

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ  
ЛУГАНСКОЙ НАРОДНОЙ РЕСПУБЛИКИ  
ГОСУДАРСТВЕННОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ  
ВЫСШЕГО ПРОФЕССИОНАЛЬНОГО ОБРАЗОВАНИЯ  
«ДОНБАССКИЙ ГОСУДАРСТВЕННЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ»

Н. В. Сулейманова, Ю. Г. Хромцова

**АНГЛИЙСКИЙ ЯЗЫК ДЛЯ МЕНЕДЖЕРОВ**

Учебное пособие

*Рекомендовано Ученым советом ГОУ ВПО ЛНР «ДонГТУ»*

Алчевск  
2019

УДК 81.442.1:65.29

ББК 81-22

С89

**Сулейманова Наталья Валерьевна** — кандидат филологических наук, доцент кафедры теории и практики перевода и общего языкознания ГОУ ВПО ЛНР «ДонГТУ» (г. Алчевск);

**Хромцова Юлия Григорьевна** — старший преподаватель кафедры теории и практики перевода и общего языкознания ГОУ ВПО ЛНР «ДонГТУ» (г. Алчевск).

### *Рецензенты*

*Н. В. Скляр* — кандидат филологических наук, и. о. заведующего кафедрой романо-германской филологии ГОУ ВПО ЛНР «Луганский национальный университет имени Тараса Шевченко» (г. Луганск);

*Ю. В. Припотень* — доктор экономических наук, профессор кафедры менеджмента ГОУ ВПО ЛНР «ДонГТУ» (г. Алчевск);

*Н. В. Грицкова* — кандидат педагогических наук, доцент кафедры романо-германской филологии ГОУ ВПО ЛНР «Луганский национальный университет имени Тараса Шевченко» (г. Луганск).

*Рекомендовано Ученым советом ГОУ ВПО ЛНР «ДонГТУ»  
(Протокол № 7 от 22.02.2019)*

**Сулейманова Н. В.**

С89

Английский язык для менеджеров : учебное пособие. / Н. В. Сулейманова, Ю. Г. Хромцова. — Алчевск : ГОУ ВПО ЛНР «ДонГТУ», 2019. — 134 с.

Данное учебное пособие состоит из 6 лексических тем, двух разговорных тем, текстов для дополнительного чтения и грамматического справочника. Упражнения к темам составлены таким образом, чтобы студенты получали и закрепляли основные знания по лексике соответствующего урока, а дома еще раз прорабатывали тот же материал самостоятельно.

Данное учебное пособие будет полезным для обучения студентов 2 курса направления подготовки 38.03.02 «Менеджмент».

УДК 81.442.1:65.29

ББК 81-22

© ГОУ ВПО ЛНР «ДонГТУ», 2019

© Н. В. Сулейманова, Ю. Г. Хромцова, 2019

© Н. В. Чернышова, художественное оформление обложки, 2019

## СОДЕРЖАНИЕ

Введение.....	4
Разговорная тема «What is economics?» .....	5
Unit 1 «Types of business» .....	10
Unit 2 «Essentials of marketing» .....	21
Unit 3 «Pricing Policy» .....	31
Разговорная тема «My future speciality» .....	42
Unit 4 «Goals of advertising» .....	46
Unit 5 «The financial objectives of the business» .....	58
Unit 6 «Functions of money» .....	70
Тексты для дополнительного чтения .....	83
Грамматический справочник .....	102
Final business grammar tests .....	123
Список литературы.....	134

## **ВВЕДЕНИЕ**

Учебное пособие «Английский язык для менеджеров» предназначено для студентов, которые специализируются на международном бизнесе и менеджменте, имеют базовые знания по английской грамматике, вокабуляр не менее 2000 единиц и владеют основными навыками и умениями для поддержания беседы на повседневные темы.

Целью учебного пособия является обучение студентов работе со специализированной литературой, развитие навыков и умений чтения, аудирования, двустороннего перевода, расширение лексического запаса студентов в области профессиональной терминологии. Кроме того, пособие нацелено на развитие навыков ведения дискуссии и профессионально ориентированной устной речи. Пособие состоит из двух разговорных тем и 6 глав, каждая из которых включает раздел с активным словарем, упражнениями и практическими заданиями. В пособие включен грамматический справочник и тесты.

Предназначено для студентов 2 курса факультета менеджмента, готовящих специалистов в области менеджмента и экономики, и свободного предпринимательства.

**Разговорная тема**  
**WHAT IS ECONOMICS?**

**1. Memorize the following words.**

**the inputs used in the production process and other outputs produced**—производственные товары, которые использовались во время производственного процесса, и готовая продукция

**low rates of inflation** — низкие темпы инфляции

**material wealth** — материальное богатство

**scarcity** — дефицит

**supply** — обеспечение

**endowments** — вклад

**valuation** — оценка

**labour resources** — трудовые ресурсы

**2. Check whether you can translate these words without dictionary.**

Economics, aspect, human, service, inflation, regulation, distribution, fundamental fact, individuals, product, firm, category, capital, problem, factor.

**3. Read and translate the following text.**

**What is economics?**

The subject matter of economics is society itself. But economics is concerned with studying those aspects of human society which are to do with the production and consumption of goods and services; wages and earnings; unemployment; inflation; government spending taxation and regulation; international trade; and the distribution of material wealth in the country and throughout the world.

All economic questions arise from the fundamental fact of scarcity. Nature does not provide all of the things the society wants. We must decide what, how and for whom to produce. If human beings succeed in their efforts, they become better off in terms of material wealth. This steady improvement is called economic growth.

The ability of producers to provide goods and services to individuals at various prices is broadly covered by the concept of supply. The desire of individuals to consume goods and services at various prices is broadly

covered by the concept of demand. Virtually, all areas of study in economics can be classified into those under the heading of demand and those based on interrelationships between supply and demand.

There are two sides to study of economics-microeconomics and macroeconomics. Microeconomics is concerned with individual products and decisions made by individual firms and consumers. Macroeconomics is concerned with the functioning of the overall economy.

Microeconomics is divided into several categories of decision making. With regard to the actions of consumers, microeconomics is first concerned with the choices individuals make in determining how to spend their income. Second, microeconomics deals with how individuals decide on the quantity of the labour or other resource endowments, such as capital, land, that they wish to sell to firm in exchange for income.

With regard to the actions, taken by firms, microeconomics is first concerned with how inputs should be used in the production of output. Second, based on production costs and the prices at which their goods will be sold in the market, firms must decide how much output to produce.

Macroeconomics is concerned with the problems of economic growth, unemployment and inflation. Each of these factors is an indication of the overall state of the economy and how fully resources are utilized. Higher economic growth generally implies higher living standards. Lower unemployment suggests that society is making good use for its labour resource. Low rates of inflation reflect stable valuations of goods and services in terms of money.

**4. Answer the following questions:**

1. Why is knowledge of basic economics so essential?
2. What is the subject matter of economics?
3. What does economics study?
4. What is scarcity?
5. What is economic growth?
6. What do we understand by the concept of supply?
7. What is demand?
8. What does the interaction between supply and demand lead to?
9. How can all areas of study in economics be classified?
10. What is microeconomics concerned with?

11. What does macroeconomics deal with?

**5. Give English equivalents of these words and word combinations.**

Общество, производство, потребление товаров и услуг, безработица, инфляция, налоги, распределение материальных богатств, природа, попытка, экономический рост, желание, спрос, взаимосвязь, цена, общее состояние экономики, высокий уровень жизни.

**6. Translate the following words and word combinations.**

Human society, production and consumption of goods and services, unemployment, government spending, taxation, distribution of material wealth, economic growth, labour resources, the overall state of the economy, production costs.

**7. Fill in the blanks with proper prepositions where necessary.**

1. All economic questions arise \_\_\_ the fundamental fact of scarcity.
2. Nature does not provide all \_\_\_ the things society wants.
3. The ability of producers to provide goods and services to individuals \_\_\_ various prices is covered by the concept \_\_\_ supply.
4. All areas of study \_\_\_ economics can be classified \_\_\_ those under the heading of supply and those, under the heading of demand.
5. Microeconomics is concerned \_\_\_ the choice individuals make \_\_\_ determining how to spend their income.
6. The subject matter \_\_\_ economics is society itself.

**8. Complete the sentences with the facts from the text.**

1. Microeconomics is concerned with ...
2. Macroeconomics is concerned with ...
3. The subject matter of economics is ...
4. If human beings succeed in their efforts ...
5. The concept of supply means ...
6. The concept of demand means ...
7. Two sides to the study of economics are ...
8. The indication of the overall state of the economics is ...

**9. Match the pairs of words with the meanings.**

- A) 1. production, 2. employment, 3. national, 4. wealth, 5. question, 6. higher, 7. better, 8. broad, 9. supply, 10. study, 11. individual, 12. to spend, 13. to sell, 14. fully

**B)** 1. partly, 2. to buy, 3. to earn, 4. social, 5. lower, 6. answer, 7. poverty, 8. international, 9. unemployment, 10. consumption, 11. worse, 12. narrow, 13. demand, 14. to teach

**10. Read and translate the following text.**

**THE FORMS OF BUSINESS OWNERSHIP**

A business is any organization that makes profit by providing goods and services to the economic system. A non-profit organization also provides goods and services to the economic system, but does not have profit as an objective. Churches, armies and the like are examples of non-profit organizations.

Business takes different forms. The three major forms of business are the sole proprietorship, the partnership, and the corporation. A sole proprietorship is a business that is owned by one person. In essence, the owner and the business are one. All business profits become the property of the owner and all business debts are the responsibility of the owner. Sole proprietorship is the simplest form of business to start, to control, and to leave.

A partnership is an association of two or more individuals who act as co-owners of business for profit. General partners are responsible for running the business and for all business debts. Limited partners receive a share of the profit in return for investing in the business. A partnership agreement is a written document setting forth the terms of a partnership.

Corporation is an artificial being created by law. This being has the right to start and operate a business, to own property and to enter into contracts. Shares of ownership of a corporation are called stock and the owners are called stockholders.

**11. Suggest Russian equivalents for the following.**

to seek profit, to provide goods and services, a non-profit organization, profit as an objective, major forms of business, is owned by one person, partners are responsible for, to receive a share, a written document, artificial being, are called stocks.

**12. Suggest English equivalents for the following.**

акция, некоммерческая организация, совместное предприятие, товарищество, быть ответственным за что-то, единоличное владение, искать прибыль, обеспечивать товарами и услугами.



**13. Match the words in the column one with their synonyms in the column two.**

to seek	as a goal, as an aim
to provide	proprietorship
as an objective	shareholders
ownership	to manage, to operate
stockholders	to give, to supply
to join	to look for
to run business	to unite

## UNIT 1

### 1. Read and translate the following text.

#### TYPES OF BUSSINESSES

##### *Objectives of Business Organizations*

Business organizations are established to meet wants in society. Private businesses are formed mainly to provide for material wants (i.e. goods and services) and commercial wants (i.e. banking, insurance) in society. Government Organizations, on the other hand, tend to satisfy society's desire for defence, law and order, education and social welfare.

Organizations are thus established to meet wants in society. In meeting these, organizations will set very definite and clear aims, e.g. a manufacturing firm will want to stay in business and make a profit. The aims of an organization are normally decided by the board of directors, or in the case of public organizations by government ministers.

The most common forms of private business organizations are sole proprietorships, partnerships and corporations.

##### *Sole Proprietorships*

A business owned and controlled by one person is a sole proprietorship. Sole proprietorships are the oldest, simplest, and most common of all types of businesses.

Because the financial resources available to one person often are limited, sole proprietorships tend to be enterprises that require small amounts of capital to start and operate. Many doctors, dentists, lawyers, bakers, and beauticians organize as sole proprietors to provide professional services. Other services offered by sole proprietors include plumbing, carpentry, dry cleaning and lawn care. Many construction companies, small grocery stores, florists, other small retail stores, farms, real estate firms and insurance firms are also organized as sole proprietorships.

##### *Partnerships*

A partnership is a business that is owned and controlled by two or more people. As in the case of sole proprietorships, partnerships are concentrated in businesses that require relatively small amounts of money to start and operate. Small retail stores, farms and construction companies are often organized as partnerships. People in service occupations, such as

doctors, lawyers, accountants, and photographers, also form partnerships. Many of these partnerships may have started as sole proprietorships. A partnership begins when two or more people agree to operate a business together. Partnership can be general or limited. In order to avoid later conflicts, the partners usually formulate a written agreement called a partnership contract. A partnership contract outlines the distribution of profits and losses. It details the specific responsibilities of each partner and includes provision for adding or dropping partners and dissolving the partnership.

### ***Corporations***

A corporation is a business organization that is treated by law as if it were an individual person. A corporation can do everything that a sole proprietorship or partnership can do. It can, for example, buy property and resources, hire workers, make contracts, pay taxes, sue others and are sued and produce and sell products. A corporation, however, is owned by stockholders. Stockholders are individuals who invest in a corporation by buying shares of stock. Stocks are the certificates of ownership in the corporation. Stockholders invest in a corporation in order to make a profit.

Types of Corporations. A corporation may be either publicly owned or closed. A publicly owned corporation allows its shares to be purchased by anyone who chooses to invest in the business. Most corporations today are publicly owned. A closed corporation is owned by a limited number of shareholders. People outside of this limited group may not buy shares in the corporation.

### ***Aims of Private Organizations***

Profitability is the main aim of private organizations but it is important to realize that a business will have other aims.

These include:

1. Survival: most of the time firms will not be worried about this. However, particularly in times of economic difficulty - such as recession - surviving will become an important short-term aim of the firm. In order to survive, the firm may have to make workers redundant and close some of its factories.

2. Growth: not all firms want to grow continually but growth is closely associated with survival. Very often, particularly for firms in highly competitive situations, e. g. computing and electronics, growth and

development are the only way to ensure survival. Furthermore, shareholders and employees may benefit from the growth of the company.

3. Image: how the public at large views a company can be particularly important, and to this end a number of companies have public relations departments that have specific responsibility to improve the image of the company. A tarnished image can very often lose the company business.

### Essential Vocabulary

**aim** *n* — намерение, цель; **to set an aim** — ставить цель

**business organization** — коммерческая организация

**commercial wants** — коммерческие потребности

**competitive** *adj* — конкурентоспособный

**corporation** *n* — акционерное общество; корпорация

**distribution** *n* — распределение

**establish** *v* — основывать, учреждать

**general partnership** — компания/товарищество с неограниченной ответственностью

**government organization** — правительственная организация

**growth** *n* — рост, развитие

**invest** *v* — инвестировать, вкладывать деньги, капитал

**limited partnership** — компания/товарищество с ограниченной ответственностью

**make a profit** — получать прибыль

**material wants** — материальные потребности

**meet wants** — удовлетворять потребности

**partnership contract = partnership agreement** — договор/соглашение о сотрудничестве

**partnership** *n* — товарищество, партнерство

**private business** — частное предприятие

**private organization** — частная организация

**profitability** *n* — рентабельность, прибыльность, доходность

**provision of a contract** — условие договора

**public at large** — широкий круг людей

**public organization** — общественная организация

**shareholder** *n* — акционер

**shares** *n pl* — акции

**social welfare** — социальное обеспечение

**sole proprietorship** — единоличное владение

**stock** *n* — акционерный капитал; основной капитал; фонды

**stockholder** *n* — акционер, владелец государственных ценных бумаг; пайщик

**stocks** *n pl* — государственные ценные бумаги

**sue** *v* — подавать в суд, возбуждать иск, предъявлять иск

**survival** *n* - выживание (на рынке)

**to this end** - с этой целью

**2. Translate the following words and word combinations or find Russian equivalents.**

1. to provide for material wants
2. to satisfy society's desire for social welfare
3. to set very definite and clear aims
4. to provide professional services
5. small retail stores
6. real estate firms
7. to formulate a written agreement
8. the distribution of profits and losses
9. specific responsibilities
10. to hire workers
11. to pay taxes
12. to invest in the business
13. short-term aim
14. public relations departments
15. board of directors

**3. Translate the following sentences into Russian.**

1. Organizations are established to meet wants in society.
2. The aims of an organization are normally decided by the board of directors.
3. A business owned and controlled by one person is called a sole proprietorship.
4. A partnership is a business that is owned and controlled by two or more people.
5. A partnership contract outlines the distribution of profits and losses.
6. A corporation is owned by stockholders.

