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МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ
Федеральное государственное бюджетное образовательное
учреждение инклюзивного высшего образования
«Российский государственный
университет социальных технологий»
(ФГБОУ ИВО «РГУ СоцТех»)

УТВЕРЖДАЮ
Проректор по образовательной деятельности

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ К ОСВОЕНИЮ УЧЕБНОЙ ДИСЦИПЛИНЫ
Б1.В.01 Язык делового общения первого иностранного языка

образовательная программа направления подготовки
44.03.01 Педагогическое образование
шифр, наименование

Направленность (профиль)
Иностранный язык

Квалификация (степень) выпускника: бакалавр

Форма обучения: очная

Курс 4 семестр 7

Москва 2025

Содержание

1. Аннотация/Введение
2. Методические рекомендации к лекциям
3. Методические рекомендации к практическим занятиям
4. Методические рекомендации к самостоятельной работе

АННОТАЦИЯ

Настоящие методически рекомендации разработаны для обучающихся 4 курса очной формы обучения с учетом ФГОС ВО и рабочей программы дисциплины «Язык делового общения первого иностранного языка».

Целью освоения дисциплины является овладение студентами коммуникативной компетенцией, которая в дальнейшем позволит пользоваться иностранным языком в различных областях профессиональной деятельности, научной и практической работе, в общении с зарубежными партнерами, для самообразовательных и других целей. Наряду с практической целью, курс «Язык делового общения» реализует образовательные и воспитательные цели, способствуя расширению кругозора студентов, повышению их общей культуры и образования, а также культуры мышления и повседневного и делового общения, воспитанию толерантности и уважения к духовным ценностям других стран и народов.

Задачи дисциплины:

1. Познакомить студентов с основными понятиями и терминами, используемыми в сфере делового общения на иностранном языке.
2. Дать представление об основных формах коммуникации в бизнес среде, с культурными особенностями делового общения.
3. Познакомить студентов с основными видами деловой корреспонденции:
- различные виды писем,
- электронные сообщения,
- служебные записки,
- резюме и сопроводительные письма,
- протоколы,
- договоры,
- отчеты,
- объявления,
- рекламные буклеты.

Формировать умение написания всех вышеперечисленных видов деловой корреспонденции.

4. Формировать готовность к устному деловому общению (умение рассказать о структуре предприятия, собственной карьере, сделать доклад-презентацию о стратегических планах предприятия и т.д.).
5. Учить студентов понимать на слух небольшие отрывки из лекций или докладов по бизнес тематике, сделанными носителями языка.
6. Учить студентов понимать тексты по экономической и бизнес темам.
7. Развивать интерес к теме делового межкультурного общения.

В результате изучения дисциплины студент должен:

знать:

-основные закономерности взаимодействия человека и общества, механизмы социализации личности

- закономерности осуществления деловой коммуникации в устной и письменной формах на русском и иностранном языках.

- особенности культур и их представлений друг о друге в социально-историческом, этическом и философском контекстах.

уметь:

- использовать различные формы и виды устной и письменной коммуникации на родном и иностранных языках в учебной и профессиональной деятельности;
- самостоятельно выбирать и корректировать стратегию осуществлять деловую коммуникацию в устной и письменной формах.
- сохраняя национальную идентичность, избегать этноцентризма, соблюдать нормы этикета, моральные и культурные нормы.

владеть:

- различными способами коммуникации и социального взаимодействия в родной и иноязычной среде.
- способностью преодолевать стереотипы, при выборе коммуникативной стратегии учитывать социокультурные и социолингвистические аспекты коммуникации.
- способностью к проведению учебных занятий и внеклассной работы по языку, умением творчески использовать теоретические положения для решения практических профессиональных задач, актуализируя при этом междисциплинарные знания

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ К ЛЕКЦИЯМ

- Business across cultures

1. Culture. Classification of Cultures. Business Culture. Distance and familiarity. Time.

- Cultures and culture;
- Power and distance;
- Individualism;
- Time;
- Cross-cultural communication.

2. Names, business cards, Dress code

- Business Professional Dress Code for Women
- Business Professional Dress Code for Men
- General Tips on Business Professional Attire

- Telephoning

3. Phones and numbers, getting through

- Phones and numbers
- Getting through

4. Messages and arrangements

- Types of messages and their functions
- Parts of a Message

- Business correspondence

5. Types of English Correspondence. The Layout and the format of Business Correspondence. Business letter writing: general outline

- Definition
- Types of Correspondence
- The Layout and the format of Business Correspondence
- Business letter writing: general outline

6. Letters. Types of letters.

- Letter of enquiry
- Letter of offer
- Letter of confirmation
- Letter of refusal
- Letter of complaint
- Letter of apology

- Employment process

7. Employment Process in Russia and Abroad.

- Recruitment and hiring in Russia
- Recruitment and hiring abroad

8. Working Environment. Problems at work.

- Working Environment
- How to combat environmental health issues in the workplace

- In Company

9. The Structure of the Company. Company Description.

- What Is Organizational Structure?
- Basic Elements of Organizational Structure Design
- Centralized vs. Decentralized Organizational Structures
- Types of Organizational Structures

10. Managers, executives and directors. Types of Management.

- Types of Management
- Types of managers on the basis of management level
- Types of managers on the basis of roles and responsibilities

- Meetings and Presentations

11. Organizing the meeting. Discussion techniques

- Embracing Innovative Meeting Techniques
- The Role of Productive Meetings in Business Success
- Strategies for Enhancing Meeting Efficiency

12. Presentations

- What are the purposes of presentations?
- What are the different presentation types?
- Presentation methods and techniques

- Branches of Industry: Manufacturing, Services, Retailing

11. The Development Process. Manufacturing and services.

- What is a manufacturing production process development?
- What are the stages of manufacturing process?

12. Business Philosophies. Buyers, Sellers, and the Market.

- Buyer and Sales Representative Interaction

- Buyer’s Perception of Sales Representative
- Conceptual Framework of Buyer Seller Interaction

- Marketing

11. Markets and Competitors. Marketing and Market Orientation.

- Meaning of Market Orientation
- How does Market Orientation work?
- Stages of Market Orientation

12. Place. Promotion.

- Place basics
- Differentiation
- Promotion basics
- Correlation

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ К ПРАКТИЧЕСКИМ ЗАНЯТИЯМ

Темы и задания к практическим занятиям:

РАЗДЕЛ 1. Business across cultures

1.1 Culture. Classification of Cultures. Business Culture. Distance and familiarity. Time.

A. Alexandra Adler is an expert in doing business across cultures. She is talking to a group of British businesspeople.
'Culture is the "way we do things here". "Here" may be a country, an area, a social class or an organization such as a company or school. You often talk about:

- company or corporate culture: the way a particular company works, and the things it believes are important.
- canteen culture: the ways that people in an organization such as the police think and talk, not approved by the leaders of the organization.
- long-hours culture: where people are expected to work for a long time each day.
- macho culture: ideas typically associated with men: physical strength, aggressiveness, etc. But you must be careful of stereotypes, fixed ideas that may not be true.'

B. Distance between managers and the people who work under them varies in different cultures. Look at these two companies.

In Country A, managers are usually easy to talk to - accessible and approachable - and there is a tradition of employees being involved in decision-making as part of a team of equals.	In Country B, managers are usually more distant and remote. Employees may feel quite distant from their managers and have a lot of deference for them: accepting decisions but not participating in them.
This company is not very hierarchical, with only three management layers.	Companies in Country B tend to be more hierarchical than those in Country A, with more management layers.

Deference and distance may be shown in language. Some languages have many forms of address that you use to indicate how familiar you are with someone. English only has one form, 'you', but distance may be shown in other ways, for example, in whether first names or surnames are used.

C. Attitudes towards time can vary enormously.
In Busyville, people start work at eight, and officially finish at six, though many managers stay much longer. There is a culture of presenteeism: being at work when you don't need to be.
There is a two-hour lunch break, and a lot of business is done over restaurant lunches. (Lunch is the main meal. The working breakfast is rare.) There are no snacks between meals, just coffee, so eat properly at meal times.
As for punctuality, you can arrive up to 15 minutes 'late' for meetings. If invited to someone's house (unusual in business), arrive 15-30 minutes after the time given.
Don't phone people at home about work, and don't phone them at all after 9 pm.
There are a lot of public holidays (about 15) during the year. Busyville is empty in August, as many companies close completely for four weeks. Employees have five weeks' holiday a year and they usually take four of them in August.

Exercise 1

Look at A opposite. Which word combination with 'culture' describes each of the following?

1. The men really dominate in this company, they don't make life easy for women at all. All they talk about is football.
2. Among the management here we try to be fair to people from different minorities, but there are still elements of racism among the workforce.
3. Of course, the quality of the work you do after you've been at it for ten hours is not good.
4. There was a time when managers could only wear white shirts in this company - things are a bit less formal now.
5. Here the male managers talk about the market as if it was some kind of battlefield.
6. They say that if you go home at 5.30, you can't be doing your job properly, but I'm going anyway.

1.2 Names, business cards, Dress code

A. In the English-speaking business world, people use first names, even with people they do not know very well. But if you aren't sure, use Mr and the family name for men, and Mrs or Miss and the family name for women, depending on whether they are married or not. MS often replaces Mrs and Miss. You don't use Mr, Mrs, Miss or MS with only a first name (e.g. ~~Mr John~~) or by itself.

B. In Alphaland, businesspeople dress quite formally. The business suit is common, but for men, wearing non-matching jacket and trousers is also a possibility.

In Betatania, the dark business suit is obligatory for men. Some companies allow women to wear trouser suits.

In Gammaria, the business suit is almost as necessary as in Betatania, but with more variation in colours. Some companies require employees to wear formal clothes from Monday to Thursday, and allow less formal ones on what they call casual Fridays or dress-down Fridays. In some places, many banks and shops require people dealing with customers to wear uniforms so that they all dress the same.

In Deltatonia, people dress more casually at work than in the other countries. For men, suits and ties are less common than elsewhere. This is smart casual.

РАЗДЕЛ 2. Telephoning

2.1 Phones and numbers, getting through

A. Vocabulary

- **public telephone / payphone:** phone in a public place operated with money, a credit card or a phone card.
- **mobile phone, mobile (BrE) / cellphone, cellular phone, cellular (AmE):** a phone you can take with you and use anywhere.

- **WAP phone:** a mobile phone with access to the Internet (WAP = wireless application protocol).
- **extension:** one of a number of phones on the same line, in a home or office.
- **cordless phone, cordless:** an extension not connected by a wire, so you can use it around the house or in the garden.
- **pager:** allows you to receive written messages
- **webcam:** a camera attached to a computer and phone line, so two people talking on the phone can see each other.
- **videophone:** a special phone with a screen so you can see the other person.

Webcams and videophones enable videoconferencing: holding a meeting with people in different locations.

B. When saying numbers, use rising intonation for each group, except for the last group, when you should use a falling tone. This shows you have reached the end of the number.

access code	country code	area code	number
00 ↗ Double bh (BrE) Zero zero (AmE)	44 ↗ double four	1746 ↗ one seven four six	845 921 ↗ ↘ eight four five nine two one

C. Phone numbers where you can get information or advice, buy things, make reservations, etc. may be called:

- helpline
- hotline
- information line
- reservations line

People who answer and deal with calls like these work in call centres (AmE: call centers).

A number that is free of charge is:
BrE
- an 0800 number*
- a Freephone number

AmE
- a 1-800 number
- a toll-free number

4. Messages and arrangements

- Types of messages and their functions
- Parts of a Message

Exercise 1

Which equipment in A opposite would each of these people use?

