |

II. Translate into Ukrainian:

to involve, a skilled, negotiator, to win, to carry on, subordinates, negative reasons, a cooperative enterprise, strategy, to accept, to expect, to strengthen, to weaken, to consider, negotiating process, aspirations, attitude, question of power, mind, concession, demands, to reveal, a deadlock.

III. Match words from columns A and B to make word combinations:

A	B
1. to involve	a) concession
2. skilled	b) a deadlock
3. to carry on	c) demands
4. negative	d) strategy
5. cooperative	e) position
6. to plan	f) negotiating
7. to reach	g) reasons
8. to strengthen	h) manager
9. to make	i) enterprise
10. to reveal	j) negotiations

IV. Complete the following sentences:

1. If you're a skilled manager you are 2. Successful negotiation is.... 3. A better deal is 4. There are a number of factors that 5. The attitude of the other party is 6. At the centre of all negotiating is.... 7. But most of all power is 8. A deadlock can be 9. Negotiation involves.... 10. Throughout the negotiations

V. Form sentences using the following words:

1. Strategy, your, carefully, plan.
2. This, negotiations, of, true, is, the, variety, of.
3. Your, better, the, aspirations, the, higher, the, results.
4. Important, attitude, the, party, is, other, the, of, too.

VI. Define whether these statements are true or false:

1. Most of your activities as managers involve negotiating. 2. Losers are the easiest people to have to go on working with. 3. A better deal is always possible for both parties. 4. There are a number of factors that affect the negotiating process. 5. The higher your aspirations, the worse your results. 6. The more committed you are, the better your results. 7. At the centre of all negotiating is the question of power. 8. Be afraid of reaching a deadlock.

VII. Answer the following questions:

1. What is successful negotiation?
2. Why are losers not the easiest people to have to go on working with?
3. When is a better deal possible for both parties.
4. What factors affect the negotiating process?
5. What is at the centre of all negotiating?
6. Where is most of all power?
7. What does negotiation involve?

VIII. Make up a plan of the text; prepare a short report on the text.**IX. Dramatize the following dialogue:****Negotiating**

B: I'm afraid your listed prices are above what our budget allows.

V: Look, we'd like to be able to show an OCR in actual use in an office, to one or two special customers. If you agree to do that I'll consider reducing it by 5%.

B: You mean use it as a demonstration model?

V: That's right.

B: Mmmm ... I personally wouldn't mind, but the general manager would object to outsiders coming in.

V: Yes, I could understand that, but they'd be from large organizations, potential customers of your airline. It would do your own marketing no harm.

B: Perhaps I could persuade him, but you'd have to do better than 5%.

V: Well, we could make it 7½%.

B: The trouble is, the general manager isn't very interested in marketing. He's only concerned about his own budget. If you make it 10%, I might be able to persuade him.

V: Ahh, I'm afraid that's really more than I could allow.

B: That's a pity ... what discount will you give me on five electronic typewriters?

V: We don't give any discount on those. They're the latest models.

B: I'm surprised to hear that. At the rate technology is advancing, these models will be out of date in 6 months' time. You mean you expect people to pay the listed price for them?

V: Of course, they're the latest models, but since you're purchasing five of them, we'll give you a 5% discount.

B: Yes, but will you guarantee they'll be the latest models in 6 months' time?

V: I'm afraid you'll have to wait 6 months for those.

B: I don't want to wait 6 months ... nor do I want to pay the full price now for something that will soon be superseded. What decent discount will you give me?

V: What do you have in mind?

B: Twenty per cent would be reasonable.

V: Oh, I couldn't possibly give you that. I'd be selling them at a loss.

B: You'll have a bigger loss if you don't sell them soon.

V: I've no worries about that ... but look, I'm prepared to compromise. If you settle for a 7½% discount on the OCR, I'll agree to 10% on the typewriters.

B: Ten per cent is not much on the typewriters, but I'd be happy to accept 10% on the OCR.

V: Humm, you drive a hard bargain ... OK if we can show it in operation to one or two clients, I'll give you 10% on the OCR.

B: Mmm, that's fine with me.

V: So, can I take it then we've agreed on 10% for both the OCR and the typewriters?

B: Ah, I didn't agree to 10% on the typewriters.

V: But you said ...

B: No! No! I said 10% wasn't much on the typewriters. However, I'm prepared to accept it ... if you give me a reasonable trade-in deal on our old ones.

ЕЛЕКТРОННЕ НАВЧАЛЬНО-МЕТОДИЧНЕ ВИДАННЯ

Чехлань Надія Олександрівна
Юшкова Світлана Олексіївна

**МЕТОДИЧНІ ВКАЗІВКИ
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(ДЛЯ СТУДЕНТІВ 2-3 КУРСІВ НАПРЯМУ ПІДГОТОВКИ
030601 «МЕНЕДЖМЕНТ»)**

Підписано до випуску 17.05.2011 р. Гарнітура Times New Roman.
Умов. друк. арк. 3,31. Зам. № 88.

Державний вищий навчальний заклад
«Донецький національний технічний університет»
Автомобільно-дорожній інститут
84646, м. Горлівка, вул. Кірова, 51
E-mail: drukfn@rambler.ru

Редакційно-видавничий відділ

Свідоцтво до внесення до Державного реєстру видавців, виготовників і розповсюджувачів
видавничої продукції ДК № 2982 від 21.09. 2007 р.