7. Stockholders invest in a corporation in order to make a profit.
8. Profitability is the main aim of any business organization.
9. Shareholders and employees benefit from the growth of the company.
10. A number of companies have public relations departments to improve the image of the company.

**4. Fill the gaps in the sentences below with the words and expressions from the box. There are two expressions, which you don't need to use.**

*public at large, shares, closed corporation, distribution, material wants, invest, social welfare, make a profit, limited, provision, commercial wants*

1. Private businesses are formed mainly to provide for \_\_\_\_\_ (i.e., goods and services) and \_\_\_\_\_ (i.e., banking, insurance) in society.
2. Government organizations, on the other hand, tend to satisfy society's desire for defence, law and order, education and \_\_\_\_\_.
3. Every organization has very definite and clear aims: to stay in business and \_\_\_\_\_.
4. Partnership can be general or \_\_\_\_\_.
5. A partnership contract includes \_\_\_\_\_ for adding or dropping partners and dissolving the partnership.
6. A \_\_\_\_\_ is owned by a limited number of shareholders.
7. A publicly owned corporation allows its \_\_\_\_\_ to be purchased by anyone who chooses to invest in the business.
8. The image of the company which means how the \_\_\_\_\_ views a company can be particularly important.

**5. Find English equivalents for the following Russian expressions and words.**

1. удовлетворять потребности
2. социальное обеспечение
3. получать прибыль
4. правление (совет директоров)
5. распределение прибылей и убытков
6. вкладывать деньги в бизнес

7. извлекать пользу из чего-то
8. широкий круг людей
9. отдел по связям с общественностью
10. конкурентоспособный

**6. Translate the following sentences from Russian into English.**

1. Организации создаются для того, чтобы удовлетворять потребности общества.

2. Правительственные организации удовлетворяют потребности общества в защите, законе и порядке, образовании и социальном обеспечении.

3. Организации ставят перед собой определенные и четкие цели, например — получать прибыль.

4. Акции — это сертификаты на право собственности в корпорации.

5. Акционеры — это лица, которые вкладывают средства в корпорацию путем приобретения пакета акций.

6. Многие врачи, юристы, пекари, дантисты организуют частные предприятия для предоставления профессиональных услуг.

7. Товарищество — бизнес, которым владеют и управляют двое или более человек.

8. Чтобы избежать конфликтов, партнеры обычно заключают письменное соглашение, называемое договором о сотрудничестве.

9. Корпорации имеют право приобретать собственность и ресурсы, нанимать рабочих, заключать контракты.

10. Рост и развитие фирмы — это единственный путь, чтобы гарантировать ее выживание.

**7. Read and translate the following text.**

**READING COMPREHENSION**

**CORPORATE COMBINATIONS IN THE USA**

The most common way of joining businesses is through mergers. A merger occurs when one company absorbs another. In a merger, the absorbed company is often forced to abandon its identity.

In the 1980s, the number of mergers increased dramatically. Between 1980 and 1985, more than 60 of the top 500 corporations in the United States merged with other companies. Multibillion-dollar corporate mergers in the

mid — 1980s included Nestle's acquisition of Carnation, Capital Cities. Communications' acquisition of the American Broadcasting Corporation (ABC), and General Motors' acquisition of Hughes Aircraft Company. In 1985 alone, more than 3,000 mergers and acquisitions occurred.

Three types of business mergers take place — horizontal combinations, vertical combinations, and conglomerate combinations.

### ***Horizontal Combinations***

A merger between two or more companies that produce the same good or service or dominate one phase of the production of a good is a horizontal combination. The Standard Oil Company provides a classic example of a horizontal combination. In the 1870s, John D. Rockefeller and his associates formed the Standard Oil Company of Ohio.

Over the next 12 years, Rockefeller's group purchased refineries throughout the United States. By 1882, Standard Oil controlled almost all of the country's oil industry. The Standard Oil Trust was formed in 1882 to unify the management of the various companies under Standard Oil's control. In the same year Standard Oil of New Jersey was chartered as one of the companies within the trust.

### ***Vertical Combinations***

A merger between two or more companies that are involved in different phases of the production of the same good or service is a vertical combination. The founding in the United States Steel Corporation in 1901 combined companies involved in different phases of the production and distribution of steel. The combined companies owned ore deposits, iron mines, coal mines, shipping companies, railroads, and steel mills. United States Steel's founder, J. Pierpont Morgan, built the world's first billion-dollar corporation through the merging of these varied companies.

### ***Conglomerate Combinations***

A merger between two or more companies producing or marketing different products is a conglomerate combination. While horizontal and vertical combinations have been common since the mid-1800s, conglomerate combinations did not become common until the 1960s and 1970s.

The classic example of a conglomerate is the International Telephone and Telegraph Corporation (ITT). Until the 1950s ITT manufactured only telecommunications equipment. During the 1960s and 1970s, however, ITT



acquired hundreds of subsidiaries - acquired companies that have not been forced to abandon their corporate identities.

Today ITT owns companies in more than 80 countries and is involved in such varied enterprises as in production of frozen foods and plumbing supplies and in operation of computer services, consumer finance companies and hotels.

### ***Trends in Corporate Combinations***

The trend toward conglomerate combinations began in the 1960s and carried into the 1970s. Conglomerate mergers helped to build corporate empires for ITT, Gulf & Western, and many other major producers. During the 1980s, however, a trend toward vertical and horizontal combinations redeveloped. Companies in the 1980s tended to merge with other companies that produced the same or related goods or services.

***Advantages of combinations.*** One of the major business advantages of corporate mergers is efficiency. By centralizing decision making within an industry, corporate combinations, especially horizontal and vertical combinations, can increase efficiency. Costs also can be cut by eliminating unnecessary or overlapping jobs and departments.

A second business advantage of mergers is that buying an existing business is often far less expensive than building new plants, hiring new employees, or acquiring additional capital in order to expand. In most mergers, the acquiring corporation obtains additional capital resources and experienced management and employees.

A third business advantage of mergers is that the increased size of merged corporations often makes it possible to borrow more capital. This additional capital can be used for such improvements as enlarging the sales force or modernizing production facilities. In general, larger corporations also are able to compete more effectively in the marketplace.

***Disadvantages of combinations.*** Corporate combinations may result in disadvantages for the merged corporation stockholders and consumers. Corporate mergers sometimes have negative consequences for the merged corporations, both from the standpoint of corporate performance and from the standpoint of worker satisfaction.

In some instances, especially in conglomerates, the managers of merged corporations may not have the necessary skills to supervise the

production of newly acquired goods and services. Lack of supervisory skills can result in decreased efficiency and profits.

Mergers also may result in added unemployment because of changes in business operations. Employees may be reshuffled and some people may be laid off. The employees who stay on the job sometimes suffer from low morale due to altered job descriptions or other negative changes that occur in the workplace. While mergers usually are beneficial for stockholders in the acquired company, almost half of all major mergers in the United States result in a decrease in the value of the purchasing corporation's stock. For consumers, one of the major disadvantages of corporate mergers is that they often lead to decreased competition in the marketplace. This lack of competition may result in higher prices for consumers. It also may limit the choices available to consumers by reducing the number of competing goods and services.

### Words and Expressions

- abandon** *v* — покидать, отказываться, прекращать
- absorb** *v* — поглощать, всасывать
- acquisition** *n* — приобретение, поступление
- charter** *u* — давать привилегию
- coal mine** — угольная шахта
- conglomerate combination** — конгломератное объединение
- corporate merger** — корпорационное слияние
- corporate performance** — совместное функционирование
- corporation** *n* — корпорация, объединение, акционерное общество
- efficiency** *n* — продуктивность, производительность
- horizontal combination** — горизонтальное объединение
- identity** *n* — индивидуальность; своеобразие; особенность
- iron mine** — шахта по добыче железной руды
- lay off** *v* — увольнять
- merger** *n* — слияние, объединение
- ore deposit** — залежи руды
- production of frozen foods** — производство полуфабрикатов
- refinery** *n* — нефтеочистительный завод
- related goods** — взаимосвязанные товары
- reshuffle** *v* — перегруппировывать, менять местами
- sales force** — продавцы, торговые агенты
- steel mills** — сталелитейные заводы

**vertical combination** — вертикальное объединение

**8. Answer the questions.**

1. What is the most common way of joining businesses?
2. What are the main three types of mergers?
3. When was the Standard Oil Trust formed?
4. Can you name the most productive vertical combination?
5. Why is ITT considered the classic example of a conglomerate?
6. What are the advantages of combinations?
7. What are the disadvantages of combinations?

**9. Say if the statements are true or false. Prove your point.**

1. A merger between two or more companies that produce the same good or service or dominate one phase of the production of a good is a horizontal combination.

2. The United States Steel Corporation was the first billion-dollar horizontal combination.

3. A merger between two or more companies that are involved in different phases of the production of the same good or service is a vertical combination.

4. The Standard Oil Company provides a classic example of a vertical combination.

5. A merger between two or more companies producing or marketing different products is a conglomerate combination.

6. Buying additional an existing business is much more expensive than building new plants, hiring new employees and. acquiring additional capital in order to expand.

7. In most mergers, the acquiring corporation obtains additional capital resources, experience management and employees.

**10. Complete the following sentences by choosing the one correct variant (a, b or c) that best completes the sentence.**

1. Horizontal and vertical combinations have been common since\_\_\_\_\_.

- a. the mid-1960s
- b. the mid-1970s
- c. the mid-1800s

2. Multibillion-dollar corporate mergers occurred\_\_\_\_\_.

- a. in the mid 1970s

- b. in the mid- 1980s
  - c. in the mid-1960s
3. The classic example of a conglomerate is \_\_\_\_\_.
- a. the International Telephone and Telegraph Corporation
  - b. the Standard Oil Company
  - c. the United States Steel Corporation
4. \_\_\_\_\_ One of the major business advantages of corporate mergers is \_\_\_\_\_ .
- a. worker satisfaction
  - b. efficiency
  - c. production facilities
5. One of the major disadvantages of corporate mergers for consumers is \_\_\_\_\_.
- a. decreased efficiency and profits
  - b. increased competition in the marketplace
  - c. decreased competition in the marketplace
6. The increased size of merged corporations often makes it possible \_\_\_\_\_.
- a. to borrow more capital
  - b. to hire new employees
  - c. to build new plants
7. The lack of competition in the market place may result in \_\_\_\_\_.
- a. additional capital resources
  - b. higher prices for consumers
  - c. increased production efficiency

## UNIT 2

### 1. Read and translate the following text.

#### ESSENTIALS OF MARKETING

What is marketing? Marketing is the process responsible for identifying, anticipating and satisfying customer requirements profitably.

What is 'the marketing mix'? The marketing mix is made up of four components, sometimes called the four Ps. These are:

1. *Product*: the firm has to identify what products the consumer wants and the way existing products can be adapted to meet consumer preferences more successfully.

2. *Price*: a firm has to decide on its pricing policy for list prices, discount for bulk-buying and interest-free credit. A low price may make consumers suspicious ('cheap and nasty') or the low price may be thought of as a bargain ('cheap and cheerful'). If the price of the product is too high then the company may be pricing itself out of the market. If the price of the product is higher than what competitors are charging then it must be justified in some way, e.g. because the quality of the product is higher.

3. *Promotion*: this amounts to choosing methods that can generate sales of the product. Possibilities here include advertising, personal selling, publicity and other promotional work.

4. *Place*: the product has to be in the correct place - retail outlet - in order to capture sales. Exactly where a firm decides to sell its product will depend on the nature of the product.

Aspects to be considered in marketing a product include its quality, its features, style, brand name, size, packaging, services and guarantee, while price includes consideration of things like the basic list price, discounts, the length of the payment period, and possible credit terms. Place in a marketing mix includes such factors as distribution channels, coverage of the market, locations of points of sale, inventory size, and so on. Promotion groups together advertising, publicity, sales promotion, and personal selling. The next stage is to create long-term demand, perhaps by modifying particular features of the product to satisfy changes in consumer needs or market conditions. The marketing task is to manage demand effectively.

It is quite noticeable that the marketing mix differs according to the type of product that is being sold. The fact that the term 'mix' is used implies

that the four Ps — product, price, promotion and place — can be combined in different ways. One important factor that affects the marketing mix is the position of the product in its life cycle.

The period of time over which a product appeals to customers is called the product life cycle. At a given point in time a product will be at a particular stage of its life cycle.

The length of this product life cycle differs from product to product, e.g. the life cycle of certain items such as clothing (flared or drainpipe trousers) and pop records may be very short indeed, perhaps a matter of months, or a few years at the outside. Other products, particularly consumer durable products such as telephones and colour TVs, may have a much longer product life cycle.

Before a product is introduced it generally has to be tested on a sample of consumers. The product's introduction may be accompanied by a blaze of publicity, heavy advertising and promotional work, e.g. the launch of a new car typically involves large amounts of advertising to inform the consumer of its existence and features. A lot of new cars are first introduced at a prestigious motor show.

In the introductory phase the sales of the product tend to be low and sluggish, and the price of the product may be higher than it will be at later stages in the product life cycle due to the lack of competition and because the firm is trying to get back some of the costs of developing and launching the product.

What is SWOT? SWOT stands for strengths, weaknesses, opportunities and threats. A company that believes in marketing is forward-thinking and doesn't rest on its past achievements. It uses SWOT analysis to be aware of its strengths and weaknesses as well as the opportunities and threats it faces in the market.

Consequently, marketing is the process of developing, pricing, distributing and promoting the goods or services that satisfy customers' needs. Marketing therefore combines market research, new product development, distribution, advertising, promotion, product improvement, and so on. According to this definition, marketing begins and ends with the customer. Truly successful marketing understands the customer so well that the product or service satisfies a need so perfectly that the customer is desperate to buy it. The product almost sells itself. Of course this will only happen if the product or service is better than those of competitors.

## Essential Vocabulary

**adapt** *v* — приспособлять; **(to, for)** приспособляться (**to** — к чему-л.)

**advertising** *n* — рекламирование, реклама

**affect** *v* — воздействовать, влиять

**anticipate** *v* — предвидеть; предвосхищать, предугадывать

**bargain** *n* — выгодная покупка; дешево купленная вещь

**bulk buying** — оптовые закупки

**charge a price** — назначить цену

**cheap** *adj* — дешевый, недорогой

**cheap and cheerful** — дешево и сердито (дешево и добротнo)

**cheap and nasty** — дешево да гнило (дешево и некачественно)

**cheerful** *adj* — радостный, веселый; живой, энергичный

**coverage of the market** — границы рынка

**discount** *n* — скидка

**distribution channel** — канал распределения

**forward-thinking** — прогрессивно мыслящий

**identify** *v* — распознавать

**interest-free** — беспроцентный

**inventory** *n* — инвентарь, опись товаров

**lack** *n* — отсутствие (чего-л.)

**launch** *n* — выпуск новых товаров на рынок

**launch** *v* — выпускать товар на рынок

**length** *n* — продолжительность, срок

**list prices** — прейскурантные цены

**marketing** *n* — маркетинг (комплекс мероприятий по изучению спроса и оптимальному сбыту продукции)

**marketing mix** — маркетинговая смесь

**meet** *v* — удовлетворять, соответствовать

**nasty** *adj* — отвратительный, неприятный, плохой, скверный

**opportunity** *n* — благоприятная возможность

**personal selling** — личная продажа, персональная продажа

**point of sale** — розничная торговая точка

**preference** *n* — предпочтение; преимущество

**price** *n* — цена

**pricing policy** — политика ценообразования, политика цен

**product life cycle** — жизненный цикл товара

**promotion** *n* — мероприятия по продвижению товара, деятельность по организации спроса и сбыта

**rest on past achievements** — почивать на лаврах (прошлых достижениях)

**retail outlet** — розничная торговая точка

**sales promotion** — продвижение товара, стимулирование сбыта

**strength** *n* — сила; сильная сторона

**SWOT analysis** — SWOT анализ (анализ сильных и слабых сторон компании, возможностей и угроз рынка)

**threat** *n* — опасность, угроза

**weakness** *n* — слабость, слабое место

**2. Translate the following words and word combinations or find Russian equivalents.**

1. consumer's preference
2. pricing policy
3. the four Ps
4. launch
5. lack of competition
6. company's strengths and weaknesses
7. opportunities and threats of the market
8. the length of the payment period
9. point of sale
10. distribution channel

**3. Translate the following sentences into Russian.**

1. The promotion includes advertising, personal selling, and sales promotion.

2. The marketing of a product implies considering such aspects as its quality, features, brand name and packaging.

3. SWOT analysis is used to discover strengths and weaknesses of the company and to show opportunities and threats of the market.