1. A lawyer who needs to stay in contact in court, but can't have a ringing phone.

2. A building contractor who works in different places.
3. Someone who wants to stay in touch whilst they are in the garden.
4. A company manager who wants to discuss something with managers in different offices at the same time.
5. A computer enthusiast who wants to see the person she is talking to.
6. Someone who is out but doesn't have a mobile.

Exercise 2

Write out these numbers in words (use American English). Show the intonation with arrows, as in B opposite.

1. Empire State Building, New York 212-736 3100.
2. Disney World, Orlando, Florida 407-824 4321
3. Paramount Studios, Hollywood 213-956 1777
4. Alamo, San Antonio, Texas 210-225 1391
5. Graceland, Memphis, Tennessee 901-332 3322
6. Grand Canyon, Colorado 520-638 2626

2.2 Messages and arrangements

A. If you want to spell a name, you can say, for example, 'A for Alpha', 'B as in Bravo', etc.

You may also need these expressions:

- capital A
- dash or hyphen (-)
- small a
- slash (/)
- all one word
- dot (.)
- new word/line
- at (@)

B. Taking messages: checking information

- I'm sorry, I didn't catch your name. Could you spell it, please?
- Is that with a D at the end, D for David?
- Did you say your number is 624 426?
- Is that with B for Bravo or V for Victor?
- Where did you say you're calling from?
- Is that with one M in the middle or two?
- The code for Sweden is 49, right?
- Is that Ginola like the football player?

C. Giving and taking messages

- I’m calling about ...
- I'm calling to confirm that ...
- Could I leave a message?
- Could you tell Y that ... ?
- Could you ask Y to call me back? My number's ...
- I wonder if vou could call back later?
- Can I ask who's calling? Who's calling please?
- Which company are you calling from?
- May/Can I ask what it's about?
- May/Can I take a message? ,Would you like to leave a message?
- I'll ask him/her to call you (when he/she gets back).

Exercise 1
Match the responses (1-8) with the questions (a-h) in B opposite.
1. No, actually it's 46.
2. It's Valladolid with a V at the beginning, V for Victor.
3. No, it's Schmidt with a T at the end, T for Tommy.
4. Two. T-I-double-M-E-R-M-A-N.
5. No, 642 246.
6. Springer Verlag in Hamburg.
7. Krieslovski. K-R-I-E-S-L-0-V-S-K-I.
8. No, it's with two Ns in the middle.

РАЗДЕЛ 3. Business correspondence

3.1 Types of English Correspondence. The Layout and the format of Business Correspondence. Business letter writing: general outline

Business letters are written for the fulfillment of several purposes. The purpose may be to enquire about a product to know its price and quality, availability, etc. This purpose is served if you write a letter of enquiry to the supplier. After receiving your letter the supplier may send you details about the product as per your query. If you are satisfied, you may give order for supply of goods as per your requirement. After receiving the items, if you find that the product is defective or damaged, you may lodge a complaint. These are the few instances in which business correspondence takes place. Let us learn the details about some important business letters.

Business Letter is a letter which is used by organizations to communicate in a professional way with customers, other companies, clients, shareholders investors, etc. Business letter uses formal language and a specific format.
Companies use it to convey important information and messages.
A letter written for business purpose is a business letter. Inquiry letter, offer letter, order letter, cover latter, notices, termination of employment are some of the business letters.
There is a pre-specified format for writing a business letter. There are some parts of a business letter and rules associated with them. Let us start to know how to write a business letter by knowing the parts of a business letter.
Parts of Business Letter

A business letter will be more impressive if proper attention is given to each and every part of the business letter. There are 12 Parts of Business Letter

- The Heading or Letterhead
- Date
- Reference
- The Inside Address
- Subject
- Greeting
- Body Paragraphs
- Complimentary Close
- Signature and Writer's Identification
- Enclosures
- Copy Circulation
- PostScript

Need for a Business Letter

In business, letter writing is a major thrust area of communication. The modern goal of nations for a free global trade and the need to cut across national, linguistic and cultural barriers to promote trade have made the letter an important business tool.

A business letter serves certain important functions:

1. A business letter acts as a representative of the organization. It is an inexpensive substitute for a personal visit.
2. It seeks to provide information on subjects connected with business.
3. A business letter provides valuable evidence for a transaction and thus serves a legal purpose.
4. A business letter becomes a reference material to future transactions between organizations and individuals.
5. A business letter promotes and sustains goodwill.
6. A business letter motivates all the people involved in a business to a higher and better level of performance.
7. A business letter enlarges and enhances the business. We can elaborate each of the functions thus.

Every organization has to continuously promote and expand its business. All information on its product and service gets updated through a business letter sent to customers and clients. It is a micro-level substitute even for advertisements. Agents and retailers in turn pass on the information to clientele spread over a large area. It promotes goodwill. New business contacts are forged and the already existing ones get reinforced. Goodwill promotes the image of an organization and gives scope for fair, ethical business values. Letters sent from an organization and received by it when classified and filed serve the purpose of reference.

Precedents are available to guide future actions from files of outgoing and incoming letters. It has great archival value in helping to draw a graph of the growth or a slump in trade and business. Business letters have legal validity. In times of dispute and doubt they can provide substantial evidence to solve them. Many issues can be sorted out if mutual positions taken by transacting organizations are available through letters written by them.

3.2 Letters. Types of letters.

The term “business letters” refers to any written communication that begins with a salutation, ends with a signature and whose contents are professional in nature. Historically, business letters were sent via postal mail or courier, although the internet is rapidly changing the way businesses communicate. There are many standard types of business letters, and each of them has a specific focus.

Sales Letters

Typical sales letters start off with a very strong statement to capture the interest of the reader. Since the purpose is to get the reader to do something, these letters include strong calls to action, detail the benefit to the reader of taking the action and include information to help the reader to act, such as including a telephone number or website link.

Order Letters

Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.

Complaint Letters

The words and tone you choose to use in a letter complaining to a business may be the deciding factor on whether your complaint is satisfied. Be direct but tactful and always use a professional tone if you want the company to listen to you.

Adjustment Letters

An adjustment letter is normally sent in response to a claim or complaint. If the adjustment is in the customer’s favor, begin the letter with that news. If not, keep your tone factual and let the customer know that you understand the complaint.

Inquiry Letters

Inquiry letters ask a question or elicit information from the recipient. When composing this type of letter, keep it clear and succinct and list exactly what information you need. Be sure to include your contact information so that it is easy for the reader to respond.

Follow-Up Letters

Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job seeker inquiring about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.

Letters of Recommendation

Prospective employers often ask job applicants for letters of recommendation before they hire them. This type of letter is usually from a previous employer or professor, and it describes the sender’s relationship with and opinion of the job seeker.

Acknowledgment Letters

Acknowledgment letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

Cover Letters

Cover letters usually accompany a package, report or other merchandise. They are used to describe what is enclosed, why it is being sent and what the recipient should do with it, if there is any action that needs to be taken. These types of letters are generally very short and succinct.

Letters of Resignation

When an employee plans to leave his job, a letter of resignation is usually sent to his immediate manager giving him notice and letting him know when the last day of employment will be. In many cases, the employee also will detail his reason for leaving the company

3.3 E-mail, memo, report.

A. Email
Email is electronic mail. You can send an email to someone, or email them. They will reply to your email or email you back.

- reply to all: send an answer I to the person who sent an email, and everyone who
- reply: received send a copy an answer of it to the 6 I person who sent an email
- delete: get rid of an email --] you don't want cc: send a copy to ...
- bcc: send a blind copy to ... - (the other people don't know you're sending this copy
- forward: send an email you have received to someone else
- attach: send a document, for example a picture, with an email
- send and receive: send all the emails you've written and receive all the ones that are waiting for you

B. Email expressions
You can end with:

- Best wishes
- AU best wishes
- Regards
- Best regards

To people you know well, you can end with:

- All the best or even just:
- Best

Exercise 1
Which of the features in A opposite would you use in each of these situations?
1 You are sending an email to Antonio and you want to send a copy to Bella without Antonio knowing. 2 You receive a reply from Antonio, and you want Carlos to see it. 3 You get an email from Delia, who has also sent copies to Edgar and Fenella, and you want to send the same answer to all three of them. 4 With the email to Giorgio, you want to send another document. 5

You've written three emails. You want to send them, and read any that are waiting for you. 6 You receive two emails, but you don't want to keep them.

Over to you

What do you use email for? Does email save time, or does it just make more work? Should employees send and receive personal emails at work?

РАЗДЕЛ 4. Employment process

4.1 Employment Process in Russia and Abroad.

A. What do you do?

To find out what someone's job is you say 'What do you do?' Here, Kerstin talks about her job:

'I work for a large European car maker. I work on car design. In fact, I run the design department and I manage a team of designers: 20 people work under me. It's very interesting. One of my main responsibilities is to make sure that new model designs are finished on time. I'm also in charge of design budgets.

I deal with a lot of different people in the company. I'm responsible for co-ordination between design and production: I work with managers at our manufacturing plants.'

B. Types of job and types of work

A full-time job is for the whole of the normal working week; a part-time job is for less time than that.

You say that someone works full-time or part-time.

A permanent job does not finish after a fixed period; a temporary job finishes after a fixed period. You talk about temporary work and permanent work.

Exercise 1

Pierre is talking about his work. Correct what he says. I work for a French supermarket company.

(1) I work about the development of new supermarkets. (2) In fact, I running the development department and (3) I am manage for a team looking at the possibilities in different countries. It's very interesting. (4) One of my main is to make sure that new supermarkets open on time. (5) I'm also charged with financial reporting. (6) I deal at a lot of different organizations in my work. (7) I'm responsible of planning projects from start to finish. (8) I work closely near our foreign partners, and so I travel a lot.

4.2 Ways of Working. Vocabulary practice. My dream job. Speaking skills development.

A. Old and new ways

I'm an office worker in an insurance company. It's a nine-to-five job with regular working hours. The work isn't very interesting, but I like to be able to go home at a reasonable time.

We all have to clock in and clock out every day. In this company, even the managers have to, which is unusual!

Note: You also say clock on and clock off.

I'm in computer programming. There's a system of flexitime in my company, which means we can work when we want, within certain limits. We can start at any time before eleven, and finish as early as three, as long as we do enough hours each month. It's ideal for me as I have two young children.
I work in a car plant. I work in shifts. I may be on the day shift one week and the night shift the next week. It's difficult changing from one shift to another. When I change shifts, I have problems changing to a new routine for sleeping and eating.
I'm a commercial artist in an advertising agency. I work in a big city, but I prefer living in the country, so I commute to work every day, like thousands of other commuters. Working from home using a computer and the Internet is becoming more and more popular, and the agency is introducing this: it's called teleworkmg or telecommuting. But I like going into the office and working with other people around me.

B. Nice work if you can get it
All these words are used in front of 'job' and 'work':

- I satisfying, stimulating, fascinating, exciting: the work is interesting and gives you positive feelings.
- I dull, boring, uninteresting, unstimulating: the work is not interesting.
- I repetitive, routine: the work involves doing the same things again and again.
- I tiring, tough, hard, demanding: the work is difficult and makes you tired.

Exercise 1
Which person (1-5) is most likely to do each of the five things (a-e)?
1 A software designer in an Internet company. Has to be in the office.
2 An office worker in a large, traditional manufacturing company.
3 A manager in a department store in a large city. Lives in the country.
4 A construction worker on a building site where work goes on 24 hours a day.
5 A technical writer for a city computer company. Lives in the country. a work in shifts b work under a flexitime system c telecommute d commute to work e clock on and off at the same time every day

4.3 Preparing a CV. Covering Letter.

A. Recruitment
The process of finding people for particular jobs is recruitment or, especially in American English, hiring. Someone who has been recruited is a recruit or, in American English, a hire. The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists called headhunters may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called headhunting.

B. Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the situations vacant pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He applied for the job by completing an application form and sending it in.
Harry is a building engineer. He saw a job in the appointments pages of one of the national papers. He made an application, sending in his CV (curriculum vitae - the 'story' of his working life) and a covering letter explaining why he wanted the job and why he was the right person for it.
Note: Situation, post and position are formal words often used in job advertisements and applications

4.4 Job interview

C. Selection procedures
Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the selection process, the methods that the company uses to recruit people:
'We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and their educational qualifications. We don't ask for handwritten letters of application as people usually apply by email; handwriting analysis belongs to the 19th century.
We invite the most interesting candidates to a group discussion. Then we have individual interviews with each candidate. We also ask the candidates to do written psychometric tests to assess their intelligence and personality.
After this, we shortlist three or four candidates. We check their references by writing to their referees: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, and if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person.

4.5 Career Ladder

A. job for life
Many people used to work for the same organization until they reached retirement: the age at which people retire, or end their working life. Career paths were clear: you could work your way up the career ladder, getting promotion to jobs that were more senior, with greater responsibility. You would probably not be demoted: moved to a less senior job.
To leave the company, you could resign or hand in your notice.

B. job for now
Modco has downsized and delayered. The number of management levels in the company hierarchy has been reduced from five to three, and many managers have lost their jobs. Modco has reorganized and restructured in order to become flatter (with fewer layers of management) and leaner (with fewer, more productive employees).
They did this to reduce costs, and increase efficiency and profits. Employees said the company used words like 'restructure' to make the situation sound positive and acceptable.

C. In-house staff or freelancers?

Modco has outsourced many jobs previously done by in-house personnel: outside companies clean the offices, transport goods and collect money from customers. This allows Modco to concentrate on its main business activities. Modco uses more freelancers, independent people who may work for several different companies, and they employ people for short periods on temporary contracts. Modco expects flexibility, with people moving to different jobs when necessary, but for many employees, this means job insecurity, the feeling that they may not be in their job for long. The way that they are doing their job is discussed at performance reviews: regular meetings with their manager. Note: You say freelancers or freelances.

Exercise 1

Match the sentence beginnings (1-5) to the correct endings (a-e). The sentences all contain words from A and B opposite.

1 Career paths aren't what they used to be;
2 He worked his way up from workers.
3 The new management have delayered the
4 We used to do printing in-house,
5 Workers are afraid their organizations will
a and they will be replaced by temporary
b companies won't take care of us for life company, any more.
c but now we outsource it.
d factory worker to factory manager. be downsized
e reducing five management levels to three.

4.6 Business People and Business Leaders: Secrets of Success

A. Businesspeople and entrepreneurs

A businessman, businesswoman or businessperson is someone who works in their own business or as a manager in an organization.

Note: The plural of businessperson is businesspeople. Businessperson and businesspeople can also be spelled as two words: business person, business people.

An entrepreneur is someone who starts or founds or establishes their own company. Someone who starts a company is its founder. An entrepreneur may found a series of companies or start-ups. Entrepreneurial is used in a positive way to describe the risk-taking people who do this, and their activities. Some entrepreneurs leave the companies they found, perhaps going on to found more companies. Others may stay to develop and grow their businesses.

Note: Found is a regular verb. Past tense and past participle: founded. Establishment can also describe an action (e.g. the establishment of a successful business was his main aim in life).

! Some English speakers believe it is not correct to use grow as a transitive verb in this context.

B. Leaders and leadership

A large company mainly owned by one person or family is a business empire. Successful businesspeople, especially heads of large organizations, are business leaders or, in journalistic terms, captains of industry.

There is a lot of discussion about whether people like this are born with leadership skills, or whether such skills can be learned.

4.7 Working Environment. Problems at work.

A. Bullying and harassment
If someone such as a manager bullies an employee, they use their position of power to hurt or threaten them, for example verbally. Someone who does this is a bully. Sexual harassment is when an employee behaves sexually towards another in a way that they find unwelcome and unacceptable. The related verb is harass.

B. Discrimination
If people are treated differently from others in an unfair way, they are discriminated against. If a woman is unfairly treated just because she is a woman, she is a victim of sex discrimination. In many organizations, women complain about the glass ceiling that allows them to get to a particular level but no further. If someone is treated unfairly because of their race, they are a victim of racial discrimination or racism. Offensive remarks about someone's race are racist and the person making them is a racist. In the US, affirmative action is when help is given in education and employment to groups who were previously discriminated against. In Britain, affirmative action is known as equal opportunities. Some companies have a dignity at work policy covering all the issues described in B and C.

РАЗДЕЛ 5. In Company

5.1 The Structure of the Company. Company Description.

A. Employees and management
The people who work for a company, all the people on its payroll, are its employees, personnel, staff, workers or workforce. But these words can mean just the people carrying out the work of a company, rather than those leading it and organizing it: the management. Note: Workforce, work-force and work force are all possible

B. Management and administration
A company's activities may be spread over different sites. A company's most senior managers usually work in its head office or headquarters (HQ). Some managers have their own individual offices, but in many businesses, most employees work in open-plan offices: large areas where many people work together. Administration or, informally, admin, the everyday work supporting a company's activities, is often done in offices like these by administrative staff or support staff. For example, those giving technical help to buyers of the company's products are in technical support. - .

C. Labour
An open-plan office Labour is spelled labor in AmE. Labor unions, organizations defending the interests of workers (AmE) are called trade unions in BrE.
When workers are not happy with pay or conditions, they may take industrial action:

- a strike, stoppage or walk-out: workers stop working for a time.
- a go-slow: workers continue to work, but more slowly than usual.
- an overtime ban: workers refuse to work more than the normal number of hours.

D. Personnel and human resources

In larger organizations there is a human resources department (HRD) that deals with pay, recruitment, etc. This area is called human resources (HR) or human resource management (HRM). Another name for this department is the personnel department.

5.2 Managers, executives and directors. Types of Management. Vocabulary Practice.

A. Managers and executives: UK
All the directors together are the board. They meet in the boardroom. Non-executive directors are not managers of the company; they are outsiders, often directors of other companies who have particular knowledge of the industry or of particular areas. The marketing director is the head of marketing, the IT director is the head of IT, etc. These people head or head up their departments. Informally, the head of an activity, a department or an organization is its boss. An executive or, informally, an exec, is usually a manager at quite a high level (for example, a senior executive). But 'executive' can be used in other contexts to suggest luxury, as in 'executive coach' and 'executive home', even for things that are not actually used by executives.

B. Managers and executives: US
In the US, the top position may be that of chairman, chairwoman or president. This job is often combined with the position of chief executive officer or CEO. Some companies have a chief operating officer to take care of the day-to-day running of the company. The finance director may be called the chief financial officer. In the US, senior managers in charge of particular areas are often called vice presidents (W's)

РАЗДЕЛ 6. Meetings and Presentations

6.1 Organizing the meeting. Discussion techniques

A. Hedging
Hedging is when you avoid disagreeing directly. To hedge, you could say:

- I I take your point about punctuality, but clocking in and out would not be very popular.
- I I understand what you're saying about the needs of each department, but each department must be treated in an appropriate way.
- I see how what you mean, but we must look at the human factors as well as the numbers.
- I hear where you're coming from on this, but we must remember this is an advertising agency, not a car factory.

B. Checking understanding, interrupting, referring back
To interrupt someone politely:
Can I come in here?
Sorry to interrupt you, but ...
I If I can just stop you for a moment . . .
To refer back to what was said earlier:
As we were saying earlier .. .
To go back to what I was just saying ...
To go back to what X was saying earlier ...
To check that you understand what someone has said:
Are you saying that ... ?

If I understand (you) correctly, ...
Are you suggesting that ... ?
If I follow you . . .
Are you implying that . . .?

C. Agreement, consensus or compromise?
Hilary Rhodes is talking about how to deal with agreements and disagreements:
'It may be possible to reach agreement or to reach an agreement about something, or at least come to a consensus: something that most people can agree with. It may be possible to compromise or to find a compromise: an agreement where people accept less than they wanted at first. Or perhaps the differences are so great that there will just be disagreement. Something in particular that you disagree about is a disagreement.

D. Concluding
Carla Eagleton sums up and brings the meeting to a close:
'Right. I'm afraid we're running out of time so we're going to have to stop there. To go over what's been said, there is a disagreement about timekeeping and budgets in the design department. I've listened to both sides of the argument. I think I can sum it up by saying that it's a problem of creativity versus control. I think you'll just have to agree to disagree. I'll let you know my decision about the solution to this problem by the end of the month. So unless anyone has anything else to add, I think that's it. Thank you all for coming.'

6.2 Presentations

A. Types of presentation
Melanie Kray is an expert in giving presentations. Here, she gives some examples of different presentations:

- press conference: two chief executives tell journalists why their companies have merged.
- briefing: a senior officer gives information to other officers about a police operation they are about to undertake.
- demonstration: the head of research and development tells non-technical colleagues about a new machine. I product launch: a car company announces a new model.
- lecture: a university professor communicates information about economics to 300 students.
- talk: a member of a stamp-collecting club tells other members about 19th century British stamps.
- seminar: a financial adviser gives advice about investments to eight people.
- workshop: a yoga expert tells people how to improve their breathing techniques and gets them to practise.

B. Dos and don'ts: preparation
Here are some tips for a stand-up presentation (one person talking to an audience).
a Find out about the audience: how many people there will be, who they are, why they will be there, and how much they know about the subject.
b Find out about the venue and the facilities: the room, the seating plan, the equipment, etc.

c Plan the content and structure, but don't write the complete text of the presentation.
d Write notes on sheets of paper, not on cards.
e Try to memorize the first five sentences of your talk.
f Prepare visual aids: pictures, diagrams, etc.
g Rehearse your presentation (practise it so that it becomes very familiar) with friends or colleagues.

Exercise 2
Here are reasons for the advice given in B and C opposite. Match each reason (1-10) to a piece of advice (a-j).
1 If you drop the cards on the floor, you're in trouble.
2 It could sound monotonous and boring if you speak from a complete, prepared text.
3 It will help you adjust the content of your talk so that it is suitable, for example not too easy or difficult.
4 It will help you to keep control, and avoid people interrupting if you don't want them to.
5 It will help your audience follow the logic of what you're going to say.
6 It will make you feel more at ease at the beginning, when you may be nervous.
7 It will reassure people that they are in the right place, and provide a focus for the beginning of your talk.
8 They add visual interest, provide you with support and help the audience follow you.
9 You can ask for changes in the seating plan if necessary.
10 They will be able to tell you if anything is unclear before the presentation.

РАЗДЕЛ 7. Branches of Industry: Manufacturing, Services, Retailing

7.1 The Development Process. Manufacturing and services. Vocabulary practice.

A. Market research
The original concept is the basic idea for something.
In designing products and services, market research - finding out what people want - is of course very important. This may involve questionnaires or surveys, with questions about what people buy and why, perhaps with interviews in the street or by telephone.
There may be consumer panels and focus groups, where ordinary people meet to discuss product ideas informally.
Perhaps the researchers will make sales forecasts, estimates of how many products will be sold.
See Unit 21 for more on marketing.