4. The product life cycle is a period of time over which a product appeals to customers.



5. Place includes such factors as distribution channels, coverage of the market, and location of retail outlets.

6. When deciding on its pricing policy a firm considers list prices, discount for bulk-buying and interest-free credit.

**4. Fill the gaps in the sentences below with the words and expressions from the box. There are two expressions, which you don't need to use.**

*distribution, demand, advertising, needs, opportunities, place, price, products, product-oriented, profitably, promotion, competitive, service, satisfy, strengths, threats, weaknesses, product*

1. What is marketing? Marketing is the creative process of satisfying customer needs \_\_\_\_\_.

2. What is 'the marketing mix'? It consists of the four Ps, providing the customer with the right \_\_\_\_\_ at the right \_\_\_\_\_, presented in the most attractive way (\_\_\_\_\_) and available in the easiest way (\_\_\_\_\_).

3. What is 'a product'? A product is not just an assembled set of components: it is something customers buy to \_\_\_\_\_ a need they feel they have. The image and the design of the product are as important as its specification.

4. What is 'price'? The product must be priced so that it competes effectively with \_\_\_\_\_ products in the same market.

5. What is 'promotion'? The product is presented to customers through \_\_\_\_\_ (TV commercials, posters, etc), packaging (design, labels, etc), publicity, P.R. and personal selling.

6. What is 'place'? Your product must be available to customers through the most cost-effective channels of \_\_\_\_\_. A consumer product must be offered to customers in suitable retail shops, or available on hire purchase.

7. What is meant by 'SWOT'? A firm should be aware of its \_\_\_\_\_ and the \_\_\_\_\_ and \_\_\_\_\_ it faces in the market place.

8. Why are firms becoming more customer-oriented and less?

9. New products must be created to meet the changing patterns of customers' \_\_\_\_\_.

10. A firm can't rely on the success of its existing range of \_\_\_\_\_. The customer and his or her needs must come first.

**5. Find English equivalents for the following Russian expressions.**

1. предвосхищать потребности потребителя
2. удовлетворять потребности потребителя
3. распознавать потребности потребителя
4. соответствовать предпочтениям потребителя
5. маркетинговая смесь
6. приспособить существующие товары
7. беспроцентный кредит
8. назначить цену
9. дешево и добротнo
10. дешево и некачественно

**6. Translate the following sentences from Russian into English.**

1. Маркетинговая смесь различается в зависимости от вида продаваемого товара.
2. Четыре «пи» — товар, цена, продвижение, место могут сочетаться различным образом.
3. Низкая цена может вызвать у потребителей подозрение.
4. Если цена товара выше, это означает, что качество товара выше.
5. Фирма обычно представляет скидку на оптовые закупки.
6. Выпуск нового товара на рынок обычно требует много рекламы.

**7. Read and translate the following text.**

**READING COMPREHENSION**

**MARKETING MANAGEMENT STRATEGIES**

Marketing management is carrying out tasks to achieve desired exchanges with target markets. What strategy should guide these marketing efforts?

There are five competing concepts under which organizations conduct their marketing activity: the production, product, selling, marketing, and societal marketing Concepts.

***The Production Concept***

The production concept holds that consumers will favor products that are available and highly affordable, and therefore management should focus on improving production and distribution efficiency. This concept is one of the oldest philosophies guiding sellers.

The production concept is a proper strategy in two types of situations. In the first, the demand for a product is bigger than the supply. In this case, management should look for ways to increase production. The second situation is one in which the product's cost is high and improved productivity is needed to bring it down. Today Texas Instruments (TI) follows the philosophy of increased production and lower costs in order to bring down prices. It won a major share of the American hand-calculator market with this philosophy.

### ***The Product Concept***

Another major concept guiding sellers, the product concept holds that consumers will favor products that offer the most quality, performance, and features, and therefore the organization should devote its energy to making continuous product improvements. Sometimes the product concept leads to marketing myopia. Railroad management thought that users wanted trains rather than transportation and overlooked the growing challenge of airlines, buses, trucks, and automobiles. Colleges assume that high school graduates want a liberal arts education rather than specific job skills and overlook the increasing challenge of vocational schools.

### ***The Selling Concept***

Many organizations follow the selling concept, which holds that consumers will not buy enough of the organization's products unless the organization undertakes a large selling and promotion effort. The selling concept is practiced hardest with unsought goods, those that buyers normally do not think of buying, such as insurance, encyclopedias, and funeral plots. These industries are good at tracking down prospects and hard-selling them on product benefits. The selling concept is also practiced in the nonprofit area. A political party will vigorously sell its candidate to the voters as being a fantastic person for the job.

### ***The Marketing Concept***

The marketing concept holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors. This concept is a relatively recent business philosophy. The marketing concept has been stated in colorful ways, such as "Find a need and fill it"; "Make what you can sell instead of trying to sell what you can make"; and "We're not satisfied until you are". J. C. Penney's motto summarizes this

concept: “To do all in our power to pack the customer’s dollar full of value, quality, and satisfaction”.

The selling concept and the marketing concept are frequently confused.

The selling concept takes an inside-out perspective. It starts with the factory, focuses on the company’s existing products, and calls for heavy selling and promoting as a means to achieve profitable sales. The marketing concept takes an outside-in perspective. It starts with a well-defined market, focuses on customer needs, coordinates all the marketing activities that affect customers, and produces profits by creating customer satisfaction. Under the marketing concept, companies produce what consumers want and, in this way, satisfy consumers and make profits.

The marketing concept is practiced more in consumer- goods companies than in industrial-goods companies and more in large companies than in small companies. Also, many companies claim they practice the concept but do not. They have the forms of marketing - such as a marketing vice-president, product managers, marketing plans, marketing research - but not the substance. Several years of hard work are needed to turn a sales-oriented company into a market- oriented company.

### ***The Societal Marketing Concept***

The societal marketing concept holds that the organization should determine the needs, wants, and interests of target markets and deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer’s and the society’s wellbeing. The societal marketing concept is the newest of the five marketing management philosophies.

The societal marketing concept questions whether the pure marketing concept is adequate in an age of environmental problems, resource shortages, rapid population growth, world hunger and poverty, and neglected social services. It asks if the firm that senses, serves, and satisfies individual wants is always doing what is best for consumers and society in the long run. The pure marketing concept overlooks possible conflicts between short-run consumer wants and long-run consumer welfare.

The societal marketing concept calls upon marketers cobalance three considerations in setting their marketing policies. Originally, companies based their marketing decisions largely on short-run company profit. Then

they began to recognize the long-run importance of satisfying consumer wants, and this recognition introduced the marketing concept. Now they are beginning to think of society's interests when making decisions. The societal marketing concept calls for balancing all three considerations-company profits, consumer wants, and society's interests. Many companies have made large sales and profit gains by practicing the societal marketing concept.

### Words and Expressions

**bring down** *v* — снижать(ся) (о ценах и т. п.)

**call for** *v* — требовать, предусматривать, нуждаться

**feature** *n* — особенность, характерная черта; характерная особенность

**hold** *v* — полагать, считать; рассматривать; придерживаться (доктрины, мнения, взгляда и т. п.)

**marketing concept** — концепция маркетинга

**performance** *n* — характеристика (работы машины и т. п.); эксплуатационные качества

**product concept** — концепция совершенствования товара

**production concept** — концепция совершенствования производства

**selling concept** — концепция интенсификации продаж

**societal marketing concept** — концепция социально-этического маркетинга

**unsought** *adj* — непрощеный; незатребованный

### 8. Answer the questions.

1. What are the main objectives of marketing management?
2. What are the five competing concepts of marketing?
3. What is the main difference between the production concept and the product concept?
4. In what areas can the selling concept be practiced?
5. Why are the selling concept and marketing concept frequently confused?
6. What does the societal marketing concept call for?

### 9. Say if the statements are true or false. Prove your point.

1. The production concept is a proper strategy when the demand for a product is bigger than the supply

2. Colleges assume that high school graduates need only specific job skills and overlook the increasing challenge of vocational schools.

3. The improved productivity is needed when the product's cost is high and it is necessary to bring it down.

4. Texas Instruments follows the philosophy of increased production and higher costs in order to bring down prices

5. The societal marketing concept is the newest of the five marketing management philosophies.

**10. Complete the following sentences by choosing the one correct variant (a, b or c) that best completes the sentence.**

1. The production concept holds that consumers will favor products\_\_\_\_\_.

- a. that offer the most quality and performance
- b that are available and highly affordable
- c that are very comfortable

2. The marketing concept holds that achieving organizational goals depends on \_\_\_\_\_.

- a. improving production efficiency
- b. developing new competitive products
- c. determining the needs and wants of target markets

3. Under the marketing concept, companies produce \_\_\_\_\_.

- a. what consumers want
- b. unsought goods
- c. highly affordable goods

4. If the demand for a product in the market is bigger than the supply the companies should \_\_\_\_\_.

- a. improve productivity
- b. increase production
- c. bring down prices

5. The societal marketing concept calls for\_\_\_\_\_.

- a. increasing production and bringing down prices
- b. balancing demand for a product and the supply
- c. balancing company profits, consumer wants, and society's interests

## UNIT 3

### 1. Read and translate the following text.

#### PRICING POLICY

Price is a very important weapon that can be used to persuade consumers to buy. Price is one of many factors that determine the demand for a product.

How firms set the price of their goods and services is a complicated issue. A number of factors will affect the price a firm sets for its product, including such things as the cost of producing the product, the rival firms' prices, the type of product and the desired market share of the company.

#### *Pricing Methods*

The most common pricing methods adopted by firms are:

1. *Cost-plus pricing* is a very simple pricing method and is perhaps the most common. A firm may calculate its average costs of producing a product and then simply add a profit 'mark-up', say 10%, on to average costs. This mark-up could be changed to allow for the effects of competition and economic conditions, e.g. where there is a lot of competition this mark-up may be lowered or when business is good the markup could be raised.

2. *Marginal-cost pricing* differs from the above in that the firm looks not at its average costs but at marginal costs, i. e. the firm calculates the additional cost of producing the next unit or set of units of output and the firm charges a price (plus a 'mark-up') according to the marginal cost. A typical example is found in the shoe repair business. There appear to be no standard prices for repairing shoes. What tends to happen is that the cobbler examines the shoes and makes a quick estimate of how much material and time it will take to repair them. Larger shoes, those made of leather and those in greater disrepair have a higher marginal cost and therefore a higher price is charged for their repair.

3. *Price discrimination*: several firms are able to charge different prices for a similar product. This is known as price discrimination. British Rail (BR), for example, charges different consumers such as businessmen and women, children, senior citizens and students different prices and also charges different prices according to the time of the journey, e.g. peak, off-peak, weekly and weekend. British Telephones (BT) price discriminates according to the time of day, week and distance of the call. The price charged to the consumer is made up of two elements: a fixed charge or quarterly rental, which is designed to

cover BT's fixed costs, and a variable charge related to the use of the phone. The ability of a firm to price discriminate on whether it can split or segment its market. In the case of BT and BR this is quite straightforward. Other industries and firms also price discriminate, e.g. the breweries charge different prices in the different regions of the country, cinemas offer cheap tickets for afternoon and late shows, and the Electricity Boards operate an Economy 7 system where consumers pay less for nighttime electricity.

### ***Pricing Strategies***

In addition to adopting particular pricing method, a firm can also follow a number of pricing strategies or tactics. The more common of these include:

*Penetration pricing* is a tactic adopted by a company when it is first entering (or penetrating) a market and is trying to establish a market share. It tends to be used where there is very little or no consumer 'brand loyalty' and the demand for the goods is price elastic.

*Skimming price* is where a firm charges a high price for a product in order to 'skim' the 'top end' of the market. It is most likely to be found where the product is new and consumers have not had a chance to establish a 'price plateau'. This refers to the price that consumers expect to pay for a product, e.g. would anybody expect to pay 40p for a standard size Mars bar? Clearly this would be above the price plateau. When products are new, a price plateau has not had the chance to be established and some consumers are willing to pay a high price to buy the new product because of its novelty value.

*Loss leader pricing* is when firms offer prices below the cost of producing the item (hence making a loss) in order to encourage the sale of the products. Supermarkets frequently adopt this tactic to encourage people into the stores so that once inside they may buy additional items on impulse.

*Limit pricing* occurs when a firm, which normally has a large market share, drops the price of its product to limit or deter the entry of other new competitors. The success of this strategy depends on the size of the price drop, the potential profits to be gained by new firms, and the determination of other firms to enter the industry.

*Predatory pricing* typically occurs when a firm holds the price of its product below those of its rivals for long periods of time in the hope of driving them out of the industry and establishing a monopoly position.



*Dumping pricing* happens when a firm ‘dumps’ its goods into a market at below the cost of producing them in the hope that it can establish a foothold in the market. Once a market has been established the price of the product may rise to those of competitor firms.

*Competitive pricing* is when the firm prices its product in line with those of its competitors. There is little price variation between the types of goods being sold. In this situation there may be a substantial amount of ‘non-price’ competition, e.g. on packaging and design of the product.

### Essential Vocabulary

- additional cost** — дополнительная стоимость
- allow for v** — предусматривать; учитывать; принимать во внимание
- average cost** — средняя стоимость
- brand loyalty** — приверженность потребителя к данной марке товара
- charge a price** — назначить цену
- competitive pricing** — конкурентное ценообразование
- cost-plus pricing** — ценообразование по принципу «затраты плюс прибыль»
- deter** — удерживать, не допускать
- drive out** — вытеснять
- dumping pricing** — демпинговые цены
- establish a market share** — завоевать место на рынке
- estimate v** — оценивать, устанавливать цену
- limit-pricing** — ограничение цен, введение предельной цены
- loss leader pricing** — тактика занижения цены
- make an estimate** — производить оценку, составлять смету
- marginal costs** — предельные издержки производства, предельно высокая себестоимость
- marginal-cost pricing** — ценообразование на основе предельно высоких затрат
- mark-up** — наценка
- non-price** — неценовой
- non-price competition** — неценовая конкуренция
- penetration pricing** — тактика входящей цены
- predatory pricing** — хищническое ценообразование

**price discrimination** — разброс цен, ценовая дискриминация

**price plateau** — соотношение цен

**pricing** — ценообразование

**pricing method** — метод ценообразования

**pricing policy** — политика ценообразования, политика цен

**set the price** — устанавливать цены

**skim the top end** — «снять пенку» на максимальной точке

**skimming price** — ценообразование по методу снятия сливок

**standard price** — единая цена

**2. Translate the following word combinations or find Russian equivalents.**

1. the cost of producing the product
2. the rival firms prices
3. the desired market share of the company
4. pricing strategy
5. to establish a 'price plateau'
6. to establish a monopoly position
7. penetration pricing
8. the size of the price drop
9. price variation
10. to hold the price

**3. Translate the following sentences into Russian.**

1. A number of factors will affect the price a firm sets for its product, including such things as the cost of producing the product, the rival firms prices, the type of product and the desired market share of the company.

2. Penetration pricing is a tactic adopted by a company when it is first entering a market and is trying to establish a market share.

3. Skimming price is where a firm charges a high price for a product in order to 'skim' the 'top end' of the market when the product is new and consumers have not had a chance to establish a 'price plateau'.

4. Loss leader pricing is when firms offer prices below the cost of producing the item (hence making a loss) in order to encourage the sale of the products.

5. Limit-pricing occurs when a firm drops the price of its product to limit or deter the entry of other new competitors.

6. Dumping pricing happens when a firm ‘dumps’ its goods into a market at below the cost of producing them in the hope that it can establish a foothold in the market.

7. Once a market has been established the price of the product may rise to those of competitor firms.

8. The profit mark-up could be changed to allow for the effects of competition and economic conditions.

**4. Fill the gaps in the sentences below with the words and expressions from the box. There are two expressions, which you don’t need to use.**

*price discrimination, dumping pricing, loss leader pricing, skimming price, cost-plus pricing, price plateau, penetration pricing, limit-pricing, demand, competitive pricing, predatory pricing, marginal-cost pricing*

1. Price is one of many factors that determine the \_\_\_\_\_ for a product.

2. \_\_\_\_\_ is a very simple pricing method when a firm calculates its average costs of producing a product and then simply adds a profit ‘mark-up’, say 10%, on to average costs.