B. Development and launch
In software, developers often produce a final test version, the beta version, where users are asked to point out bugs (problems) before the software is finalized.
Car designers use CADCAM (computer-assisted design / computer-assisted manufacturing) to help develop and make products and test different prototypes.
Researchers in laboratories may take years to develop new drugs, testing or trialling them in trials to show not only that they are effective, but also that they are safe. Drugs need to be made on an industrial scale before they can be sold.

Rollout is the process of making a product available, perhaps in particular places, to test reaction. Product launch is the moment when the product is officially made available for sale. This is the 'big moment'.
If a design defect or design fault is found in a product after it has been launched, the company may have to recall it, asking those who have bought it to return it, perhaps so that the defect can be corrected.

7.2 Innovation and invention. Reading.

A. Research and technology

Hi, I'm Ray and I'm head of product development at Lightning Technologies. Lightning makes semiconductors, the components at the heart of every computer. I'm in charge of research and development (R&D) at our research centre just outside Boston. Our laboratories are some of the most innovative in the computer industry, and we have made many new discoveries and breakthroughs.
I love technology, using scientific knowledge for practical purposes. The technology of semiconductors is fascinating. We are at the cutting edge or leading edge of semiconductor technology: none of our competitors has better products than us. Everything we do is state-ofthe-art, using the most advanced techniques available. a technology
Of course, the hi-tech products of today become the low-tech products of a technologist tomorrow. Products that are no longer up-to-date because they use old technology are obsolete. It's my job to make sure that Lightning's products never get into that situation.

B. Patents and intellectual property

Information or knowledge that belongs to an individual or company is proprietary. A product developed using such information may be protected in law by patents so that others cannot copy its design.
Other companies may pay to use the design under licence in their own products.
These payments are royalties. In publishing, if a text, picture, etc. is copyright, it cannot be used by others without permission. Payments to the author from the publisher are royalties.
The area of law relating to patents and copyright is intellectual property.

Exercise 1

Choose the correct forms to complete these sentences containing words from A opposite.

1 White came up with (a design/design) that combined lightness and warmth. 2 There's an exhibition on architecture and (the design/design) at the Museum of Modern Art. 3 McGrew is vice president of (a development/development) and product planning. 4 The FDA has approved (a development/development) for treating tooth disease, a new laser machine. 5 Electric light was (an invention/invention) which enabled people to stay up later. 6 Sometimes (an invention/invention) is so obvious that it is hard to believe nobody thought of it before. 7 Channel Four has always encouraged experimentation and (an innovation/innovation) in its films. 8 He discovered (an innovation/innovation) that has enabled him to build guitars more efficiently.

7.3 Making things. Materials and suppliers. Vocabulary practice.

A. A product can be:

- something natural.

- something made to be sold.
- a service.

Produce refers to agricultural products such as crops or fruit. For example, you can buy fresh produce at a farmers' market
Something that is made is produced or manufactured.
A country or company that produces something is a producer of it.
A company that manufactures something is a maker or manufacturer of manufactured goods.

B. Mass production
'I'm Steve and I'm head of car production at a manufacturing plant. 'Plant' sounds more modern than factory or works. On the assembly line we mass-produce cars. The plant is highly automated: we use a lot of machinery. These machines are expensive to buy but very cost-effective - we don't have to pay them wages! We use industrial robots. These robots are part of the CADCAM system of computer-assisted design and manufacturing.'
'My name's Luke. I have a little workshop where I produce furniture ordered by individual customers. We don't use machinery: the furniture is handmade. Producing furniture like this is a craft industry. It's very labourintensive: it takes a lot of work to produce each piece. Many people dislike the furniture that big companies churn out in large numbers on their production lines, so we have a lot of customers.

C. Capacity and output
Output is the number or type of things that a plant, company, industry or country produces. Productivity is a measure of how much is produced in relation to the number of employees. High output per employee = high productivity.
The maximum amount that a particular plant, company or industry can produce is its capacity. If it is producing this amount, it is working at full capacity. If it is producing more than what is needed, there is overproduction or:

- excess capacity
- overcapacity
- spare capacity
- surplus capacity

These expressions can also be used in service industries. If far too many things are produced, there is a glut of these things. If not enough goods are being produced, there is a shortage.

D. Inputs
Dryden makes vacuum cleaners. It takes raw materials like steel and plastic and makes some of the components or parts used in its products. Other components are made by other companies.
Materials and parts are just some of the inputs. The others are labour (workers and managers) and capital (money). Knowledge is also important because Dryden is a leader in vacuum technology.
Vacuum cleaners that are being made are work-inprogress. At any one time, Dryden has goods worth millions of dollars in its factories and warehouses: the products that have been made - its finished goods - and materials and components.
Quantities of raw materials, components, work-in-progress and finished goods in a particular place are stocks.

! Note: Goods is rarely used in the singular.

E. Suppliers and outsourcing
Dryden receives materials and components from about 20 companies, its suppliers or partners. The company is doing more subcontracting: using outside suppliers to provide components and services. In other words, it is outsourcing more, using outside suppliers for goods or services that were previously supplied in-house: within the company.

F.Just-in-time
Of course, it costs money to keep components and goods in stock: stocks have to be financed (paid for), stored (perhaps in special buildings: warehouses) and handled (moved from one place to another). So Dryden is asking its suppliers to provide components just-intime, as and when they are needed. This is part of lean production or lean manufacturing, making things efficiently: doing things as quickly and cheaply as possible, without waste.

7.4 Business Philosophies. Buyers, Sellers, and the Market. Reading. Discussion.

A.Total quality management
Tom Dryden, of Dryden Vacuum Cleaners, believes in quality: 'The specifications or specs of a product are exact instructions about its design, including its dimensions (size), how it is to be made, the materials to be used, etc. The objective of quality control is conformity to specifications, the idea that the product should be made exactly as it was intended, with zero defects: no faults at all. Things should be done right first time so we don't have to correct mistakes later in a process of reworking. We do spot checks every few minutes during production to ensure everything is going well.
We have a system of total quality management (TQM), including quality circles: groups of employees who meet regularly to suggest improvements.'

B. Continuous improvement
Ray, at Lightning Technologies: 'We are always making small improvements or enhancements; this is continuous improvement. We refer to it by its Japanese name: kaizen.' Silvia Chavez, Aerolineas Latinas: 'We use continuous improvement in our service industry. We look carefully at the overall customer experience. In retailing, they use mystery shoppers, who pretend to be shoppers to check service in shops. We use "mystery travellers" to report on the standard of service before, during and after the flight.'

C. Benchmarket
Jim, production manager at an electricity power station in the UK: 'We use a system called benchmarking to compare our performance to other power stations. We've recently been to the US to see how the best power stations operate - best practice - and try to copy it. We've managed to halve the number of workers, and increase productivity.'

D. Business process re-engineering
Susanna, head of personal banking at an international bank: 'Business process reengineering, or BPR, applies in service industries as well as in manufacturing. We didn't want to change existing things in small ways. We completely redesigned all our processes in management, administration

and customer service. We eliminated three levels of management and installed a completely new computer system. The gains in productivity have been very good.'

E. Buvers and sellers

A person or organization that buys something is a buyer or purchaser. These words also describe someone in a company who is responsible for buying goods that the company uses or sells. These people are also buying managers or purchasing managers. A person or organization that sells something is a seller. In some contexts, for example selling property, they are referred to as the vendor. People selling things in the street are street vendors.

F. The market

The market, the free market and market economy describe an economic system where prices, jobs, wages, etc. are not controlled by the government, but depend on what people want to buy and how much they are willing to pay.

Exercise 1

Which expression from B, C or D opposite describes each of these situations? One of the expressions is used twice.

1. A police service reduces the number of forms to fill in when a crime is reported, first from fifteen to twelve, then to ten, then to seven, then to three.
2. A travel company closes all its high street shops, lays off middle managers and half of its sales assistants and retrains the others to sell on the phone. It also starts an Internet service.
3. A telephone company looks at other telephone companies to see which one issues bills with fewest mistakes to customers. It then copies this company's methods to reduce the mistakes in its own bills.
4. Most parcel delivery companies deliver 70 per cent of parcels by 10 am the next day, but one company has an advanced computer system that enables it to achieve an 80 per cent delivery rate.
5. An Internet banking service starts by allowing customers to see how much money they have in their accounts, and the latest transactions in the order they took place. Six months later customers can view the transactions in different orders. Three months later, they can make payments using the Internet service, which they couldn't do before.

Exercise 2

Find expressions in A and B opposite with the following meanings.

1.Someone who buys food in a supermarket. (3 expressions)
2.All the people who buy food from a particular supermarket chain, from the point of view of the chain. 3.Someone who buys the services of a private detective agency.
4.All the people who buy the services of a private detective agency, seen as a group. (2 expressions) 5.Someone who sells goods or services.
6.Someone selling a house. (2 expressions)
7.Someone buying a house. (2 expressions)
8.Someone who sells hamburgers to tourists outside the Tower of London.
9.Someone whose job is buying tyres for a car company. (4 expressions)
10.Someone who uses a computer, even if they have not bought it themself, but their company has. (2 expressions)

7.5 Branches of Industry: Manufacturing, Services, Retailing

A. Industry

Industry (uncountable) is the production of materials and goods. The related adjective is industrial. An industry (countable) is a particular type of business activity, not necessarily production.

Exercise 1

Companies in particular industries need to avoid particular problems. Match each problem to one of the industries in B opposite.

1.Buying a new building and being unable to find people to rent it.
2.Causing public anger by building mobile phone masts in beautiful countryside.
3.Making vehicles whose tyres burst at high speed.
4.Holidaymakers arriving to find that their hotel is not finished.
5.Lending to someone who cannot repay the loan.
6.Selling weapons to governments that people do not approve of.
7.Buying players who do not score goals.
8.Making drugs that poor countries cannot afford.
9.Rejecting a book that is then brought out by another publisher and sells 30 million copies.
10.Removing the wrong leg in an operation.

Over to you

Is your organization, or one you would like to work for, in manufacturing or services or a combination of both? Where are industries in your country based? Are companies in different industries grouped in different areas?

РАЗДЕЛ 8. Marketing

8.1 Markets and Competitors. Marketing and Market Orientation.

A. Companies and markets

You can talk about the people or organizations who buy particular goods or services as the market for them, as in the 'car market', 'the market for financial services', etc. Buyers and sellers of particular goods or services in a place, or those that might buy them, form a market.

If a company**:**

enters penetrates	a market	it starts selling there for the first time.
abandons gets out of leaves		it stops selling there.
dominates		it is the most important company selling there.
corners monopolizes		it is the only company selling there.
drives another company out of		it makes the other company leave the market, perhaps because it can no longer compete.

B. Companies or products in the same market are competitors or rivals. Competitors compete with each other to sell more, be more successful, etc.

The most important companies in a particular market are often referred to as key players.

Competition describes the activity of trying to sell more and be more successful. When competition is strong, you can say that it is intense, stiff, fierce or tough. If not, it may be described as low-key.

The competition refers to all the products, businesses, etc. competing in a particular situation, seen as a group**.**

Exercise 1
Use the correct form of the words in brackets to complete the sentences.
1. European films do not export well: European movies barely ..... (abandodcornerl penetrate) the US market.
2. In the 1970s, Kodak ..... (cornerlenterlleave) the instant photography market, until
then ..... (abandoddominatelpenetrate) by Polaroid.
3. The Hunt brothers tried to fix silver prices and to ..... (cornerlenterlleave) the silver
market, ... (enterldrive out/monopolize) all competitors.
4. In the 1940s, MGM ..... (abandodget out oflmonopolize) the market on film musicals. But by the late 1950s, Warner Bros had also started buying film rights to musicals.