3. When a firm calculates the additional cost of producing the next unit and charges a price according to the marginal cost we can speak of \_\_\_\_\_.

4. When several firms charge different prices for a similar product we can speak of \_\_\_\_\_.

5. \_\_\_\_\_ is a tactic adopted by a company when it is first entering a market and is trying to establish a market share.

6. \_\_\_\_\_ is where a firm charges a high price for a product in order to ‘skim’ the ‘top end’ of the market.

7. When products are new, a \_\_\_\_\_ has not yet been established and some consumers are willing to pay a high price for their novelty value.

8. \_\_\_\_\_ is when firms offer prices below the cost of producing the item in order to encourage the sale of the products.

9. When a firm drops the price of its product to limit or deter the entry of other new competitors we call it \_\_\_\_\_.

10. When the firm prices its products in line with those of its competitors and there is little price variation between the types of goods being sold we can speak of \_\_\_\_\_.

**5. Find English equivalents for the following Russian expressions.**

1. средняя стоимость
2. предельные издержки производства
3. методы ценообразования
4. разброс цен
5. дополнительная стоимость
6. назначить цену
7. завоевать место на рынке
8. неценовая конкуренция
9. конкурентное ценообразование
10. производить оценку, смету

**6. Translate the following sentences from Russian into English.**

1. В супермаркетах часто применяется тактика занижения цены для привлечения покупателей в магазины.
2. Фирма подсчитывает среднюю стоимость производства товара и затем просто добавляет наценку на прибыль.
3. Иногда фирмы устанавливают разные цены на сходные товары. Это называется разбросом цен.
4. Когда товары новые, некоторые потребители готовы платить высокую цену только из-за их новизны.
5. Существует небольшое ценовое различие между различными типами продаваемых товаров при конкурентном ценообразовании.
6. Успех неценовой конкуренции зависит от упаковки и оформления товара.
7. Когда компания пытается завоевать место на рынке, она использует тактику входящей цены.
8. Цена является одним из многих факторов, которые определяют спрос на товар.

**7. Read and translate the following text.**

**READING COMPREHENSION**

**DEMAND, SUPPLY AND MARKET EQUILIBRIUM**

Price in a market is determined by supply and demand forces.

The needs of producers and consumers are best met at a point called the market equilibrium. Market equilibrium occurs when the supply and demand for a product are equal and the prices charged for the product are

relatively stable. The market equilibrium is established by combining the supply and demand curves for a product on the same graph. The point at which these two curves intersect is called the equilibrium point.

The demand for a product is the amount of a good that people are willing to buy over a given time period at a particular price. For most goods and services the amount that consumers wish to buy will increase as price falls.

The desired demand is the information showing the amount of the product that consumers are willing to buy at different prices not what they actually do buy. The demand for a product is not only influenced by price. An individual may be influenced by factors such as personal tastes, the size of income, advertising and the cost and availability of credit. The total market demand will be affected by the size and age distribution of the population and government policy.

### ***States of Demand***

Marketing managers might face any of the following states of demand.

*Negative demand.* Marketers must analyze why the market dislikes the product, and whether product redesign, lower prices, or more positive promotion can change the consumer attitudes.

*No demand.* Target consumers may be uninterested in the product. The marketer must find ways to connect the product's benefits with the market's needs and interests.

*Latent demand.* Consumers have a want that is not satisfied by any existing product or service. The marketing task is to measure the size of the potential market and develop effective goods and services that will satisfy the demand.

*Falling demand.* Sooner or later, every organization faces falling demand for one of its products. The marketer must find the causes of market decline and restimulate demand by finding new markets, changing product features, or creating more effective communications.

*Irregular demand.* Demand varies on a seasonal, daily, or even hourly basis, causing problems of idle or overworked capacity. Marketers must find ways to change the time pattern of demand through flexible pricing, promotion, and other incentives.

*Full demand.* The organization has just the amount of demand it wants and can handle. The marketer works to maintain the current level of demand

in the face of changing consumer preferences and increasing competition. The organization maintains quality and continually measures consumer satisfaction to make sure it is doing good job.

*Overfull demand.* Demand is higher than the company can or wants to handle. The marketing task, called demarketing is to find ways to reduce the demand temporarily or permanently. Demarketing involves such actions as raising prices and reducing promotion and service. Demarketing does not aim to destroy demand, but only to reduce it.

Demand is concerned with the buying side of the market. Supply is concerned with the firm's or producer's side of the market. Unlike demand, the quantity supplied of a good will increase as price rises.

Production decisions are affected by the costs of production and productivity. In figuring the costs of production, business owners are concerned with fixed costs and marginal costs.

### ***Supply***

The supply of a product is not only influenced by price. Supply will be affected by anything that helps or hinders production or alters the costs of production.

The prices of goods and services are continually changing and so is the amount that is bought and sold. In winter the price of tomatoes tends to be a lot higher than in the summer and fewer tomatoes are bought in the winter. Similarly, the price of turkey tends to increase at Christmas and so too does the number of turkeys bought. These changes can be explained by an increase in demand. To show the effect of an increase in demand on the market equilibrium consider what happens if there is a successful advertising campaign which increases demand by 20 units per week at each and every price.

Changes in the market equilibrium can also come about as a result of a decrease in demand, an increase in supply or a decrease in supply.

Changes in the costs of production can affect the supply of goods. Producers must pay the cost of production, which may change over time.

### ***Production Costs***

Production costs are generally divided into fixed costs, variable costs, and total costs. Producers also calculate the average total costs and marginal costs of production. Analyzing these costs of production helps producers determine production goals and profit margins.

*Fixed costs.* The costs that producers incur whether they produce nothing, very little, or large quantities are their fixed costs. Total fixed costs are called overhead. Fixed costs include interest payments on loans and bonds, insurance premiums, local and state property taxes, rent payments, and executive salaries. The significance of fixed costs is that they do not change as output changes.

*Variable costs.* The costs that change with changes in output are variable costs. Unlike fixed costs, which are usually associated with such capital goods as machinery, salaries, and rent, variable costs are usually associated with labor and raw materials. Variable costs reflect the costs of items that businesses can control or alter in the short run.

*Total costs and average total costs.* The sum of fixed and variable costs of production is the total costs. At zero output, a firm's total costs are equal to its fixed costs. Then as production increases, so do the total costs as the increasing variable costs are added to the fixed costs.

Producers are equally concerned with their per unit production costs. The average total costs of production are the sum of the average fixed costs and the average variable costs. Each of these average costs is calculated by dividing the cost by the total units produced.

*Marginal costs.* One final measure of costs is marginal costs, i. e. extra costs incurred by producing one more unit of output. Marginal costs are an increase in variable costs because fixed costs do not change. Marginal costs allow the business to determine the profitability of increasing or decreasing production by a few units.

Many economic factors affect the supply of a product. The major influence, however, is price because the quantity of a product offered for sale varies with its price. Profit is the key consideration when producers determine a supply schedule.

### **Words and Expressions**

**alter** *v* — изменять(ся); менять(ся); видоизменять

**availability of credit** — размер кредита, разрешенного к получению

**curve** *n* — кривая (линия); дуга

**demand curve** — кривая спроса

**falling demand** — понижающийся спрос

**fixed costs** — фиксированные расходы

**full demand** — полноценный спрос  
**graph** *n* — график, диаграмма  
**hinder** *v* — задерживать, затруднять, мешать, препятствовать  
**incur costs** — нести издержки  
**insurance premium** — страховые взносы  
**intersect** *v* — пересекаться; перекрещиваться  
**irregular demand** — неравномерный спрос  
**latent demand** — скрытый спрос  
**marginal costs** — предельно высокая себестоимость  
**market equilibrium** — равновесие рынка  
**negative demand** — отрицательный спрос  
**overfull demand** — завышенный спрос  
**overhead costs** — накладные расходы  
**profit margin** — размер прибыли  
**property tax** — налог на доход с недвижимого имущества  
**short run** — короткий период времени  
**supply curve** — кривая предложения  
**supply schedule** — схема/график предложения  
**total costs** — валовые/суммарные издержки **variable costs** — переменные издержки на единицу продукции

### **8. Answer the questions.**

1. What is market equilibrium?
2. What factors determine demand?
3. What measures should be taken in the case of falling demand?
4. What is the difference between full demand and overfull demand?
5. What brings about changes in the market equilibrium?
6. What is the difference between fixed costs and variable costs?
7. What is the relation between the price and the supply?

### **9. Decide whether the statements are true or false.**

1. Market equilibrium occurs when the supply and demand for a product are equal.
2. For most goods and services the demand will increase as price increases.
3. The demand for a product is influenced only by price.



4. The task of demarketing is to find ways to reduce the demand temporarily or permanently.

5. Supply is concerned with the firm's or producer's side of the market.

6. The quantity supplied of a good will increase as price falls.

7. The supply of goods is not affected by changes in the costs of production.

8. Variable costs are usually associated with interest payments and state property taxes.

9. The sum of fixed and variable costs of production is called the total costs.

10. Price is the major factor influencing the supply of a product.

**10. Complete the following sentences by choosing the one correct variant (a, b or c) that best completes the sentence.**

1. Price in a market is determined by \_\_\_\_\_ .

- a. the number of consumers
- b. supply and demand forces
- c. government policy

2. Market equilibrium occurs when \_\_\_\_\_ .

- a. demand is higher than supply
- b. demand is lower than supply
- c. the supply and demand for a product are equal

3. The desired demand is the information showing the amount of the product that \_\_\_\_\_ .

- a. consumers are willing to buy at different prices
- b. consumers actually buy at a particular price
- c. consumers are hesitating to buy

4. Demand is concerned with \_\_\_\_\_ .

- a. producer's side of the market
- b. the buying side of the market
- c. production decisions

5. The average total costs of production are \_\_\_\_\_ .

- a. the sum of the average fixed costs and the marginal costs
- b. the sum of the average variable costs and the marginal costs
- c. the sum of the average fixed costs and the average variable costs

**Разговорная тема**  
**«MY FUTURE SPECIALITY»**

**1. Memories the following words**

<b>joint ventures</b>	совместное предприятие
<b>enterprise</b>	предприятие
<b>origin</b>	происхождение
<b>storing</b>	хранение
<b>selling</b>	продажа
<b>undertake</b>	осуществлять
<b>consumer</b>	потребитель
<b>inquiry</b>	запрос
<b>complaints</b>	жалобы
<b>facilitate</b>	продвигать
<b>feedback</b>	обратная связь
<b>accounting</b>	бухгалтерия
<b>thoroughly</b>	целиком, тщательно
<b>valuable</b>	ценный
<b>reliable</b>	надежный

**2. Check whether you can translate these words without dictionary:**

Number, business, contacts, firms, specialists, economy, profession, popular, problem, activity, institute, manager, principle, marketing, organization, process, microeconomics, macroeconomics, to operate a computer, partner.

**3. Read and translate the following text:**

**My Future Speciality.**

During last several years our life has greatly changed number of new businesses appeared both in our country and in our city. Many of them are joint ventures. That means they have contacts with foreign firms and they will need specialists who know economy well and can speak foreign languages. That's why a profession connected with economy is very popular and important now. Besides, there are many other problems in our economy. At present many enterprises do not work in the way they can work and these plants and factories need highly educated specialists to develop their activities.

I decided to enter this University because it trains managers for all kinds of enterprises. It gives knowledge in economic principles of management, marketing and other subjects necessary for the future work. As far as I know the origin of the word "marketing" is the Latin word "mercury", meaning "to track and barter". Marketing therefore is made up, on the one hand, of such physical activity as transporting, storing and selling goods, and on the other hand, of series of decisions that must be reached by any organization undertaking any part of the process of moving goods from the producer to the customer. And it's also necessary to make the "hot line" for consumer inquiries and complaints to facilitate feedback from the market to producer.

To my mind a real manager must know accounting, banking. He must be a real specialist in microeconomics and macroeconomics. He should thoroughly know the production process, speak several foreign languages, operate a computer. More than that, he should make decisions quickly and be a reliable partner in business. Then he will be a very valuable specialist. I hope that the University will give me the knowledge I need.

**4. Give English equivalents of this words and word combinations:**

Greatly changed, a number of, to appear, joint venture, foreign firms, to be connected with, enterprise, highly educated specialist, to develop, economic principles of management, physical activity, feedback, valuable specialist.

**5. Translate the following words and word combinations:**

Появляться, иностранные фирмы, предприятия, высококвалифицированные специалисты, экономические принципы менеджмента, происхождение, транспортировка, хранение и продажа товаров, производитель, потребитель, рынок потребностей, бухгалтерия, ценный специалист, надежный партнер.

**6. Fill in the blanks with the prepositions where necessary.**

1. A number \_\_\_\_\_ new businesses appeared in our country.
2. \_\_\_\_\_ present many enterprises do not work in the way they can work.
3. I decided to enter \_\_\_\_\_ this University.
4. Our University gives knowledge \_\_\_\_ economy principles of management.

5. A manager should speak several languages, operate \_\_\_\_\_ a Computer.

6. Marketing is made up, \_\_\_\_\_ the one hand, of transporting, storing and selling goods, and \_\_\_\_\_ the other hand, of series of decisions.

**7. Complete the sentences with the facts from the text.**

1. A profession connected with economy is very popular and important because...

2. There are such problems in our economy as...

3. I decided to enter our University because...

4. As far as I know the word "marketing" means...

5. Marketing is made up of...

6. It's necessary to make the "hot line" for consumer inquires and complaints...

7. A manager will be a very valuable specialist if he...

**8. Match the pairs of words or phrases with the opposite meaning**

**A.** 1. last, 2. new, 3. well, 4. to give, 5. many of them, 6. complaint, 7. on the one hand, 8. important, 9. present, 10. buying, 11. producer, 12. quickly, 13. to enter.

**B.** 1. on the other hand, 2. praise, 3. few of them, 4. to obtain, 5. badly, 6. old, 7. next, 8. to finish, 9. slowly, 10. consumer, 11. selling, 12. past, 13. unimportant.

**9. Read and translate the text**

**What is Business?**

What do we think of when we hear the word "business"? Some of us think of our jobs, others of the merchants they deal with as consumers, and still others of millions of firms that make the world's economy. This broad, all-inclusive term can be applied to many kinds of enterprise. Business provides the bulk of our employment as well as the products we enjoy.

Business consists of all profit-seeking activities and enterprises that provide goods and services necessary to an economic system. Some businesses produce tangible goods, such as automobiles, breakfast cereals, and computer chips. Others provide services, such as insurance, car rentals, and lodging. German firm Munich Re has even built a billion dollar business from serving the service industry. Business is the economic pulse of a nation, the means through which society's standard of living improves. Profits are a

primary mechanism for accomplishing these goals. Accountants and business people define profits as the difference between a company's revenues and expenses. Profits are the financial rewards by successful people who take risk involved in business.

Just as important as profits are the social and ethical responsibilities that successful businesses must meet. This means companies must be responsible in their dealing with employees, consumers, suppliers, competitors, government, and general public if they are to succeed in the long run.

**10. Answer the following questions:**

1. What is business?
2. What is profit?
3. What is the role of profit in business?
4. What can you say about the social and ethical responsibilities that successful business must meet?

**11. Give English equivalents for the following words and ' word combinations:**

Современные обстоятельства, иметь дело с производством, деятельность, которая приносит прибыль, продукция, которая нам нравится, страховая компания, компания должна отвечать за свою деятельность.

**12. Fill in the blanks with noun, verb or adjective forms.**

<b>Noun</b>	<b>Verb</b>	<b>Adjective</b>
1. execution	execute	executive
2. _____	_____	competitive
3. production	_____	_____
4. _____	satisfy	_____
5. _____	_____	valuable
6. reflection	_____	_____
7. _____	apply	_____
8. success	_____	_____

## UNIT 4

### 1. Read and translate the following text.

#### GOALS OF ADVERTISING

The general role of advertising is to increase sales, either immediately or in the future, and to do so profitably. Hence the function of advertising is to inform customers of goods or services and influence people's behaviour.

Goals of advertising are not limited to trying to influence customers; the process of motivating employees and distributors may be fully as important. The impact of company advertising on its employees and particularly its sales forces is not always recognized, but can be a very positive effect as they can see that the company is supporting their efforts, and this generally makes their selling job easier.

So, if advertising efforts are to be effectively planned, directed, and evaluated, more specific goals should be established, such as:

1. Build morale of a company sales force.
2. Announce a special reason for 'buying now' (e.g., reduced prices, premiums, limited quantities).
3. Reach people inaccessible to salespeople, such as top business executives and professional people.
4. Enter a new geographic market or attract a new group of customers.
5. Build familiarity and easy recognition of package or trademark.
6. Correct false impressions, misinformation, and other obstacles to sales.
7. Introduce a new product or a new price schedule.
8. Build goodwill for the company and improve its reputation.
9. Place the advertiser in a position to select preferred distributors or dealers.

Advertising can be classified into two broad categories: informative and persuasive. Typically any advert contains elements of both. When a product is first launched, sales are low because very few customers are aware that it exists. The role of advertising here may be to inform the public of the product's existence and its particular uses. The same applies when the product has been modified or improved. In some cases, e.g. new cars or scientific calculations, the nature of the product may be such that a large amount of technical information has to be supplied and advertising again may

have to be informative. Advertising that informs and educates consumers gives them greater choice in their selection of goods and services. It can be seen as a form of competition between firms and may encourage manufacturers to improve their products to the benefit of the customer.

Persuasive advertising, as its name implies, is used to try and persuade a consumer to buy a particular product. Such advertising is subjective and contains many statements of opinion rather than fact, e.g. 'Carlsberg-the best lager in the world'. Persuasive advertising is normally associated with consumer products and is used heavily where differences between products are minor, e.g. toothpaste, baked beans, soap powder, washing liquids and lager. Persuasive advertising has been criticized but nevertheless by 1982, about \$60 billion a year was being spent for this kind of advertising in the United States. One of the main drawbacks of persuasive advertising is that it emphasizes the advantages of a product and attempts to make those who do not use the product feel as if they are missing out. It plays on jealousy, envy and 'keeping up with the Joneses'.

There are a number of regulations that control the content of advertisements and firms are required to follow the British Code of Advertising Practice. Some important extracts from this code are:

1. All advertisements should be legal, decent, honest and truthful.
2. All advertisements should be prepared with a sense of responsibility to the consumer.
3. All advertisements should conform to the principles of fair competition as generally accepted in business.
4. No advertisement should bring advertising into disrepute or reduce confidence in advertising as a service to industry and to the public.

The major management problems having to do with advertising are how much money to spend, how to measure its effectiveness.

Once a firm has decided on running the advertising campaign it must then decide on the message, the mass media and the receiver. All these factors will be linked. It could be that the receiver-the so-called target audience-will determine the message and the media. If, for example, the product is a children's toy, the advert will need to consider the following:

1. The content of the message: this will depend on the type of product and the market in which it is to be sold.

2. Who is the receiver? The message may be directed at a particular group of population, in which case it may have to be delivered in a particular way using a certain media.

3. The person used to send the message: very often large firms use celebrities that they think are appropriate for the product.

4. The timing and number of messages: an advertiser has a choice between two approaches to an advertising campaign. It can be extensive, where the object is to reach as wide an audience as possible using different media. On the other hand, it can be intensive, where the object is to reach a particular group repeatedly (e.g. products such as lager, coffee, washing powder and toilet rolls are advertised intensively on television).

Having decided on the message, the advertiser then has to choose the most cost-effective medium (or media). This means choosing the medium that delivers the message to the right (and largest) audience at the lowest possible cost. Examples of the media available are: commercial television, independent local radio, newspapers, magazines, billboards, buses, trains and bus shelters. For a firm advertising an industrial product the choice may be limited to exhibitions, specialized magazines and direct mail.

### Essential Vocabulary

**Advertising efforts** — рекламная деятельность

**Allocate** — распределять средства

**Be aware of** — знать, сознавать, быть осведомленным

**British Code of Advertising Practice** — Британский свод правил, регулирующий рекламную деятельность

**Build familiarity** — создавать осведомленность

**Build morale** — укрепить боевой дух

**Conform to** — соответствовать чему-либо

**Cost-effective** — доходный, прибыльный, рентабельный

**Decent** — приличный, благопристойный

**Decide on** — выбрать

**Direct mail** — почтовая реклама

**Disrepute** — дурная слава, плохая репутация

**Drawback** — недостаток

**Goal** — цель

**Goodwill** — доброжелательность



**Impact** — влияние  
**Increase sales** — увеличить объем продаж  
**Informative**-информативный  
**Keep up with the Joneses** — быть не хуже других людей  
**Launch** — выпускать товар на рынок  
**Legal** — законный  
**Mass media** — средства массовой информации  
**Medium** — средство, метод  
**Message** — рекламное сообщение  
**Miss out** — упустить  
**Persuasive** — убеждающий  
**Place in a position to do smth** — дать возможность делать что-л.  
**Price schedule** — шкала цен  
**Recognition** — узнавание  
**Run the advertising campaign** — проводить рекламную кампанию  
**Sales force** — продавцы  
**Schedule** — составлять график, планировать  
**Sense of responsibility** — чувство ответственности  
**Target audience** — целевая аудитория  
**Trademark**-торговая марка

**2. Translate the following words and word combinations or find Russian equivalents.**

1. to establish goals
2. to select distributors
3. selection of goods and services
4. to build goodwill
5. to the benefit of the consumer
6. to bring advertising into disrepute
7. in designing the message
8. content of the advertisement
9. approach to an advertising campaign
10. fair competition
11. to keep up with the Joneses
12. extensive advertising
13. intensive advertising

14. celebrity
15. to correct misinformation

**3. Translate the following sentences into Russian.**

1. The function of advertising is to build morale of company sales forces.
2. Having decided on the message, the advertiser then has to choose the most cost-effective medium.
3. Once the firm has decided on running the advertising campaign, it must then decide on the message, the mass media and the receiver.
4. In designing the message the advertiser must consider such questions as what type of product is being offered, which market is it entering and who is the target customer.
5. All advertisements should conform to the principles of fair competition as generally accepted in business.
6. Persuasive advertising attempts to make those who do not use the product feel as if they are missing out.
7. For a firm advertising an industrial product the choice of mass media may be limited to exhibitions, special magazines and direct mail.

**4. Fill in the sentences below with the words and expressions from the box. There are two expressions, which you don't need to use.**

*launched, persuasive advertising, increase sales, target consumer, easy recognition, mass media, influence, sense of responsibility, informative advertising*

1. The general goal of advertising is to \_\_\_\_\_ either immediately or in the future, and to do so profitably.
2. The function of advertising is to inform customers of goods and services and to \_\_\_\_\_ people's behavior.
3. The advertising is intended to build familiarity and \_\_\_\_\_ of packaging or trademark.
4. When a product is first \_\_\_\_\_, sales are low because very few customers are aware that it exists.
5. The role of \_\_\_\_\_ is to inform the public of the product's existence and its particular uses.
6. \_\_\_\_\_, as its name implies, is used to try and persuade a consumer to buy a particular product.

7. All advertisements should be prepared with a \_\_\_\_\_ to the customer.

**5. Find English equivalents for the following Russian expressions.**

1. цели рекламы
2. увеличивать объем продаж
3. влиять на поведение людей
4. информирующая реклама
5. убеждающая реклама
6. главный недостаток
7. проводит рекламную кампанию
8. так называемая целевая аудитория
9. уменьшать доверие к рекламе
10. выпускать новый товар на рынок
11. шкала цен
12. экономически эффективная рекламная кампания

**6. Translate the following sentences from Russian into English.**

1. Роль рекламы состоит в том, чтобы информировать людей о существовании товара и об особенностях его использования.

2. Основная цель рекламы - повысить объем продаж.

3. Цели рекламы также включают завоевание новых рынков и привлечение новых групп потребителей.

4. Убеждающая реклама играет на ревности, зависти и желании быть не хуже других.

5. Убеждающая реклама обычно ассоциируется с потребительскими товарами и используется там, где различия между товарами незначительны.

6. Содержание рекламного сообщения зависит от типа товара и рынка, на котором товар должен продаваться.

**7. Read and translate the following text.**

**ADVERTISING MEDIA**

The function of advertising is to inform and influence people's behavior, as the general goal of advertising is to increase sales.

The major media used for advertising are newspapers, television, direct mail, magazines and radio. Each has strengths and weaknesses. Let us now examine the advantages and limitations of the various media.

### *Newspapers*

The typical newspaper circulates in a limited and well-defined area, and this offers advantages to the advertiser interested in geographical selectivity. Since almost everyone reads the newspaper, an intense coverage of the local market can be obtained. Newspapers offer great flexibility because ads can be inserted or removed with only a few days' notice; this makes it feasible to feature prices in most newspaper ads. Circulation costs are low, and because most metropolitan areas have daily newspapers, messages can be presented frequently. But there are several significant limitations to newspaper ads. The paper has a short life—nothing is quite so stale as old news—so it is not likely that advertising will have much influence beyond the day of publication. Newspapers are hastily read, most studies indicate that the average reader spends between 20 and 30 minutes on the paper. Therefore, a message has to make an impression quickly or not at all. Finally, newspapers, being printed on pulp paper do not have the quality of reproduction and colour that can be achieved in magazine ads. This can be a disadvantage for some car and food ads where the illustration has an important role to play.

### *Magazines*

Although magazines now rank only fifth among the media in total dollar revenue, more manufacturers advertise rather in magazines than in any other medium. A particular advantage of magazines is their selective readership: most magazines appeal to some groups and not to others, such as magazines on hunting and fishing, skiing, jogging automobiles, etc. A manufacturer can direct a message to the segment of the total market that represents the most potential and thereby have a minimum of waste circulation; in other words, the various specialized magazines enhance a selective market segmentation strategy. Magazines also offer a high degree of geographic selectivity.

Magazines are read in a leisurely fashion, compared with newspapers. Some, such as National Geographic and Fortune, may be kept for years. They are often found at doctors' and 'business' reception rooms, and thereby have a much wider readership than circulation figures would indicate. Most magazines are printed on good paper and provide excellent colour ads. But there are some limitations. Magazines lack flexibility: changes cannot be made for several weeks before publication date—a factor that discourages the

use of price in most ads. The infrequency with which magazines reach the market, compared with other media, can be a drawback.

### ***Direct mail***

Direct mail permits the most selectivity of any media because it reaches only that part of the market the advertiser wishes to contact. It is more personal than any other media. It has the greatest flexibility; messages can be tailored to the particular characteristics of the audience. Also, best timing can be assured. A mailing list is a vital part of the direct mail campaign because the people addressed should really be prospects. A firm may compile its own list from company records, or lists can be bought for almost any category of customer imaginable.

Direct mail offers particular advantages to smaller firms that cannot afford mass media advertising because they need spend only what they can afford or have productive capacity to handle. You can see how the quality of the mailing list, the extent of duplication and the accuracy of addresses, is important. As there is no editorial or entertainment material, much direct mail material is thrown away without even being opened.

### ***Television***

Television has grown the most rapidly of the major media. It offers the great advantage of appealing through both the eye and the ear and thereby permits demonstration as well as explanation. It offers tremendous impact; millions can be viewing a program and its commercials at one time.

On the other hand, television is extremely costly. A 30 second commercial on a top-rated network program can cost more than \$100 000. Added to this are the costs of developing a commercial-rehearsals, filming, reshooting, dubbing, scoring, animation, printing-and these can add up to many more thousands. However, TV spot costs for all stations can vary widely and even cost as little as \$100 for some shows with lower audience ratings.

It is apparent that TV is most attractive to low-price, repeat sale, mostly convenience goods manufacturers while magazines are strong with distillers and tobacco companies (who are banned from TV and radio). The automobile manufacturers use both media.

### ***Radio***

TV did not quite kill radio, as many had predicted. It reaches audiences at low cost: a spot announcement may cost as little as \$10. It is very flexible

geographically, so that a national firm can pick the areas where it wants to concentrate efforts. The commercial itself can be changed up to broadcast time. Market segmentation is facilitated because many stations concentrate on particular audiences, such as teenagers, country music devotees, classical music enthusiasts, etc. However, radio audiences tend to be extremely fragmented, with many radio stations competing in most areas. Radio shares another disadvantage with TV: the transient nature of any presentation—the message is not available for reference or for rereading.

### ***Outdoor or Billboard***

Although only one percent of total advertising expenditures are used for billboards, this medium has been heavily criticized by those concerned with beautifying the nation's highways and by some safety advocates who think such advertising is distracting. It is a highly flexible, low-cost medium and is excellent for reminder advertising. However, copy must be limited and much detail avoided if the message is to be comprehended in the brief period of passing the sign. Usually there is substantial waste circulation so that costs per prospect may be quite high. The automobile companies have been the major users of outdoor advertising.

Advertising has been subject to considerable criticism. Yet, few firms can afford not to do some advertising. Despite the criticisms of advertising, we are far better off with it.

### **Words and Expressions**

**Accuracy** — точность

**Add** — advertisement

**Advertising media** — средства рекламы

**Advocate** — защитник, сторонник

**Appeal** — призывать, обращаться

**Ban** — налагать запрет, запрещать

**Be better off** — жить лучше

**Better off** — состоятельный

**Billboard** — рекламный щит, афиша

**Broadcast time** — эфирное время, время вещания

**Circulation** — тираж

**Circulation costs** — расходы на сбыт тиража

**Commercial** — радио- или телереклама

**Coverage** — освещение в печати, по радио и т. п.  
**Direct mail** — прямая почтовая рассылка  
**Drawback** — недостаток, отрицательная сторона  
**Dub** — озвучивать  
**Enhance** — увеличивать, усиливать, улучшать  
**Facilitate** — облегчать, содействовать  
**Feasible** — реальный, выполнимый  
**Geographical selectivity** — территориальная избирательность  
**Mailing list** — лист рассылки, список рассылки  
**Market segmentation** — сегментирование рынка  
**Market segmentation strategy** — стратегия сегментирования рынка  
**Medium (pl media)** — способ, средство  
**Outdoor advertising** — наружная реклама  
**Pulp paper** — мягкая, дешевая бумага  
**Quality of reproduction** — качество воспроизведения и цвета (при печати)  
**Readership** — круг читателей  
**Reminder advertising** — напоминающая реклама  
**Safety advocates** — сторонники безопасности движения  
**Scoring** — озвучивание  
**Selective readership** — определенный круг читателей  
**Spot announcement** — короткое рекламное объявление в середине или в конце программы  
**Stale** — несвежий  
**Tailor** — специально приспособлять для определенной цели, чьих-то нужд, интересов  
**Timing** — выбор определенного времени  
**Transient** — мимолетный, недолговечный, скоротечный  
**With a few day's notice** — в короткий срок, в течение нескольких дней

## **8. Answer the questions.**

1. What are the main types of advertising media?
2. What is the difference between newspaper and magazine advertising?

3. What are the advantages and the disadvantages of newspaper advertising?

4. What is the main advantage of magazines?

5. What firms prefer magazine advertising? Why?

6. What can you say about radio advertising?

7. Why is direct mail so popular with small firms?

8. What is the most expensive advertising medium? Why?

9. What kind of goods should be introduced by outdoor advertising?

10. What are the main groups of goods advertised on TV?

**9. Say if the statements are true or false. Prove your point.**

1. Newspapers offer great flexibility because ads can be inserted or removed with only a few days' notice.

2. The newspaper has a long life-nothing is quite as stable as old news.

3. A particular disadvantage of magazines is their selective readership.

4. Magazines offer a high degree of geographic selectivity.

5. Most magazines are printed on pulp paper and provide excellent colour ads.

6. Direct mail permits the most selectivity of any media.

7. Direct mail offers particular advantages to big firms that cannot afford mass media advertising.

8. Television offers the great advantage of appealing through both the eye and the ear.

9. The automobile manufacturers use only TV commercials.

10. Radio is very flexible geographically, so that a national firm can pick the areas where it wants to concentrate efforts.