C. Marketing is the process of planning, designing, pricing, promoting and distributing ideas, goods and services, in order to satisfy customer needs, so as to make a profit.

Companies point out how the special characteristics or features of their products and services possess particular benefits that satisfy the needs of the people who buy them.

Non-profit organizations have other, social, goals, such as persuading people not to smoke, or to give money to people in poor countries, but these organizations also use the techniques of marketing.

In some places, even organizations such as government departments are starting to talk about, or at least think about their activities in terms of the marketing concept.

D. Marketers often talk about market orientation: the fact that everything they do is designed to meet the needs of the market. They may describe themselves as market-driven, market-led or market-oriented.

8.2 Products and Brands.

A. Goods can refer to the materials and components used to make products, or the products that are made.

Here are some examples of these different types of goods:

Consumer goods that last a long time, such as cars and washing machines, are consumer durables. Consumer goods such as food products that sell quickly are fastmoving consumer goods, or FMCG.

B. A brand is a name a company gives to its products so they can be easily recognized. This may be the name of the company itself: the make of the product. For products like cars, you refer to the make and model, the particular type of car, for example, the Ford (make) Ka (model).

Brand awareness or brand recognition is how much people recognize a brand. The ideas people have about a brand is its brand image. Many companies have a brand manager.

Branding is creating brands and keeping them in customer's minds through advertising, packaging, etc. A brand should have a clear brand identity so that people think of it in a particular way in relation to other brands.

A product with the retailer's own name on it is an own-brand product (BrE) or ownlabel product (AmE).

Products that are not branded, those that do not have a brand name, are generic products or generics.

Exercise 1
Complete this marketer's description of his work using expressions from B opposite.
My name's Tomas. I'm Portuguese, and I've been (1) ..... for Woof dog food for the whole of Portugal and Spain since I left business school last summer. The Woof (2) ..... is owned by a big international group. The market for pet food in Portugal and Spain is growing very fast, as more and more people own dogs and cats, and we're trying to increase (3) ..... of Woof through TV advertisements and hoardings in the street. Research shows that people have very positive ideas about it: it has a very positive (4) ..... But the supermarkets have their (5) ..... dog food, usually sold cheaper than our product, which is a problem. There are even (6) ..... sold just under the name 'dog food'. We have to persuade people that it's worth paying a bit more for a (7) ..... product like Woof, which is far better, of course.

8.3 Price. Money.

A. Upmarket and downmarket

Products, for example skis, exist in different models. Some are basic, some more sophisticated. The cheapest skis are low-end or bottom-end. The most expensive ones are high-end or top-end products, designed for experienced users (or people with a lot of money!). The cheapest entry-level skis are for beginners who have never bought skis before. Those in between are mid-range. If you buy sophisticated skis to replace basic ones, you trade up and move upmarket. If you buy cheaper skis after buying more expensive ones, you trade down and move downmarket.

Downmarket can show disapproval. If a publisher takes a newspaper downmarket, they make it more popular, but less cultural, to increase sales.

B. Mass market describes goods that sell in large quantities and the people who buy them. For example, family cars are a mass market product. A niche or niche market is a small group of buyers with special needs, which may be profitable to sell to. For example, sports cars are a niche in the car industry.

Exercise 1
Complete the sentences with the appropriate form of words.
1. A price ..... by Mills may indicate the start of price increases by other producers.
2. Britain's house price ..... has gone beyond London, with properties in Kent now worth 25 per cent more than a year ago.
3. Consumers will get price ..... of eight per cent off phone bills from May.
4. When President Perez ended price ..... electricity, phone and transport costs went up.
5. Petron is a price ..... ; it's usually the first to offer lower prices.
6. The project had many design problems, pushing up the price ..... for each helicopter from $11 million to $26 million.
7. There is a price ..... between Easyjet and KLM on the London to Amsterdam route.

8.4 Place. Promotion. Vocabulary practice.

A. A wholesaler or shop selling a particular product, such as cars, is a dealer. A reseller sells computers. Wholesalers and retailers are distributors. Wholesalers are sometimes disapprovingly called middlemen.

B. A shop (BrE) or store (AmE) is where people buy things. Companies may call it a retail outlet or sales outlet. Here are some types of shop:

- chain store: part of a group of shops, all with the same name.
- convenience store: small shop in a residential area and open long hours.
- deep discounter: a supermarket with very low prices.
- department store: very large shop with a wide variety of goods, usually in a town centre.
- drugstore: shop in a town centre in the US which sells medicines; you can also have coffee and meals there.
- hypermarket: very large shop with a wide variety of goods, usually outside a town.
- supermarket: very large shop, selling mainly food.

In Britain, a shopping centre or shopping precinct is a purpose-built area or building in a town centre with a number of shops. Outside towns, there are shopping malls, where it is easy to park. Franchises are owned by the people that run them (franchisees), but they only sell the goods of one company. That company (the franchisor) provides goods, organizes advertising, and offers help and support. In return it takes a percentage of the profits of each franchisee. Many restaurants are also run like this.

C. Direct marketing

Hi, I'm Beatrice and I work in a direct marketing company in Brussels. We organize mailings for many different products and services. This is direct mail but people often call it junk mail. We target our mailing lists very carefully: for example, we don't send mailshots for garden tools to people who live in apartments! We also do telemarketing, selling by telephone, including cold calls to people who have had no contact with us before. People are often rude to the workers in our call centres when they do this.

D. The Internet is a new advertising medium. Product endorsements are when famous people recommend a product.

A series of advertisements for a particular company or product is an advertising campaign. A person or business that advertises is an advertiser. An organization that designs and manages advertising campaigns is an advertising agency.

Sponsorship is where companies sponsor (pay some of the costs of) events like concerts and sports events.

E. A company's salespeople (its salesmen and saleswomen) visit customers and persuade them to buy its products. Each member of this salesforce may be responsible for a particular region: his or her sales area or sales territory. The head of the sales force is the sales manager.

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ К САМОСТОЯТЕЛЬНОЙ РАБОТЕ

РАЗДЕЛ 1. Business across cultures

1.1 Culture. Classification of Cultures. Business Culture. Distance and familiarity. Time.

Read this information about two very different companies and answer the questions.
The Associated Box Company (ABC) and the Superior Box Corporation (SBC) both make cardboard boxes.
At ABC there are three levels of management between the CEO and the people who actually make the boxes. At SBC, there is only one level.
Managers at ABC are very distant. They rarely leave their offices, they have their own executive restaurant and the employees hardly ever see them. Employees are never consulted in decision-making. At SBC, managers share the same canteen with employees. Managers have long meetings with employees before taking important decisions.
Managers and the CEO of SBC have an open-door policy where employees can come to see them about any complaint they might have. At ABC, employees must sort out problems with the manager immediately above them.
At ABC, employees call their managers 'sir'. At SBC, everyone uses first names.

1. Which company:
a is more hierarchical?
b is more informal in the way people talk to each other?
2. In which company are managers:
a more approachable?
b more remote?
3. In which company are employees:
a more deferential?
b on more equal terms with their bosses?

OVER TO YOU
Is your organization more like ABC or SBC above? Which type of company would you prefer to work for? What are the advantages and disadvantages of each type of company?

1.2 Names, business cards, Dress code

Look and decide whether these pieces of advice about the English-speaking business world are true or false.
1. It's possible to introduce yourself by saying your family name then your first name.
2. It's possible to use Mr, Mrs or Miss on its own, or with a first name.
3. British people use Sr and Jr to refer to a father and his son.
4. Americans often show their middle name with an initial.
5. You can always use someone's first name to talk to them, even if you don't know them very well.
6. MS is being used more and more as a title for women.
7. You can show your qualifications after your name on your business card.

OVER TO YOU

How are names used in business in your country?

How do people dress at work? Do any companies have dress-down days in your country? What are the advantages and disadvantages of how people dress?

РАЗДЕЛ 2. Telephoning

2.1 Phones and numbers, getting through

OVER TO YOU

When was the last time you called an organization for information? What happened? Do you like recorded information, or do you prefer to talk to a real person? Does your organization (or one you are interested in) offer recorded information?

Phoning scenario

You want to phone someone in a company. You pick up the phone. You hear the **dialling tone** and **dial** the number on the **keypad**. You don't know the person's **direct line** number, so you **dial** the number of the company's switchboard. One of these things happens:

- The number rings but no one answers.
- You hear the **engaged tone** (BrE) / **busy tone** (AmE) because the other person is already talking on the phone. You **hang up** and try again later.
- You **get through**, but not to the number you wanted. The person who answers says you've got the wrong number.
- The **operator** answers. You ask for the extension of the person you want to speak to.
- You are **put through** to the wrong extension. The person offers to transfer you to the right extension, but you are **cut off** - the call ends.
- The person you want to speak to is not at their desk and you leave a message on their **voicemail**. You ask them to call you back or to return your call.

Exercise 1

You are trying to phone Delia Jones. She works in a large company. Match your possible reactions (1-7) to the things (a-f) described in the Phoning scenario. One of the things is used twice.

1. That's strange. Their switchboard isn't big enough to handle all the calls they get.
2. That's ridiculous! A company with 500 employees, but no one answers the phone.
3. I ask for Delia Jones and they put me through to Della Jones!
4. Delia seems to spend all day on the phone. Her line's always busy.
5. That's strange. I'm sure I dialled the right number.
6. Oh no I hate this - oh well, I'd better leave a message ...
7. They never seem able to find the extension number!

Exercise 2

Annelise Schmidt is trying to phone James Cassidy. Put the conversation into a logical order.

1. Annelise: Good morning. Can I speak to James Cassidy in Sales?
2. Annelise: Is that James Cassidy?
3. Annelise: No, I'm afraid I don't.

4. Annelise: Thanks. Oh no, I've been cut off.
5. Switchboard operator: Do you know the extension?
6. Switchboard operator: Sorry to keep you waiting. ... I'm putting you through.
7. John Cassidy: Cassidy.
8. John Cassidy: No, this is John Cassidy. You've come through to Accounts. I'll try and transfer you back to the switchboard.

Exercise 3
Correct the nine mistakes in Annelise Schmidt's voicemail message.
Hi James, this is Annelise calling out of Sprenger Verlag in Hamburg. It's very difficult to get hold to you. I phoned to you earlier, but your telephone central placed me through to the bad telephone. Anyway, I'm calling to you to discuss the contract we were talking about in Frankfurt. I'll call further later or perhaps you'd like to ring to me here in Hamburg on 00 49 40 789 1357. Bye for now.

2.2 Messages and arrangements

Exercise 1
Change these conversations so that they are correct and more polite.

1	2
A: I want to speak to Mrs Lee. B: That's me but I'm busy. A: Sven Nyman talking. I want to talk about your order. B: Call me back later.	A: Are you James Cassidy? B: No. Who are you? A: Annelise Schmidt. Is James Cassidy there and, if he is, can I speak to him? B: He can't speak to you. He's in a meeting. Give me a message. A: He has to call me as soon as possible.

Exercise 2
Spell the following as you would spell them on the phone. Use the table below to help you.

Alpha	Bravo	Charlie	Delta	Echo	Foxtrot
Golf	Hotel	India	Juliet	Kilo	Lima
Mike	November	Oscar	Papa	Quebec	Romeo
Sierra	Tango	Uniform	Victor	Whisky	X-ray
Yankee	Zulu				

- Maeght
- Valladolid
- Webber
- Peter House
- Macpherson

OVER TO YOU
What is the most difficult thing when you phone someone in another language? Practise words you often have to spell on the phone, using the alphabet above.