11. Television offers low-cost advertising; millions can be viewing a program and its commercials at one time.

12. The automobile companies have been the major users of outdoor advertising.

**10. Complete the sentences matching the beginning of the sentence with one of the endings.**

1. The general goal of advertising is \_\_\_\_\_.

2. The function of advertising is \_\_\_\_\_.

3. A particular advantage of magazines is \_\_\_\_\_.

4. Magazines also offer a high degree of \_\_\_\_\_.



5. Most magazines are printed on \_\_\_\_\_.
6. Direct mail offers particular advantages to \_\_\_\_\_.
7. Television offers the great advantage of appealing through \_\_\_\_\_.
8. As millions of people are viewing a program and its commercials at one time television offers tremendous \_\_\_\_\_.
9. The automobile manufactures use \_\_\_\_\_.
10. Radio advertising is cost-effective and very flexible \_\_\_\_\_.
  - a. both the eye and the ear
  - b. geographic selectivity
  - c. to inform and influence people's behaviour
  - d. magazines, TV and billboard advertising
  - e. geographically
  - f. impact
  - g. good paper
  - h. smaller firms
  - i. to increase sales
  - j. their selective readership

## UNIT 5

### 1. Read and translate the following text.

#### THE FINANCIAL OBJECTIVES OF THE BUSINESS

Finance is central to the operation of any business. More or less every activity a business undertakes will require some form of funding. Finance is needed to rent or buy premises, to purchase capital equipment, to hire labour and to obtain raw materials. Therefore, without finance a new business could not be set up and an existing business could not continue to function.

The most important objectives of any business are:

***Survival.*** This is the most fundamental objective of all businesses. In order to ensure survival there must be enough money flowing into the business to finance the necessary day-to-day expenditure, e.g. purchasing raw materials, paying employees' wages and so on. This type of expenditure is current expenditure and will normally be financed from current income that is the money generated from the sale of the business's goods or services.

***Growth and Development.*** While survival is the fundamental short-run objective of the business, in the long run businesses are concerned with growth and development. Old machinery must be replaced with more modern technology to maintain and increase efficiency in order for the company to remain competitive. Growth allows the firm to diversify its product range and open up new markets. With growth come the benefits of economies of scale and a more secure position in the market. To pursue these objectives the business requires capital finance.

Survival and growth and development are obviously closely related. A business, which does not develop and grow, will encounter problems in the long run in maintaining its market share and its survival may be threatened. These objectives determine how a business uses financial resources, often referred to as a business's application of funds.

#### ***Sources of Funds***

Closely related to how money is used by a business is how it is obtained, i.e. the various sources of funds. Sources and application of funds are closely related because generally the most important factor in deciding the method of obtaining the finance is the reason the finance is required. Sources of funds can also be summarized under two broad headings.

**Internal Finance.** This refers to the money a business generates from its own assets. Internal finance can be obtained from the following sources:

1. Careful management of the business's income and expenditure. This is known as the cash flow of the business. It needs to be carefully monitored to ensure there is enough money flowing into the business to meet current commitments.

2. The profits from the previous trading activities of the business. Some of the profits will be distributed to the owners of the business as a return on their investment. However, it is usual to reinvest part of the profits in order to allow the business to expand. Reinvestment is a very important source of finance for capital expenditures.

**The sale of the business's assets.** Often the finance required for new assets can be partly obtained by selling older equipment. The business may also sell assets to a third party under an agreement, which allows the assets to be retained in return for an agreed rental. This sale and lease back generates finance for the purchase of new assets at the cost of increasing the business's current expenditure.

**External Finance.** External finance refers to the injection of funds from outside the business. Essentially this type of finance can be obtained from two sources.

1. Borrowing money. All businesses borrow in order to finance a whole range of business activity. Materials can be bought on credit to help finance current expenditure and loans are obtained from many sources to help purchase new assets.

2. Extending ownership. This means attracting finance from people outside the business who are prepared to invest in its future. However, in the long run the business will have to make enough profit to give a return on this investment or the investors are likely to wish to withdraw their money and invest it elsewhere.

Therefore, financial decisions are concerned with both sources of funds and the application of these funds. In larger businesses this financial planning and decision making is the responsibility of the Finance Department.

The staff employed in the Finance Department under the guidance of Finance Director are concerned with three principal tasks:

- Monitoring when the money is coming in and going out.

- Monitoring where it is coming from and going to.
- Monitoring how much is following backwards and forwards.

These various tasks are carried out by Financial Accountants, Management Accountants, Financial Analysts, who are responsible for preparing the financial accounts of the business, budgeting and giving advice on the advisability of new investment proposals.

In order to undertake these functions effectively, accurate and up-to-date financial information is needed.

Therefore the collection, presentation and evaluation of financial data are central to the work of the department.

### **Essential Vocabulary**

- application of funds** — использование денежных средств
- borrowing *n*** — ссуда; заем; кредит
- budgeting *n*** — составление сметы; составление бюджета
- business's assets** — корпоративные/общие средства, активы корпорации
- capital expenditures** — капиталовложения
- capital finance** — основной капитал
- cash flow** — движение денежной наличности
- current expenditure** — текущий расход
- current income** — текущий доход
- development *n*** — развитие, расширение,
- economies of scale** — экономия, обусловленная ростом масштабов производства
- encounter** — наталкиваться (на трудности и т. п.), столкнуться (с трудностями)
- external finance** — внешнее финансирование, внешние источники финансирования
- finance *n*** — финансы (деньги или другие ликвидные ресурсы); доходы; финансовая система; финансовое дело; финансирование
- finance *v*** — ассигновать, финансировать, выделять средства, вкладывать деньги; заниматься финансовыми операциями
- financial account** — финансовый счет; финансовый отчет
- financial resources** — денежные ресурсы
- fund *n*** - фонд, капитал
- funding *n*** — субсидирование, финансирование
- growth *n*** — развитие, рост

**in return for** — в оплату за  
**injection of funds** — вложение капитала  
**internal finance** — внутреннее финансирование  
**loan** *n* — заем, ссуда  
**meet commitments** — выполнять обязательства  
**monitor** *v* — осуществлять текущий контроль  
**premises** *n pl* — недвижимость, здание с прилегающими постройками и участком земли  
**reinvest** *v* — реинвестировать, снова помещать (капитал); снова инвестировать  
**reinvestment** *n* — повторное инвестирование  
**rental** *n* — сумма арендной платы; рентный доход  
**return on investment** — прибыль на инвестированный капитал  
**sale and lease back** — продажа и обратная аренда (продажа оборудования с условием получения его обратно в аренду на определенный срок)  
**short-run objectives** — краткосрочные цели  
**sources of funds** — источники капитала  
**survival** *n* — выживание  
**trading activities** — торговая деятельность  
**wages** *n* — заработок, доход, вознаграждение  
**withdraw** — брать назад

### Exercises

**2. Translate the following word combinations or find Russian equivalents.**

1. day-to-day expenditure
2. to increase efficiency
3. internal finance
4. external finance
5. in return for an agreed rental
6. Financial Accountant
7. Management Accountant
8. Financial Analyst
9. up-to-date financial information
10. business activity

### 3. Translate the following sentences into Russian.

1. The most fundamental objective of all businesses is survival.
2. To remain competitive the company should maintain and increase efficiency.
3. The most important factor in deciding the method of obtaining the finance is the reason the finance is required.
4. In order to meet current commitments the cash flow needs to be carefully monitored.
5. Sources of funds and application of funds are closely related.
6. Internal finance can be obtained from the profits of the previous trading activities.

4. Fill the gaps in the sentences below with the words and expressions from the box. There are two expressions, which you don't need to use.

*economies of scale, internal finance, increase efficiency, extending ownership, financial accounts, current income, budgeting, day-to-day expenditure, encounter problems, diversify its product range, external finance, cash flow*

1. The management of the business's income and expenditure is known as the \_\_\_\_\_ of the business.
2. The current expenditure is normally financed from \_\_\_\_\_, that is from the money generated from the sale of the business's goods or services.
3. Growth allows the firm to \_\_\_\_\_, and open up new markets.
4. With growth come the benefits of \_\_\_\_\_ and a more secure position in the market.
5. A business, which does not develop and grow, will \_\_\_\_\_ in maintaining its market share.
6. The money that a business generates from its own assets is known as \_\_\_\_\_.
7. The money received from the injection of funds from outside the business is known as \_\_\_\_\_.
8. Attracting people outside the business who are prepared to invest money in its future is \_\_\_\_\_.

9. Financial Accountants are responsible for preparing the \_\_\_\_\_ of the business.

10. Management Accountants are responsible for \_\_\_\_\_ the business.

**5. Find English equivalents for the following Russian expressions and words:**

1. текущий доход
2. текущий расход
3. краткосрочные цели
4. основной капитал
5. использование денежных средств
6. денежные ресурсы
7. торговая деятельность
8. повторное инвестирование
9. капиталовложения
10. заем, ссуда

**6. Translate the following sentences from Russian into English.**

1. Сбор, изложение и оценка финансовой информации являются основными задачами финансового отдела.

2. Финансовые аналитики консультируются по вопросам о целесообразности новых инвестиционных проектов.

3. Выживание компании, ее рост и развитие тесно связаны.

4. Повторное инвестирование является очень важным финансовым источником капиталовложения.

5. Финансовые вложения зависят как от источников капитала, так и от использования денежных средств.

6. Все фирмы занимают деньги, для того, чтобы финансировать свою коммерческую деятельность.

**7. Read and translate the following text.**

**THE FINANCIAL CONTROL OF THE BUSINESS**

Financial control means the directing and monitoring of the financial resources within the business.

In order to make financial control possible it is first necessary to set objectives and targets within which each department is expected to work. The process is known as budgeting and is central to financial management.

Essentially a budget is a financial expression of intentions or expectations. Budgeting occurs at several levels within the business and over different time scales. However, common to all budgets is that they relate to the future and that they are therefore based upon forecasts rather than facts. This is in contrast to the balance sheet and the profit and loss account, which relate to the businesses past performance.

The preparation of a budget consists of a number of stages, which can be expressed as the following sequence.

**1. Information.** A department will start its budgetary process by looking at the information relating to its present situation. For example, in the case of the Sales Department this means analyzing the current sales figures, identifying trends and taking care to interpret any figures, which may be result of unusual circumstances.

**2. Forecasts.** The next stage is to look forward to the period under consideration and try to estimate as accurately as possible the situation, which will prevail in the future, e.g. estimate the amount of business is likely to sell over the coming year. Experience will be of great help here but other techniques may also be employed, e.g. market research and statistical analysis. Where accurate predictions are difficult to make it is common to prepare more than one set of forecasts, e.g. an optimistic forecast and a more pessimistic one.

**3. Objectives.** Once a business has framed its various forecasts, e.g. production, sales, marketing and so on, then it is possible to set realistic performance objectives. These will normally take the form of a series of targets that each department is expected to meet, e.g. how much is to be produced, the increase in sales the business is aiming for, etc.

**4. The budget.** The final stage of the process is to budget to meet the business's performance targets. This means setting out the level of expenditure within which each department or sub-department (usually known as cost centers) will have to work. The materials budget will be agreed on the basis of the production targets, the marketing budget on the basis of the sales target and so on. It is very important that all the various parts of the budget are carefully coordinated. It obviously makes no sense to budget to sell 100,000 units if a production target of only 80,000 has been set. Therefore, at each stage of the budgetary process close interdepartmental consultation will be necessary.



Once the budget has been set up there must be sufficient funds flowing into the business to meet the necessary expenditures incurred during its day-to-day trading activities. This process is called a continual flow of money through the business.

The sale of business's goods (or services) generates finance which is used to purchase more materials, pay wages and so on in order to generate more production, more sales and hence more income. Provided income from sales is sufficient to meet these necessary immediate expenditures then the business can continue to trade.

The business is said to be solvent. If the business is successful then the amount received from sales will be greater than the costs of production and therefore a profit will be made. The profit then can be used to reward the owner(s) and possibly improve or expand the business in order to generate higher profits in the future.

The items which change continually during the normal trading activities of the business are known collectively as the business's working capital. Working capital can be defined as the current assets available to the business minus any current liabilities on these assets.

Current liabilities are the short-term debts of the business which will have to be paid in the near future from current assets. The items making up current liabilities are the various sums owed to the business's creditors.

To ensure the efficient operation of the business, working capital needs to be carefully managed. This involves a system of stock control, a debtor policy and cash flow forecasting.

Businesses require finance for a wide variety of reasons and most businesses can obtain finance from a number of different sources. Therefore, decisions have to be made regarding the most appropriate source of finance. The provision of advice concerning the best method of financing different aspects of business activity is one of the key responsibilities of the Finance Department. When considering which method of finance is most suitable for any type of business activity, a number of factors must be taken into account:

**1. *The purpose for which finance is required.*** The reason a business requires finance - the application of funds - is often the most important factor in determining how the finance will be obtained the source of funds. This

means that funds required to bridge a temporary cash flow problem are likely to be sought from a different source than funds for capital expansion.

**2. *The cost of the finance.*** Certain types of finance are expensive to raise, e.g. an issue of new shares. Other forms of finance can be expensive to service, e.g. interest charges on borrowed funds. The various costs must be carefully considered to ensure the business is obtaining its finance as cheaply as possible.

**3. *The availability of finance.*** Some sources of finance are not available to all businesses and this restricts the choice of funding.

**4. *The present financial structure of the business.*** It is important to take account, of the existing liabilities of the business when considering further finance. The capital gearing of the business is particularly important in this respect.

**5. *How quickly the finance is required.*** If the funds are needed immediately, e.g. to supplement cash flow, then the choice is likely to be restricted to a small number of sources, e.g. a bank overdraft. The more time the business has to plan for its financial needs, the wider the choice will be.

Finally, it should be noted that the larger the business, the greater the number of possible sources of funds available. Small firms face particular difficulties in raising the finance they need. This is one of the major reasons preventing the growth and, development of such businesses.

### **Words and Expressions**

**application of funds** — использование денежных средств

**assets** — средства, фонды

**assets and liabilities** — актив и пассив

**balance sheet** — бухгалтерский баланс, баланс компания

**bank overdraft** — превышение кредита (в банке)

**borrowed funds** — заимствованные фонды, заемные средства

**bridge cash flow problem** — устранить проблему дефицита денежных средств;

**budget n** — бюджет

**budget v** — предусматривать в бюджете, составлять бюджет

**budgetary process** — процесс формирования бюджета

**budgeting n** — составление (формирование) бюджета, финансовое планирование,

**cash flow forecasting** — прогноз движения денежной наличности

**continual flow of money** — постоянный круговорот денег

**cost centres** — бюро калькуляций

**current assets** — оборотные фонды, оборотные средства (денежные средства, вложенные в запасы сырья, материалов, топлива, готовой продукции)

**current liabilities** — краткосрочные обязательства

**day-to-day *adj*** — повседневный

**debtor policy** — политика в отношении должников

**existing liabilities** — непогашенные долговые обязательства

**financial control** — управление финансами, финансовый контроль

**forecast *n*** — прогноз, прогнозирование

**interest charges** — расходы по уплате процентов; процент по займам

**prevail *v*** — преобладать, превалировать; доминировать

**profit and loss account** — счет прибылей и убытков

**provided *conj*** — при условии, если только; в том случае, если

**raise the finance** — привлекать фонды, получать ссуду

**regarding** — относительно, касающийся

**solvent *adj*** — платежеспособный; кредитоспособный

**source of finance** — источник финансирования

**supplement cash flow** — увеличить поток денежных средств

**system of stock control** — система управления запасами

**target *n*** — цель, мишень; план; задание

**trading activities** — торговые мероприятия, торговая деятельность

**working capital** - оборотный капитал

#### **8. Answer the questions.**

1. What does the term “financial control” mean?
2. What are the main advantages of budgeting the business?
3. What factors are to be taken into account while choosing the method of finance?
4. What are the main stages of budget preparation?
5. Why is the interdepartmental consultation necessary at all stages of budgetary process?

6. Why is the process of budgeting considered central to the financial management?

7. What is common to all budgets?

8. In what cases can the realistic performance objectives be set?

9. What problems do small businesses face?

10. Why is it necessary to prepare more than one set of forecasts concerning the business's expected performance?

11. Why some sources of finance are not available to all business?

12. What is the major reason preventing the growth and development of small businesses?

**9. Translate the sentences into Russian paying special attention to the expressions in bold type.**

1. Financial control means the **directing** and **monitoring** of the financial resources within the business.

2. The reason a business requires finance is often the most important factor **in determining** how the finance will be obtained - the source of funds.

3. The provision of advice **concerning** the best method of financing is one of the key responsibilities of the Finance Department.

4. Common to all budgets is that they relate to the future and that they **are** therefore **based** upon forecasts **rather than** facts.

5. If the funds are needed immediately, then the choice **is likely to be restricted** to a small number of sources.

**10. Read the text below, pick out words and expressions in bold type and match them with synonymous words and expressions from the box.**

*administrative, in that way, reveals, office-workers, benefits, corporate image, consequently, on top of that, purposes, lastly, goals, contact*

### **The Importance of Budgeting to the Business**

1. The process of budgeting is central to financial management and the efficient operation of the business. The main **advantages** to **the** business can be summarized as follows:

2. Budgeting requires the business to consider its objectives and it therefore clarifies its **aims** and policies.

3. Each department or sub-department is required to plan expenditure. This identifies the different areas of **management** responsibility within the business.

4. It gives the people, who work in the business targets to aim for, which improves incentives and motivates **employees**.

5. Budgeting requires cooperation and **communication** between the various departments within the business. **Thus** it helps to develop a **corporate identity** and reduces departmentalization.

6. **In addition** budgeting improves the central control of the business by senior management.

7. **Finally**, budgeting **identifies** strengths and weaknesses within the business and **therefore** helps to improve efficiency.

**11 Translate the sentences into English paying special attention to the expressions in bold type.**

1. Выбирая оптимальный метод финансирования **следует принять во внимание** ряд факторов.

2. **После того как** бюджет согласован, он используется для контроля за деятельностью всех отделов компании.

3. Следует отметить, что, чем больше предприятие, тем больше у него выбор потенциальных источников финансирования.

4. Следовательно, **нужно принять решение** относительно наиболее целесообразного источника финансирования.

5. Малые предприятия **сталкиваются с трудностями** в получении финансовых средств, в которых они нуждаются.

## UNIT 6

### 1. Read and translate the following text.

#### FUNCTIONS OF MONEY

Money, with its special characteristics, serves many important economic functions.

Money is anything that people commonly accept in exchange for goods and services. Money has three basic functions. It serves as a medium of exchange, a standard of value, and a store of value. Anything that serves any of these three functions is a type of money.

**Medium of exchange.** The single most important use of money is a medium of exchange. A medium of exchange is any item that sellers will accept in payment for goods and services. As a medium of exchange, money assists in the buying and selling of goods and services because buyers know that sellers will accept money in payment for products or services.

**Standard of value.** The second use of money is a standard of value. That is, money provides people with a way to measure the relative value of goods and services by comparing the prices of products. In this way, people can judge the relative worth of different items such as a television and a bicycle. They can also judge the relative values of two different models or brands of the same type of item by comparing their prices.

Money's function as a standard of value is also important to record keeping. Businesses need to figure profits and losses. Similarly, governments must be able to figure tax receipts and the cost of expenditures. Money, because it helps provide some uniformity to these accounting tasks, is also called a unit of accounting.

**Store of value.** The third function or role of money is that it can be saved or stored for later use. For money to serve as a store of value, two conditions must be met. First, the money must be non-perishable. That is, it cannot rot or otherwise deteriorate while being saved. Second, it must keep its value over time. In other words, the purchasing power of the money must be relatively constant. If both of these conditions are met, many people will accumulate their wealth for later use. If not, most people will be hesitant about saving money today that will be worth little or nothing tomorrow.

### ***Characteristics of money.***

To be used as money, an item must have certain characteristics. The five major characteristics of money are durability, portability, divisibility, stability in value, and acceptability.

***Durability.*** Durability refers to money's ability to be used over and over again. Eggs would be a poor choice for money because they are fragile and perishable. Metals such as gold and silver, however, are ideal because they withstand wear and tear well. In fact, many coins minted in ancient times are still in existence.

***Portability.*** Money's ability to be carried from one place to another and transferred from one person to another is its portability. As a medium of exchange, money must be convenient for people to use. Items that are difficult to carry make poor money.

***Divisibility.*** Divisibility refers to money's ability to be divided into smaller units. Combining various coins permits buyers and sellers to make transactions of any size. Divisibility also enhances money's use as a standard of value because exact price comparisons between products can be made.

***Stability in value and acceptability.*** For money to be useful as a store of value, it must be stable in value. Stability in value encourages saving and maintains money's purchasing power. Most people who save money are confident that it will have approximately the same value when they want to buy something with it as it had when they put it into savings.

Acceptability means that people are willing to accept money in exchange for their goods and services. People accept money because they know they, in turn, can spend it for other products.

### ***Types of money.***

Money comes in all shapes and sizes. The items used as money are a reflection of the society in which they are used. Money as a rule includes coins, paper money, checks and near money. Checks or checkbook money usually make up more than 70 percent of the nation's money supply, and nearly 90 percent of the transactions in most countries are completed by writing checks. Because checks are payable to the holder of the check on demand, checking accounts are often called demand deposits. Checks are representative money because they stand for the amount of money in a person's account. They are generally accepted because the bank must pay the

amount of the check when it is presented for payment. Checks, therefore, are considered money because they are a medium of exchange, a standard of value, and a store of value. Other financial assets are very similar to money. These assets, such as savings accounts and time deposits, are called near money and are not usually considered part of the nation's money supply. Bills of exchange are examples of near money. Though they are easily accessible, these accounts cannot be used directly to buy goods or pay debts. Depositors, for example, cannot pay bills directly from their savings accounts. Since funds in these accounts can be easily converted into cash, however, they are considered near money.

***Sources of money's value.***

Money must have and retain value. All money falls into three categories according to what gives the money its value. The three categories of money are commodity money, representative money, and fiat money.

***Commodity money.*** An item that has a value of its own and that is also used as money is called commodity money. Throughout history, societies have used many commodities as money. The ancient Romans sometimes used salt as money. Precious metals such as gold and silver, and gems such as rubies, emeralds, and diamonds, have often been used as money. The majority of nations in the world today use currency-coins and paper bills-for money. The Lydians, an ancient people in Asia Minor, minted the world's first coins about 700 B. C. The Chinese developed the first paper currency, perhaps as early as A.D. 1000 or A.D.1100.

***Representative money.*** Money that has value because it can be exchanged for something valuable is representative money. Checks are representative money because they can be exchanged for currency as long as the check writer has sufficient funds on account.

***Fiat money.*** Value is attached to fiat money because a government decree, or fiat, says that it has value. Coins and paper money are examples of fiat money. The money has value because the government says that citizens must accept paper money and coins for all transactions.

**Essential vocabulary**

**A.D.=Anno Domini** — нашей эры

**Acceptability** — приемлемость

**Accounting** — бухгалтерский учет



**Accumulate wealth** — накапливать состояние  
**B.C. = before Christ** — до нашей эры  
**Bill of exchange** — вексель, тратта  
**Cash** — наличные деньги  
**Check** — чек  
**Checkbook money** — деньги банковского оборота, деньги безналичных расчетов  
**Commodity money** — товар в роли денег, товарные деньги  
**Cost of expenditures** — стоимость затрат, издержки от расходов  
**Demand deposit** — депозит до востребования, бессрочный вклад, текущий счет  
**Deteriorate** — ухудшаться  
**Divisibility** — делимость  
**Durability** — продолжительность срока использования, долговечность  
**Enhance** — увеличивать, усиливать  
**Fiat** — декрет, постановление, указ  
**Fiat money** — деньги, считающиеся деньгами по указу  
**Figure** — подсчитывать, считать  
**Gem** — драгоценный камень  
**Medium of exchange** — средство обращения  
**Meet the conditions** — выполнять условия  
**Mint** — чеканить монету  
**Near money** — субститут денег  
**Non-perishable** — непортящийся  
**Over time** — в течение длительного времени  
**Payable on demand** — подлежащий оплате немедленно по предъявлению  
**Perishable** — скоропортящийся  
**Portability** — портативность  
**Record keeping** — ведение учета, учет  
**Representative money** — представительские деньги  
**Savings account** — депозит, сберегательный счет  
**Stability in value** — стабильность ценности  
**Stand for** — означать, символизировать

**Standard of value** — мера стоимости

**Store of value** — средство накопления, средство сбережения

**Time deposit** — срочный депозит, вклад на срок

**Uniformity** — единообразие

**Unit of accounting** — единица учета реального капитала, единица бухгалтерского учета

**Wear and tear** — износ, амортизация, изнашивание

**Withstand** — выдержать, противостоять

**Worth** — цена, стоимость, ценность

**2. Translate the following words and word combinations or find Russian equivalents.**

1. relative value
2. to figure profits and losses
3. tax receipts
4. accounting task
5. to accumulate wealth
6. to withstand wear and tear
7. to mint coins
8. stability in value
9. durability
10. acceptability
11. to make transactions
12. payable on demand
13. checkbook money
14. representative money
15. fiat money

**3. Translate the following sentences into Russian.**

1. Combining various coins permits buyers and sellers to make transactions of any size.

2. If both of these conditions are met, many people will accumulate their wealth for later use.

3. Metals such as gold and silver are ideal because they withstand wear and tear well.

4. Divisibility also enhances money's use as a standard of value because exact price comparisons between products can be made.

5. Checks are representative money because they stand for the amount of money in a person's account.

6. Acceptability means that people are willing to accept money in exchange for their goods and services.

**4. Fill the gaps in the sentences below with the words and expressions from the box. There are two expressions, which you don't need to use.**

*Standard of value, portability, fiat money, store of value, stability in value, commodity money, medium of exchange, representative money, acceptability, accumulate their wealth, relative value, durability*

1. As a \_\_\_\_\_, money assists in the buying and selling of goods and services.

2. Money enables people to judge the \_\_\_\_\_ of different items by comparing their prices.

3. Money's function as a \_\_\_\_\_ is important to record keeping because it provides uniformity to accounting tasks.

4. As money is non-perishable and keeps its value over time it is considered a \_\_\_\_\_.

5. People save money in order to \_\_\_\_\_ for later use.

6. Money's ability to be used over and over again is called \_\_\_\_\_.

7. \_\_\_\_\_ is money's ability to be carried from one place to another and transferred from one person to another.

8. \_\_\_\_\_ encourages saving and maintains money's purchasing power.

9. Precious metals such as gold and silver have often been used as \_\_\_\_\_.

10. Checks are \_\_\_\_\_ because they can be exchanged for currency.

**5. Find English equivalents for the following Russian expressions and words.**

1. средство обращения

2. мера стоимости

3. средство накопления

4. ведение учета

5. стоимость затрат

6. единица бухгалтерского учета

7. покупательская способность

8. портативность
9. делимость
10. скоропортящийся
11. депозит до востребования
12. сберегательный счет
13. срочный депозит
14. вексель
15. товарные деньги

**6. Translate the following sentences from Russian into English.**

1. На самом деле многие монеты, отчеканенные в древности, все еще существуют.

2. Сравнивая цены на товары, люди могут судить об относительной ценности различных предметов.

3. Фирмам необходимо подсчитывать прибыли и убытки.

4. Деньги не портятся, поэтому их можно скопить или сберечь для дальнейшего использования.

5. Иными словами, покупательная способность денег должна быть относительно постоянной.

6. Чеки потому считаются деньгами, что они являются средством обращения, мерой стоимости и средством сбережения.

**7. Read and translate the following text.**

**TYPES OF FINANCIAL OPERATIONS**

***Saving money***

People in the United States have many ways to save money. They may spend it or save it, consume it or not consume it. Spending (the consumption of disposable income) and saving (the non-consumption of disposable income) are equally important to a strong economy.

People save money for four main reasons. They save for a down payment on an automobile or a house and to finance a major purchase such as a television set. They set money aside regularly to meet large annual or semiannual bills such as property taxes or automobile insurance payments. They save to have a ready reserve to meet unexpected expenses such as medical or home repair bills. Finally, they save for major expenses in the future such as college tuition payments or to meet retirement needs. Some people save because they want to leave money to their children.

Depositing money in a financial institution provide physical security by protecting savers' money from losses due to fire, theft, or other catastrophes that might take place in the home. Most financial instructions are protected by state and federal deposit-insurance plans.

The fee that financial institution pays for the use of depositor's money is interest. A financial institution charges interest on loans to make money. It pays interest on savings deposits to attract a pool of money it can lend. A financial institution makes a profit by charging more interest on loans than it pays on deposits.

One of the measures economists is to analyze savings behaviour is saving rate, the percentage of disposal income deposited into savings accounts. The single most important determinant of personal savings in the United States is income. Two other economic factors that have key effects on the savings rate are the availability of consumer goods and rising prices. When consumer goods are adequate to meet consumer demand and prices are lower, people tend to spend their money. At such times, savings rates are relatively low. When consumer demand is greater than the supply of consumer goods and prices are high, people cannot readily purchase the goods they need or want. At such times, savings often increase.

### ***Types of savings accounts***

Financial institutions have devised many types of saving accounts to meet the different needs of savers. Among these are passbook savings, NOW and money market accounts.

A common type of savings accounts among financial institutions is a regular savings account, which is sometimes called a passbook account because depositors receive a book in which all account transactions are recorded. A second type of savings accounts is the negotiable order of withdrawal, or NOW account. NOW accounts are offered at most commercial banks, savings banks, and loan associations across the nation. The holder of a NOW account can write checks on the amount deposited in the account and collect interest on the money remaining in the account. Another type of savings account that pays interest and allows easy access to the savings is a money market account. It offers variable interest rates that are usually higher than those of regular savings or NOW accounts. The interest paid by money market accounts is often linked

to Treasury bills because financial institutions invest the money deposited in money market accounts in Treasury bills.

A saving account that requires the saver to leave money in the account for a specific amount of time is called a time deposit.

***Borrowing money.***

Borrowing is the transfer of a specified amount of money from a lender to a borrower for a specified length of time. Business people borrow money to begin or expand their business, and federal, state, and local governments borrow money to finance their programs and operations. Credit is the purchase of goods and services without the actual transfer of money on the promise to pay later. Even wealthy consumers consider the use of credit necessary when purchasing expensive items such as houses and automobiles.

Consumers borrow money and use credit for two main reasons. First, buyers can enjoy the use of an item while paying off the debt. They do not have to postpone purchases until they have enough money to pay for the items in cash. Second, consumers can extend payments for expensive items over a period of time. Payments for home mortgages typically run for 20 to 30 years. Houses are made affordable in this manner. Credit payments for televisions, major appliances, and other expensive items often run from one to five years.

The money borrowed is called the principal. The amount paid by the borrower for the privilege of using the money is called the interest. Both the principal and the interest are included in the loan's repayment. Most loans are secured loans, which require that borrowers put up collateral. Collateral is something of value offered by the borrower as a guarantee that the loan will be repaid. If the loan is not repaid according to the terms of the loan agreement, the lender may take the borrower's collateral. Unsecured loans requiring no collateral are rare and usually involve small amounts of money and short periods of time.

A common consumer loan is an instalment loan. Repayment of the principal and interest is divided into equal amounts according to the length of the loan period, typically 12, 18, 24 or 36 months. The length of repayment of the loan is important in determining the amount of the monthly payment. The longer the loan period is, the smaller the monthly amount consumer must pay. Buyers who can afford higher monthly payments prefer the shorter loan period because it is less expensive.

Most common use of an instalment loan is a home mortgage. A mortgage is an installment debt owed on land, buildings, or other real property. The mortgage must repay the mortgage in instalments for fixed number of years, usually between 15 and 30 years. The loan is secured by the property, which is forfeited if the loan terms are not met.

### ***Buying on credit***

In the use of credit, no money changes hands directly. Rather than requiring money for a purchase, businesses allow customers to charge their purchases and to pay for them over a period of time. Customers who do not pay their charges in full each month pay interest on the unpaid principal until the full amount is repaid. Customers who want credit must apply for it and must have their credit approved before the credit can be used. The creditor evaluates information about the purchaser and assigns that person a credit rating. A credit rating is an estimation of the probability of repayment.

Creditors are particularly concerned about an applicant's 4-Cs-character, capacity to pay, capital and credit history. An applicant who satisfies the 4-Cs is likely to receive a high credit rating, meaning the person is a good credit risk. An applicant who fails to satisfy the 4-Cs is usually assigned a low credit rating.