РАЗДЕЛ 3. Business correspondence

3.1 Types of English Correspondence. The Layout and the format of Business Correspondence. Business letter writing: general outline

Business letters are written for the fulfillment of several purposes. The purpose may be to enquire about a product to know its price and quality, availability, etc. This purpose is served if you write a letter of enquiry to the supplier. After receiving your letter the supplier may send you details about the product as per your query. If you are satisfied, you may give order for supply of goods as per your requirement. After receiving the items, if you find that the product is defective or damaged, you may lodge a complaint. These are the few instances in which business correspondence takes place. Let us learn the details about some important business letters.

Business Letter is a letter which is used by organizations to communicate in a professional way with customers, other companies, clients, shareholders investors, etc. Business letter uses formal language and a specific format.

Companies use it to convey important information and messages.

A letter written for business purpose is a business letter. Inquiry letter, offer letter, order letter, cover latter, notices, termination of employment are some of the business letters.

There is a pre-specified format for writing a business letter. There are some parts of a business letter and rules associated with them. Let us start to know how to write a business letter by knowing the parts of a business letter.

Parts of Business Letter

A business letter will be more impressive if proper attention is given to each and every part of the business letter. There are 12 Parts of Business Letter

- The Heading or Letterhead
- Date
- Reference
- The Inside Address
- Subject
- Greeting
- Body Paragraphs
- Complimentary Close
- Signature and Writer’s Identification
- Enclosures
- Copy Circulation
- PostScript

Need for a Business Letter

In business, letter writing is a major thrust area of communication. The modern goal of nations for a free global trade and the need to cut across national, linguistic and cultural barriers to promote trade have made the letter an important business tool.

A business letter serves certain important functions:

1. A business letter acts as a representative of the organization. It is an inexpensive substitute for a personal visit.
2. It seeks to provide information on subjects connected with business.
3. A business letter provides valuable evidence for a transaction and thus serves a legal purpose.

4. A business letter becomes a reference material to future transactions between organizations and individuals.
5. A business letter promotes and sustains goodwill.
6. A business letter motivates all the people involved in a business to a higher and better level of performance.
7. A business letter enlarges and enhances the business. We can elaborate each of the functions thus.

Every organization has to continuously promote and expand its business. All information on its product and service gets updated through a business letter sent to customers and clients. It is a micro-level substitute even for advertisements. Agents and retailers in turn pass on the information to clientele spread over a large area. It promotes goodwill. New business contacts are forged and the already existing ones get reinforced. Goodwill promotes the image of an organization and gives scope for fair, ethical business values. Letters sent from an organization and received by it when classified and filed serve the purpose of reference.

Precedents are available to guide future actions from files of outgoing and incoming letters. It has great archival value in helping to draw a graph of the growth or a slump in trade and business. Business letters have legal validity. In times of dispute and doubt they can provide substantial evidence to solve them. Many issues can be sorted out if mutual positions taken by transacting organizations are available through letters written by them.

3.2 Letters. Types of letters.

The term “business letters” refers to any written communication that begins with a salutation, ends with a signature and whose contents are professional in nature. Historically, business letters were sent via postal mail or courier, although the internet is rapidly changing the way businesses communicate. There are many standard types of business letters, and each of them has a specific focus.

Sales Letters

Typical sales letters start off with a very strong statement to capture the interest of the reader. Since the purpose is to get the reader to do something, these letters include strong calls to action, detail the benefit to the reader of taking the action and include information to help the reader to act, such as including a telephone number or website link.

Order Letters

Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.

Complaint Letters

The words and tone you choose to use in a letter complaining to a business may be the deciding factor on whether your complaint is satisfied. Be direct but tactful and always use a professional tone if you want the company to listen to you.

Adjustment Letters

An adjustment letter is normally sent in response to a claim or complaint. If the adjustment is in the customer's favor, begin the letter with that news. If not, keep your tone factual and let the customer know that you understand the complaint.

Inquiry Letters

Inquiry letters ask a question or elicit information from the recipient. When composing this type of letter, keep it clear and succinct and list exactly what information you need. Be sure to include your contact information so that it is easy for the reader to respond.

Follow-Up Letters

Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job seeker inquiring about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.

Letters of Recommendation

Prospective employers often ask job applicants for letters of recommendation before they hire them. This type of letter is usually from a previous employer or professor, and it describes the sender's relationship with and opinion of the job seeker.

Acknowledgment Letters

Acknowledgment letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

Cover Letters

Cover letters usually accompany a package, report or other merchandise. They are used to describe what is enclosed, why it is being sent and what the recipient should do with it, if there is any action that needs to be taken. These types of letters are generally very short and succinct.

Letters of Resignation

When an employee plans to leave his job, a letter of resignation is usually sent to his immediate manager giving him notice and letting him know when the last day of employment will be. In many cases, the employee also will detail his reason for leaving the company

3.3 E-mail, memo, report.

A. Email

Email is electronic mail. You can send an email to someone, or email them. They will reply to your email or email you back.

- reply to all: send an answer I to the person who sent an email, and everyone who
- reply: received send a copy an answer of it to the 6 I person who sent an email
- delete: get rid of an email --] you don't want cc: send a copy to ...
- bcc: send a blind copy to ... - (the other people don't know you're sending this copy

- forward: send an email you have received to someone else
- attach: send a document, for example a picture, with an email
- send and receive: send all the emails you've written and receive all the ones that are waiting for you

B. Email expressions

You can end with:

- Best wishes
- AU best wishes
- Regards
- Best regards

To people you know well, you can end with:

- All the best or even just:
- Best

Exercise 1

Which of the features in A opposite would you use in each of these situations?

1 You are sending an email to Antonio and you want to send a copy to Bella without Antonio knowing. 2 You receive a reply from Antonio, and you want Carlos to see it. 3 You get an email from Delia, who has also sent copies to Edgar and Fenella, and you want to send the same answer to all three of them. 4 With the email to Giorgio, you want to send another document. 5 You've written three emails. You want to send them, and read any that are waiting for you. 6 You receive two emails, but you don't want to keep them.

Over to you

What do you use email for? Does email save time, or does it just make more work? Should employees send and receive personal emails at work?

РАЗДЕЛ 4. Employment process

4.1 Employment Process in Russia and Abroad.

Exercise 1

Complete the text with prepositions.

Rebecca lives in London and works in public relations. She leaves home for work at 7.30 am. She drives (1) ..... work. The traffic is often bad and she worries about getting (2) ..... work late, but she usually arrives (3) ..... work at around nine. She finishes work quite late, at about eight. 'Luckily, I'm never ill,' she says. 'I could never take the time (4) ..... work.' She loves what she does and is glad to be (5) ..... work. Some of her friends are not so lucky: they are (6) ..... work.

Over to you

If you work …

What do you do? What are you in charge of? What are your responsibilities? What sort of job would you like to do? What routine would you like to have? What time do you leave for work? How long does it take you to get to work?

If you don't work …

What time do you arrive at work? Do you take a lot of time off work?

4.2 Ways of Working. Vocabulary practice. My dream job. Speaking skills development.

Exercise 1

Look at the words and expressions in B and C opposite. Five people talk about their jobs. Match the jobs (1-5) to the people (a-e) and put the words in brackets into the correct grammatical forms.

1 accountant
2 postwoman
3 flight attendant
4 software developer
5 teacher

a Obviously, my work involves ..... (travel) a lot. It can be quite physically ..... (tire), but I enjoy ..... (deal) with customers, except when they become violent. Luckily this doesn't happen often.
b I like ..... (work) with figures, but my job is much less ..... (bore) and routine than people think. The work ..... (involve) a lot of human contact and teamwork, working with other managers.
c Of course, it involves getting up quite early in the morning. But I like ..... (be) out in the open air. And I get a lot of exercise!
d You've got to think in a very logical way. The work can be mentally ..... (tire), but it's very satisfying to write a program that works.
e I love my job. It's very ..... (stimulate) and not at all ..... (repeat): no two days are the same. It's good to see the children learn and develop.

4.3 Preparing a CV. Covering Letter.

Exercise 1

Replace the underlined phrases with correct forms of words and expressions from A, B and C opposite.

Fred had already (1) refused two job offers when he went for (2) a discussion to see if he was suitable for the job. They looked at his driving licence and contacted (3) previous employers Fred had mentioned in his application. A few days later, the supermarket (4) asked him if he would like the job and Fred (5) said ves. Harry didn't hear anything for six weeks, so he phoned the company. They told him that they had received a lot of (6) requests for the iob. After looking at the (7) life stories of the (8) people asking for the job and looking at (9) what exams they had passed during their education, the company (10) had chosen six people to interview. done tests on their personality and intelligence and they had then given someone the job.

Over to you

If you are working …
How did you get your job? Has it been announced? Have you been interviewed for it? Was the selection process very long?
If you are not working …

Have you applied for any jobs? Where did you have the interview? How did everything go? What is the usual process of getting your first job in your country?

4.4 Job interview

Below are a number of verbs and phrases that are commonly used in business English to make sentences sound more professional.

From the context, try to guess what the meaning of the words/phrases in bold are. Then do the quiz at the end to check if you are right.

1. Although I wasn't directly involved. In order to make sure that nothing went wrong, I **oversaw** the changes in the process.
2. For 3 years I **ran** the French sales team. I enjoyed the responsibility of being **in charge of** the team.
3. Although I wasn't the Project Manager, I was very important and I **played a key role** in the project's success.
4. Because of the size of the project, the English and Spanish offices had to **collaborate** in order to finish on schedule.
5. For about 5 years both myself and Jeff Green **co-managed** the development department. But it was frustrating having two people make the final decisions.
6. When you're designing or creating something new, I believe it's fundamental to have different opinions. So, it was good on this project that both myself and Sally Jenkins **co-developed** it. She had different skills and a different work background to myself.
7. It's important to **coordinate** everything in a supermarket. You need to make sure that the staff knowing what they are doing and that there is always bread and milk etc... available.
8. I **came up with** the idea of selling mobile phones on the internet when I was in the bath. I always have my best ideas there.
9. Because it was a very complex business process, it took a long time to **set up**. If I remember, nearly 3 years from start to finish.
10. The easiest part was the last part of the project. We **implemented** the business process in less than 6 weeks.

4.5 Career Ladder

Exercise 1

Match the sentence beginnings (1-5) to the correct endings (a-e). The sentences all contain words from A and B opposite.

1 Career paths aren't what they used to be;
2 He worked his way up from workers.
3 The new management have delayered the
4 We used to do printing in-house,
5 Workers are afraid their organizations will

a and they will be replaced by temporary
b companies won't take care of us for life company, any more.

c but now we outsource it.
d factory worker to factory manager. be downsized
e reducing five management levels to three.

Exercise 2

Carla used to work for an Italian magazine publishing company. She talks about how she lost her job. Choose the correct form of the words in brackets to complete the text.

Edizione Fenice is a big magazine publishing company, and a very nice company to work for. I was director of a magazine called Casa e Giardino.

Then, Fenice was bought by an international publishing group. We had to have regular performance (1) ..... (review/reviews/reviewer) with one of the new managers. After a few months they started laying staff (2) ..... (off/on/out). Our own journalists were put on temporary (3) ..... (contractslcontractuallcontracting) or replaced by (4) ..... (freelancer/freelancers/freelanced). Then they started (5) ..... (laidllyingllaying) off more senior people like me.The new , owners said they wanted to make the company (6) ..... (flat/flatter/flatten) and (7) ..... (lean/lean/leaner). So I was made (8) ..... (redundant/redundancies/redundancy).They offered to help me to find another job with (9) ..... (outplacement/outplaced/outplacing) advice, but I refused.

Over to you

If you work …

Do you have performance reviews? What are the advantages and disadvantages? Has your organization been restructured? What aspects of the business does your company outsource?

If you don't work …

Would you prefer a job for life or a more flexible career? Would you like regular performance reviews?

4.6 Business People and Business Leaders: Secrets of Success

Exercise 1

Use words from A and B opposite to complete this text.

The big place at the moment for (1) - - -- - _ is, of course, the Internet. Take John Pace. 'After an engineering degree at Stanford and an MBA at Harvard, I worked for a while in a computer games company. But I always felt I was an (2) - - _ -- - _ - kind of guy. In 1997, I (3) - - - an Internet site for cheap travel: flights, hotels, renting cars and so on. I obtained money for investment in the (4) - - - - from friends.' Now the site has 300,000 customers, and Pace is very rich, with a big apartment in Manhattan and a house in the Bahamas. 'I don't want to sell the company,' he says. 'I've had offers from some big companies, but I want to stay independent. I want to (5) _ _ the business and do things my way. Unlike many entrepreneurs, I think I have the (6) - _ - - - skills to lead and inspire a large organization. I can see the day when I'm in charge of a large business (7) - _ - .'

Over to you

Who are your country's most famous entrepreneurs? What are they famous for? In your opinion, are business leaders born or made?

4.7 Working Environment. Problems at work.

Exercise 1

Complete these headlines and articles with the correct form of words from B and C opposite. One expression is used twice.

1) OFFICE MANAGER l ACCUSED OF .....

I A court heard today how an office worker was almost driven to suicide by a bullying office manager. Jalnes Blenkmsop, 27, told how boss Nigel Kemp i victimized him by shouting at him, criticizing his work in front of others, tearing up his work and telling him to do it again

2) NATIONAL RESTAURANT CHAIN CLAIMS E 5 FACES .....

Four waitresses claim they were repeatedly ..... by male bosses in a branch of a well-known national restaurant chain. All four waitresses said they were subjected to sexist remarks at the restaurant ...

3) Japanese women break through .....

Naomi Tanaka, 23, last year started working on the Tokyo Stock Exchange as a trader. She complained about ..... and said she did not want to be a 'counter lady' answering phones and serving tea at a Japanese bank. Instead she got a job as a trader at Paribas, a French firm ...

4) SHOP MANAGERESS IN ..... CASE

A clothing shop's half-Burmese manageress, 24-year-old Marion Brown, claims her boss continually made ..... remarks, and sacked her from her El 10-a-week job when she objected. She claims that the company that owns the shop has racially ..... against her ...

5) ABOLISHED AT TEXAS LAW SCHOOL

A court made affirmatwe action at the Unlverslty of Texas law school illegal last year, and supporters of ..... say it has been 'a disaster' Last year the law school adm~tted a class that was 5.9 per cent black and 6 3 per cent Hlspanlc This year the black percentage stands at 0.7 and the Hlspanlc at 2.3 ...

Over you

What are the main health and safety issues in your job, or a job that you would like to do?

РАЗДЕЛ 5. In Company

5.1 The Structure of the Company. Company Description.

Exercise 1

Manuel Ortiz is the founder of a Spanish computer sales company. Use the words in B and D opposite to complete what he says about it.

I founded Computadoras Creativas 20 years ago. We started with a small (1) in Madrid. Our (2) - - -- - - - -, our (3) -- - - is still here, but now we have sites all over Spain, with about 500

employees. Many of the offices are (4) - - -: everyone works together, from managers to (5) -- - - - - -, as well as people selling over the phone, and people in technical (6) - - - giving help to customers over the phone. Recruitment is taken care of in Madrid, by the (7) - - - ---p------ or (8) ---.

Over to you

Think about the company you work for or one you would like to work for. Where is its head office? How many sites does the company have? How many employees? Is it better to have everyone on one site or to have different sites with different activities? Do people have their own offices or are there open-plan offices? Which type do you / would you prefer to work in?

5.2 Managers, executives and directors. Types of Management. Vocabulary Practice.

Exercise 1

Look at the managers listed in A opposite. Match each task (1-6) to the manager most likely to be responsible for doing it.

1 Meet with advertising agency to discuss new advertisements for the company's holidays.
2 Study possible new holiday destinations in detail.
3 See the research director to discuss new holiday destinations.
4 Contact newspapers to advertise new jobs.
5 Deal with complaints from customers.
6 Discuss sales figures with sales team.

Over to you

If you work …
Draw an organigram of your organization.
If you don't work …
Who are the most famous bosses in your country? Which companies do they head?

РАЗДЕЛ 6. Meetings and Presentations

6.1 Organizing the meeting. Discussion techniques

Exercise 1

Use complete expressions from A and B opposite to complete the dialogue, based on the prompts in brackets.

A: (interrupt: stop) you have to admit things were different then. That was in the 1980s.
B: (hedge: understand) but that's not so long ago. The pressures were the same.
C: (refer back: go back) there are limits as to what we can ask from the creatives. They .. .
A: (interrupt: interrupt) I hate that word 'creative'. A lot of them haven't created anything except chaos since they arrived in the company.
C: (check: imply) that the creative department has people who shouldn't be there?

Over to you

Are compromises always possible? In your organization or school, are decisions based on compromise and consensus or are they imposed by the management?

6.2 Presentations

Exercise 1

Match the presentation types in A opposite to the things (1-8) that people say in them.

1 As you can see, this prototype is far in advance of anything we've done before.
2 Here are some typical patterns for demand and supply in the widget industry.
3 I'm going to give each group a series of problems faced by an imaginary company, and I want you to suggest solutions.
4 Now is the right time to get out of company shares and invest in property.
5 The combined resources of our two organizations will allow us to achieve great things.
6 The first postage stamp in the world was the Penny Black in 1840.
7 The parachutists will come in at 08:30 and land in two waves, here and here.
8 The X300 has the most advanced features of any car in its class.

Exercise 2

Here are reasons for the advice given in B and C opposite. Match each reason (1-10) to a piece of advice (a-j).

1 If you drop the cards on the floor, you're in trouble.
2 It could sound monotonous and boring if you speak from a complete, prepared text.
3 It will help you adjust the content of your talk so that it is suitable, for example not too easy or difficult.
4 It will help you to keep control, and avoid people interrupting if you don't want them to.
5 It will help your audience follow the logic of what you're going to say.
6 It will make you feel more at ease at the beginning, when you may be nervous.
7 It will reassure people that they are in the right place, and provide a focus for the beginning of your talk.
8 They add visual interest, provide you with support and help the audience follow you.
9 You can ask for changes in the seating plan if necessary.
10 They will be able to tell you if anything is unclear before the presentation.

Over to you

Have you ever given a presentation? What type was it?
In your experience, what makes a good/bad presentation?

РАЗДЕЛ 7. Branches of Industry: Manufacturing, Services, Retailing

7.1 The Development Process. Manufacturing and services. Vocabulary practice.

Exercise 1

Complete this talk by a marketing specialist using words from A and B opposite.

A few years ago a famous car company launched a new car, based on a completely new (1) ..... They'd done years of technical research and (2) ..... research with focus (3) ..... and (4) ..... panels and analysis of responses to questionnaires and (5) ..... Then came the (6) ..... Sales of the car were very good until a Swedish newspaper reported the results of its 'elk test'. They found that the car had a tendency to tip over if you turned quickly to avoid an elk. This was due to a (7) ..... fault in the car, so they had to (8) ..... all the cars they'd sold in ordcr to correct it.

Over to you

What sort of market research does your company, or one you would like to work for, do?
Have you ever taken part in market research as a consumer?

7.2 Innovation and invention. Reading.

Exercise 1

Complete this presentation using words from B opposite. Put the words in brackets into their correct form.

Hi, I'tn Raj (1) ..... I'tn head (2) ..... product (3 develop) ..... at (4) ..... Indian Rice Research Centre. I'm in charge of research (S) ..... development (6) ..... our (7 researching) ..... centre in Delhi. Our (8 laboratory) ..... are (9) ..... of the most (10 innovation) ..... (11) ..... agriculture. We have recently (12) ..... sotne big (13 breakthrough) ..... in increasing rice production. I love (14 technological) ..... , using scientific knowledge (15) ..... improve people's lives. (16) ..... technology (17) ..... rice development (l 8) ..... a good example (1 9) ..... this. We are at the (20) ..... edge of rice-growing techniques. Everything we do (21) ..... state-of-the-art, using the most advanced biological (22 know) available.

Over to you

For you, which is the most important invention of the last 100 years? Which one do you wish had not been invented?

7.3 Making things. Materials and suppliers. Vocabulary practice.

Exercise 1

Rearrange these lines to make a text containing words from B and C opposite.

1.work. Of course, we still have a lot of assembly
2.plant producing TVs in Singapore. We have two production
3.My name's George Chen, and I'm director of a manufacturing
4.lines working 24 hours a day. We use CAD
5.line workers, so it's still quite labour
6.intensive. But with the help of computer
7.CAM, and robots do some assembly
8.assisted design and automation, productivity is increasing.

Exercise 2

Replace the words in speech bubbles with the correct forms of words from C opposite.

1 Let's get the materials in only when we need them to keep costs down.
2 It's difficult to find the right special buildings to put our finished goods in.
3 You'll have to decide well in advance how to pay for all this.
4 It's very important that we keep these components at the right temperature.
5 There must be a quicker and method than this!
6 They want to introduce a system of making things efficiently.

Over to you

What are the advantages and disadvantages of: outsourcing? using outside suppliers? asking for components 'just in time'? lean production?

Over to you

Are hand-made goods necessarily better than factory-made ones?
What about cars, clothes, computers and shoes?

7.4 Business Philosophies. Buyers, Sellers, and the Market. Reading. Discussion.

Exercise 1

Which expression from B, C or D opposite describes each of these situations? One of the expressions is used twice.

1. A police service reduces the number of forms to fill in when a crime is reported, first from fifteen to twelve, then to ten, then to seven, then to three.
2. A travel company closes all its high street shops, lays off middle managers and half of its sales assistants and retrains the others to sell on the phone. It also starts an Internet service.
3. A telephone company looks at other telephone companies to see which one issues bills with fewest mistakes to customers. It then copies this company's methods to reduce the mistakes in its own bills.
4. Most parcel delivery companies deliver 70 per cent of parcels by 10 am the next day, but one company has an advanced computer system that enables it to achieve an 80 per cent delivery rate.
5. An Internet banking service starts by allowing customers to see how much money they have in their accounts, and the latest transactions in the order they took place. Six months later customers can view the transactions in different orders. Three months later, they can make payments using the Internet service, which they couldn't do before.

Exercise 2

Find expressions in A and B opposite with the following meanings.

1.Someone who buys food in a supermarket. (3 expressions)
2.All the people who buy food from a particular supermarket chain, from the point of view of the chain. 3.Someone who buys the services of a private detective agency.
4.All the people who buy the services of a private detective agency, seen as a group. (2 expressions) 5.Someone who sells goods or services.
6.Someone selling a house. (2 expressions)
7.Someone buying a house. (2 expressions)
8.Someone who sells hamburgers to tourists outside the Tower of London.
9.Someone whose job is buying tyres for a car company. (4 expressions)
10.Someone who uses a computer, even if they have not bought it themself, but their company has. (2 expressions)

Exercise 3

Complete the TV reporter's commentary with expressions from C and D opposite.

In China, all economic activity used to be controlled by the state. Prices were fixed by the government, not by buyers and sellers in the market (1) .... But in the last 20 years there has been a series of market (2) ..... that have allowed people to go into business and start their own companies. Market (3) ..... are determined by what

buyers are willing to pay, rather than by the state. There are still state-owned companies that lose a lot of money. Until recently, they have been protected from market (4) ..... , but market (5) ..... will eventually mean that they close down. Of course, the market (6) ..... has its losers: those without work, and victims of crime, which used to be very rare.

Over to you

Do you try to continuously improve your own work? If so, in what ways? In what ways does your company or the place where you study improve its efficiency? What should it be doing?

Over to you

What goods or services does your company, or one you would like to work for, sell? Does it sell to the public, or to other companies?

7.5 Branches of Industry: Manufacturing, Services, Retailing

Exercise 1

Companies in particular industries need to avoid particular problems. Match each problem to one of the industries in B opposite.

1.Buying a new building and being unable to find people to rent it.
2.Causing public anger by building mobile phone masts in beautiful countryside.
3.Making vehicles whose tyres burst at high speed.
4.Holidaymakers arriving to find that their hotel is not finished.
5.Lending to someone who cannot repay the loan.
6.Selling weapons to governments that people do not approve of.
7.Buying players who do not score goals.
8.Making drugs that poor countries cannot afford.
9.Rejecting a book that is then brought out by another publisher and sells 30 million copies.
10.Removing the wrong leg in an operation.

Over to you

Is your organization, or one you would like to work for, in manufacturing or services or a combination of both? Where are industries in your country based? Are companies in different industries grouped in different areas?

РАЗДЕЛ 8. Marketing

8.1 Markets and Competitors. Marketing and Market Orientation.

Read the article and answer the questions.

Most people and many managers do not understand the role of marketing in modem business.

Marketing is two things. First, it is a strategy and set of techniques to sell an organization's products or services. This involves choosing target customers and designing a

persuasive marketing mix to get them to buy. The mix may include a range of brands, tempting prices, convenient sales outlets and a battery of advertising and promotions. This concept of marketing as selling and persuasion is by far the most popular idea among both managers and the public.

The second, and by far more important concept of marketing, focuses on improving the reality of what is on offer. It is based on understanding customers' needs and developing new solutions which are better than those currently available. Doing this is not a marketing department problem, but one which involves the whole organization. For example, for Rover to beat Mercedes for the consumer's choice involves engineering new models, developing lean manufacturing processes, and restructuring its dealer network.

Creating company-wide focus on the customer requires the continual acquisition of new skills and technology. Marketing is rarely effective as a business function. As the chief executive of Hewlett Packard put it: 'Marketing is too important to leave to the marketing department.' Such companies understand that everybody's task is marketing. This concept of marketing offering real customer value is what business is all about.

1. Which of the four PS are mentioned here?
2. Does the author think the four PS are a complete definition of marketing?
3. Does the author think that marketing is only for marketers?

OVER TO YOU
Can a poor product be made successful by clever marketing techniques?
Can you think of any examples?

8.2 Products and Brands.

Match the sentence beginnings (1-7) with the correct endings (a-g). The sentences all contain expressions from A opposite.

1. Banks are adding new types of accounts

2. Apple is going to simplify its product line

3. Consumers have mixed feelings about supermarkets

4. When BMW bought Rover,

5. The new law will ban product placement

6. Following the launch of the Series 5 laptop, consumers were slow to understand

7. With this type of equipment in the US,

a product life cycles are so short that product launches are very frequent.

b its product positioning in relation to Psion's existing hardware products.

c it changed its product range towards more expensive cars.

d of cigarettes in movies.

e extending their product portfolio into financial services.

f and deliver fewer but more competitive models.

g to their product mix.

OVER TO YOU

Have you seen any examples of product placement?

Do you know any products with strong images?

What are the advantages and disadvantages of brand name products, own brands and generics? Which do you prefer to buy?

8.3 Price. Money.

Correct the mistakes in italics.

I'm Denise van Beek, from sailing boat company Nordsee Marine. We have something for everyone. If you've never sailed before, try our (1) *mid-range* model, the Classic. It's six metres long and very easy to sail. After a year or two, many customers (2) *trade down* or (3*) take upmarket* to something more (4) *basic*, like the (5) *entry-level* nine-metre Turbosail, with more equipment and a bit more luxury. Our (6) *bottom end* product is the Fantasy. It's 15 metres long and has everything you need for comfort on long voyages. We also produce the Retro, a traditional boat. There's a small but profitable (7) *mass market* for this type of boat.

OVER TO YOU
What is the range of products or services offered by your company or one you admire? How are they priced?

Are there price wars or government price controls in your country?

8.4 Place. Promotion. Vocabulary practice.

Exercise 1
Say where you go if you want to:
1. park easily and visit different shops without going to the town centre.
2. visit different shops grouped together in a British town centre.
3. buy a packet of sugar when all the supermarkets are closed.
4. have a snack in an American city without going to a restaurant.
5. buy food very cheaply.
6. buy clothes in a town centre without going to a specialized clothes shop.

OVER TO YOU
Which types of shops do you use to buy different things? Why?
Do you like getting direct mail? Have you ever bought anything this way? Do you receive cold calls? How do you react?
What advertisements and promotional activities does your company or school use?
What advertising campaigns are famous in your country?

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ К ПРАКТИЧЕСКИМ ЗАНЯТИЯМ

Практические занятия, как и семинарские, ориентированы на закрепление изученного теоретического материала и формирование определенных профессиональных умений и навыков. Под руководством и контролем со стороны преподавателя студенты выполняют конкретные задания, упражнения, решают комплексы задач. Одни из них

служат иллюстрацией теоретического материала и носят воспроизводящий характер, они выявляют качество понимания студентами теории. Другие представляют собой образцы задач и примеров, разобранных в аудитории. Для самостоятельного выполнения требуется, чтобы студент овладел показанными методами решения. Следующий вид заданий может содержать элементы творчества. Одни из них требуют от студента преобразований, реконструкций, обобщений. Для их выполнения необходимо привлекать ранее приобретенный опыт, устанавливать внутрипредметные и межпредметные связи. Решение других требует дополнительных знаний, которые студент должен приобрести самостоятельно. Третьи предполагают наличие у студента некоторых исследовательских умений. Практические занятия стимулируют мышление, сближают учебную деятельность с научным поиском и, безусловно, готовят к будущей практической деятельности. В этой связи рекомендуется:

1. Посещать все семинарские, лабораторные и другие практические занятия. Это залог успешного освоения программного курса в целом и грамотной организации самостоятельной работы. Любой семинар или практическое занятие воспринимать, как уникальную возможность овладеть знаниями, полезными навыками, необходимой профессиональной техникой.

2. Приучить себя заранее готовится к занятиям. При подготовке к практическому занятию необходимо:

- проанализировать тему, продумать вопросы, главные проблемы, которые вынесены для коллективного обсуждения;
- особо выделить собственное мнение, которое сложилось в процессе самостоятельной подготовки и аргументы его обосновывающие;
- записать вопросы, возникшие при изучении проблемы и обязательно получить на них ответы во время практического занятия.

3. В процессе работы на занятии важно:

- не отвлекаться, внимательно слушать ответы других студентов, соотносить их со своим мнением, с изученной теорией, с личной практикой;
- активно высказывать свою точку зрения, доказывать ее, подкрепляя научной информацией, фактами;
- быть убедительным, особенно в ситуациях критики других;
- помнить, что критика должна носить конструктивный характер, содержать в себе альтернативное предложение.

САМОСТОЯТЕЛЬНАЯ РАБОТА СТУДЕНТА

Организация деятельности во время самостоятельной работы может быть различной. По форме самостоятельная работа может быть аудиторной под руководством преподавателя и внеаудиторной с участием преподавателя и без него. Аудиторная самостоятельная работа, как правило, осуществляется на лекции, практических, лабораторных, семинарских занятиях и представляет собой форму самостоятельной продуктивной в учебном отношении деятельности студентов: совместные рассуждения, расшифровка тезиса, «включение в дискуссию» с обоснованием своей точки зрения, выполнение определенного объема задания, тематические диктанты, контрольные работы и т.п. Внеаудиторная самостоятельная работа предусматривает изучение научной и специальной литературы, подготовку к занятиям, выполнение заданий по темам, вынесенным на самостоятельное изучение. Она обычно корректируется, контролируется и оценивается преподавателем или самим студентом через вопросы для самоконтроля. Практические или творческие задания для самостоятельной работы могут быть направлены как на углубленную проработку теоретического материала, так и на формирование определенных профессиональных умений, профессионально значимых личностных качеств. Задания предлагаются в виде практикума или могут быть даны преподавателем непосредственно на занятии. Каждое задание сопровождается рекомендациями по его выполнению, схемой анализа проделанной работы.

САМОСТОЯТЕЛЬНАЯ РАБОТА С ЛИТЕРАТУРОЙ

Необходимую для учебного процесса и научных исследований информацию вы черпаете из книг, публикаций, периодической печати, специальных информационных изданий и других источников. Успешному поиску и получению необходимой информации содействуют знания основ информатики, источников информации, составов фондов библиотек и их размещения. Умение работать с информацией складывается из умения быстро найти требуемый источник (книгу, журнал, справочник), а в нем – нужные материалы; из умения разобраться в нем, используя при этом различные способы чтения. Чтение научных книг существенно отличается от чтения художественной литературы. При чтении поэзии, прозы работает в основном воображение; при изучении научно-технических книг требуется определенное напряжение внимания, чтобы глубоко понять смысл прочитанного. Уметь читать книгу и понимать ее – разные вещи. Приступая к изучению содержания книги, необходимо, прежде всего, определить цель работы. Уяснение цели мобилизует мышление на усвоение материала, концентрирует его внимание на главном, определяет способ чтения. В учебной практике цели чтения книг могут быть разными:

- общее ознакомление с содержанием книги (учебника, учебного пособия или монографии);
- поиск дополнительного материала по изучаемому вопросу или углубленное изучение существа вопроса;
- поиск определений, понятий терминов, уяснение их существа; - подбор доказательств и примеров, теоретических установок;
- изучение источника определенных проблем или практических задач; - расширение и углубление знаний по определенной проблеме, вопросу. Возникает вопрос: как читать и писать так, чтобы время, потраченное на это, не пропало впустую. Существуют общепринятые правила грамотного чтения учебной и научной литературы. Изучение литературы должно состоять их двух этапов:

1 этап. Предварительное знакомство с книгой. Работа с книгой начинается с общего ознакомления. Для этого рекомендуется прочитать титульный лист, аннотацию и оглавление, затем внимательно ознакомиться с предисловием, введением и заключением. Прежде всего, читается заглавие, название книги. Общее ознакомление с книгой заканчивается просмотром имеющихся в ней приложений и другого справочного материала, с тем, чтобы можно было легко найти материал, если в нем возникает необходимость. После этого можно приступить к углубленному изучению книги.

2 этап. Чтение текста. Общепринятые правила чтения таковы: - читать внимательно – т.е. возвращаться к непонятным местам. - читать тщательно – т.е. ничего не пропускать. - читать сосредоточенно – т.е. думать о том, что вы читаете. - читать до логического конца – абзаца, параграфа, раздела, главы и т.д. Разные тексты и цели ознакомления с книгой требуют разных способов чтения, т.е. разных способов извлечения информации.

ЛИСТ РЕГИСТРАЦИИ ИЗМЕНЕНИЙ

№ п/п	Содержание изменения	Измененные пункты	Решение учебно-методического-совета (номер, дата)