### **Words and Expressions**

**Borrow** — занимать деньги

**Capacity to pay** — платежеспособность

**Character** — репутация

**Charge interest** — начислять проценты

**Collateral** — имущественный залог, дополнительное обеспечение, гарантия, поручительство

**Credit history** — кредитная история

**Credit payments** — выплаты по кредиту

**Disposal income** — доход, остающийся после уплаты налогов, чистый доход

**Down payment** — первоначальный взнос, первая выплата

**Forfeit** — лишиться в результате конфискации, потерять право на что-либо

**Home mortgage** — ипотека, залог, закладная

**Installment loan** — ссуда с оплатой в рассрочку

**Interest** — проценты

**Lender** — кредитор

**Loan period** — срок возвращения займа

**Meet requirement needs** — оплачивать пенсионные нужды

**Money market account** — накопительный счет, депозитный счет денежного рынка

**Mortgage** — заклад, ипотека

**NOW (negotiable order of withdrawal)** — текущий счет с выплатой процентов и списанием по безналичным расчетам (типа чеков)

**Passbook savings** — сбережения на банковской сберегательной книжке

**Passbook account** —

**Principal** — сберегательный счет с выдачей сберегательной книжки

**Principal and interest** — капитал и проценты

**Pool of money** — общий денежный фонд, объединенный резерв капитала

**Real property** — недвижимое имущество

**Regular savings account** — обычный сберегательный счет

**Repayment** — уплата

**Savings rate** — норма сбережений

**Savings account** — депозит, сберегательный счет

**Savings deposit** — сберегательный вклад

**Treasury** — государственное казначейство

**Treasury bills** — краткосрочные казначейские векселя

**Time deposit** — срочный депозит, вклад на срок

#### **8. Answer the questions:**

1. What are the main reasons for saving money?
2. What are the advantages of depositing money?
3. Why does a financial institution lend money?
4. What economic factors affect saving rate?
5. What type of savings accounts do you know?
6. What are the main reasons for borrowing money?
7. How can people profit by using credit?



8. Why does the borrower put up collateral?
9. What is the most common type of mortgage?
10. What kind of applicants receive a high credit rating?

**9. Say if the statements are true or false. Prove your point.**

1. The fee that a financial institution pays for the use of depositors' money is collateral.

2. Credit is the purchase of goods and services without the actual transfer of money on the promise to pay later.

3. The shorter the loan period is, the smaller the monthly amount the consumer must pay.

4. A financial institution charges interest on loans to make money.

5. The money borrowed is called the interest.

6. The mortgagee must repay the mortgage in instalments for fixed number of years, usually between 15 and 30 years.

7. A financial institution makes a profit by charging more interest on loans than it pays on deposits.

8. When consumer goods are adequate to meet consumer demand and prices are lower, the savings rates are high.

9. When consumer demand is greater than the supply of consumer goods and prices are high, the savings rates are low.

10. A credit rating is an estimation of the probability of repayment.

**10. Complete the sentences matching the beginning of the sentence with one of the ending.**

1. A financial institution pays interest on savings deposits \_\_\_\_\_.

2. A common type of savings accounts among financial institutions is \_\_\_\_\_.

3. The length of repayment of the loan is important in \_\_\_\_\_.

4. Even wealthy consumers consider the use of credit necessary \_\_\_\_\_.

5. Credit payments for televisions, major appliances, and other expensive items \_\_\_\_\_.

6. The amount paid by the borrower for the privilege of using the money \_\_\_\_\_.

7. The money market account offers variable interest rates \_\_\_\_\_.

8. If the loan is not repaid according to the terms of the agreement, \_\_\_\_\_.

9. The loan is secured by the property, which is forfeited if \_\_\_\_\_.

10. The creditor evaluates information about the purchaser and \_\_\_\_\_.

a. usually run from one to five years

b. the loan terms are not met

c. determining the amount of the monthly payment

d. assigns that person a credit rating accordingly

e. when purchasing expensive items such as houses and automobiles

f. to attract a pool of money it can lend

g. that are usually higher than those of regular savings or NOW

accounts

h. the lender may take the borrower's collateral

i. is called the interest

j. a regular savings account, or a passbook account

## ТЕКСТЫ ДЛЯ ДОПОЛНИТЕЛЬНОГО ЧТЕНИЯ

### **What is management?**

You want me to explain what management is? Well, I guess I can manage that! Actually, management as we understand it today is a fairly recent idea. Most economists in the eighteenth and nineteenth centuries, for example, wrote about factors of production such as land, labour and capital, and about supply and demand, as if these were impersonal and objective economic forces which left no room for human action. An exception was Jean-Baptist, who invented the term 'entrepreneur', the person who sees to use resources in more productive ways. Entrepreneurs are people who are alert to so-far undiscovered profit opportunities. They perceive opportunities to commercialize new technologies and products that will serve the market better than it is currently being served by their competitors. They are happy to risk their own or other people's capital. They are frequently unconventional, innovative people. But entrepreneurship isn't the same as management, and most managers aren't entrepreneurs. So, what's management? Well, it's essentially a matter of organizing people. Managers, especially senior managers, have to set objectives for their organization, and then work out how to achieve them. This is true of the managers of business enterprises, government departments, educational institutions, and sports teams, although for government services, universities and so on we usually talk about administrators and administration rather than managers and management. Managers analyze the activities of the organization and the relations among them. They divide the work into distinct activities and then into individual jobs. They select people to manage these activities and perform the jobs. And they often need to make the people responsible for performing individual jobs which form effective teams. Managers have to be good at communication and motivation. They need to communicate the organization's objectives to the people responsible for attaining them. They have to motivate their staff to work well, to be productive, and to contribute something to the organization. They make decisions about pay and promotion. Managers also have to measure the performance of their staff, and to ensure that the objectives and performance targets set for the whole organization and for individual employees are reached. Furthermore, they

have to train and develop their staff, so that their performance continues to improve. Some managers obviously perform these tasks better than others. Most achievements and failures in business are the achievements or failures of individual managers.

### **Management**

A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose.

Management is a set of activities designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing environment. Resources – such as people, jobs or positions, technology, facilities and equipment, materials and supplies, information, and money – are used to accomplish the manager's intended purpose. Effectively means having the intended result; efficiently means accomplishing the objectives with a minimum of cost.

Managers are individuals who make decisions about the use the organization's resources, and are concerned with planning, organizing, leading (or directing), and controlling the organization's activities to reach its objectives. An important characteristic of managers is that they do their jobs by working with and through other people.

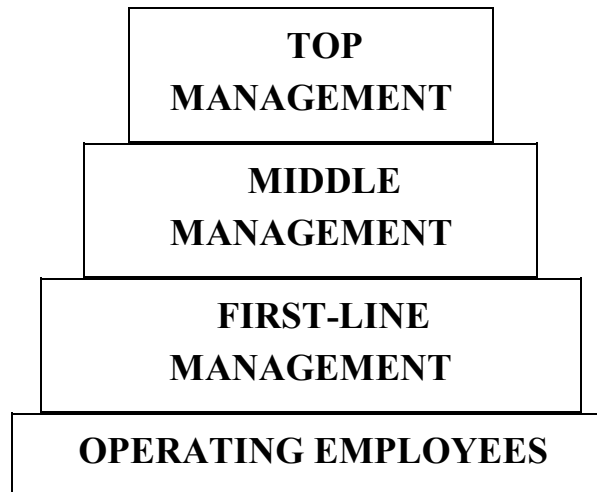
The extent to which managers perform the functions of management varies by level in the management hierarchy.

We commonly categorize managers as being in lower, middle or upper levels of management, as shown in Figure 1; however, these terms usually apply only in organizations large enough to have specialization. Small businesses usually have one or two managers who are responsible for the diverse management duties needed to keep the business running.

Upper managers spend most of their time planning, and leading because they make decisions about the overall performance and direction of the organization. Therefore, they are usually involved in the development of goals and strategies to achieve those goals. Chief executive officer (CEO), chief financial officer, chairman, president, and executive vice president are common titles at this level.

### ***Levels of management***

Each organization can be represented as a three-story structure or a pyramid. Each story corresponds to one of the three general levels of management: top managers, middle managers, and first-line managers. At the basic level of this pyramid there are operating employees.



**A top manager** is an upper-level executive who guides and controls the overall activities of the organization. Top managers constitute a small group. They are generally responsible for the organization's planning and developing its mission. They also determine the firm's strategy and its major policies. It takes years of hard work as well as talent and good luck, to reach the ranks of top managers. They are *president, vice president, chief executive officer, and member of the Board*.

**A middle manager** is a manager who implements the strategy and major policies handed down from the top level of the organization. Middle managers develop tactical plans, policies, and standard operating procedures, and they coordinate and supervise the activities of first-line managers. Titles at the middle-management level include *division manager, department head, plant manager, and operations manager*.

A first-line manager is a manager who coordinates and supervises the activities of operating employees. First-line managers spend most of their time working with employees, answering questions, and solving day-to-day problems. Most first-line managers are former operating employees who, owing to their hard work and potential, were promoted into management. Many of today's middle and top managers began their careers on this first

management. Common titles for first-line managers include *office manager*, *supervisor*, *foreman* and *project manager*.

Operating employees are not managers. They are qualified and non-qualified persons working for the organization. For their labour or services

they get salaries or wages. They represent the work force of the organization.

## 2. *Areas of management*

An organization structure can also be divided more or less horizontally into areas of management. The most common areas are finance, operations, marketing, human resources, and administration. Depending on its purpose and mission, an organization may include other areas as well – research and development, for example, or risk management.

**A financial manager** is primarily responsible for the organization's financial resources.

**An operations manager** creates and manages the systems that convert resources into goods and services. Operations management deals with the production of goods, but with the production of services and a variety of non-business activities as well.

**A marketing manager** is responsible for the exchange of products between the organization and its customers or clients. Specific areas within marketing are marketing research, advertising, promotion, sales, and distribution.

**A human resources manager** is responsible for the exchange of products between the organization and its customers or clients. Specific areas within marketing are marketing research, advertising, promotion, sales, and distribution.

**An administrative manager** (also called a *general manager*) is not associated with any specific functional area but provides overall administrative leadership. A hospital administrator is a good example of an administrative manager.

## **The Four Management Functions of Business**

Business management deals with the same general kinds of activities but differs in two principal ways: it handles resources and activities on a larger scale than most of us are accustomed to in our personal lives and it accomplishes work through other people.

The process of planning, organizing, directing, and controlling the use of a firm's resources to effectively and economically attain its objectives is called management. A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose. Administration is another term with nearly the same meaning, though it is more often used to refer to the management of institutions, such as schools or hospitals. It may, however, also be applied to business firms, particularly to the functions of higher-level management.

Managers typically perform four key functions for their businesses (see Figure 1): (a) planning, (b) organizing and staffing, (c) directing and coordinating, and (d) evaluating and controlling. Each of these functions is continuous and all are interrelated. The functions can be seen as a process continuously repeated in a cycle. Managers make plans to solve the problems and to take advantage of the opportunities presented to their companies. People are recruited to carry out the plans.

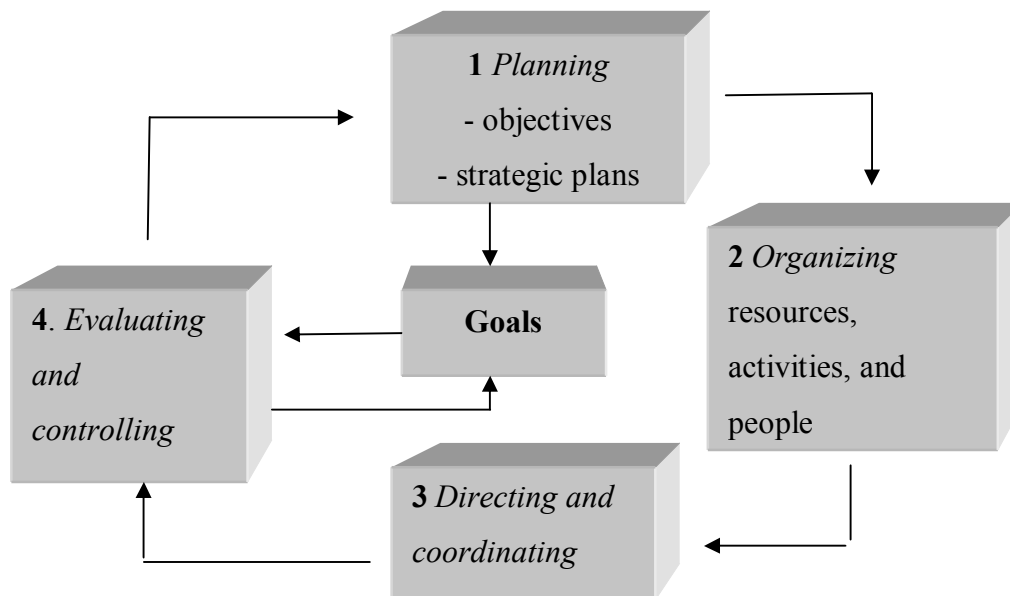


Figure 1. The Four Key Functions of Management

He or she directs and coordinates the activities of those who work in it. Evaluations of how well the organization is working toward its goals partially determine plans for future operations.

Planning is the backbone of every management effort. A plan, to a business manager, is an explicit statement of the business's future objectives combined with a step-by-step description of the actions that will be necessary to reach those objectives. The planning process centers on satisfying the two main requirements of this definition: clear goals and specific actions to meet them.

The terms goals and objectives can be used interchangeably. They represent the targets, or endpoints, toward which business efforts are directed. At a given time, a company may have hundreds of overlapping objectives. Some are general and long-range, such as maintaining an acceptable profit and rate of company growth. Others are more specific, usually devised to contribute to the general goals.

The first important part of the planning process is to set forth the important objectives of the company and to make them explicit. The other steps in planning follow naturally from this beginning.

The manager's goal is to reduce the costs of selling the product. The manager then considers several alternative solutions: (a) discontinuing the starters, (b) establishing a minimum order size, or (c) installing expensive new conveyor systems to aid order filling.

The same kind of process must be applied to all planning and at every level of management. The resulting plans for attaining the overall, long-term goals of a company are called strategic plans. The plans and procedures for reaching goals that are only a week, or month, or year away – those plans that involve what must be done from day to day – are operating plans.

Plans specify the actions to be taken; the way in which these actions will be carried out is determined by the organizing function of management. Organizing is the process of setting up the structure and rules to control the way resources – workers, material, machinery, and money – work together to reach objectives. Organizing determines what authority each employee has, who will do what job, what methods and equipment will be used, and other specific rules which determine how the work will be done.

Outstanding plans and an excellent organization will accomplish nothing unless people are actually put to work, doing the right job and doing

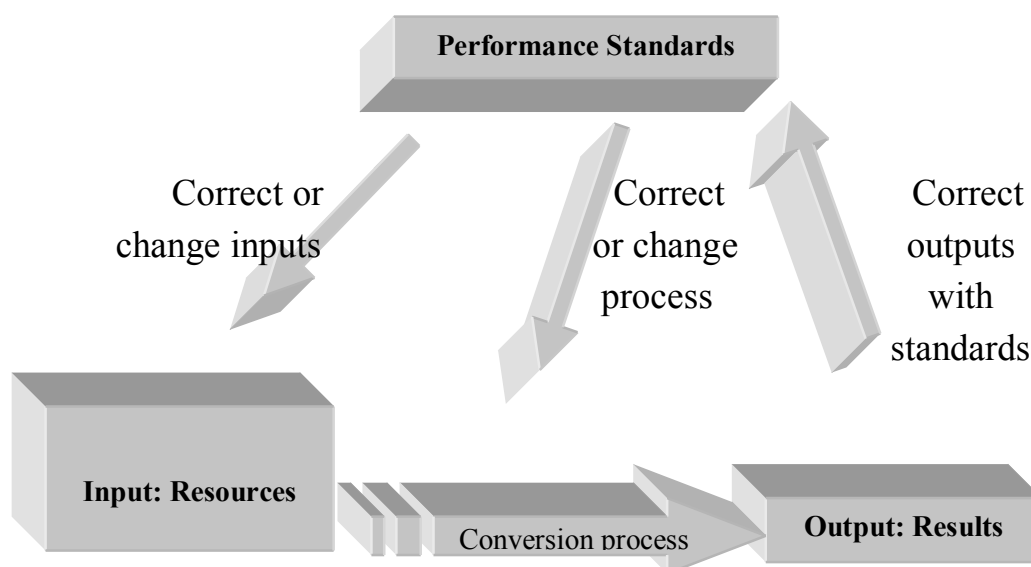


it correctly. Directing is the process of guiding and motivating people in the organization to do the work needed to accomplish the company’s goals. It includes telling and showing subordinates what jobs to do and how to do them and detecting errors and seeing that they are corrected. Effective directing requires the kind of sensitivity and leadership that will motivate subordinates and fellow workers.

In management, coordinating is largely a process of assuring communication between parts of the organization – individuals, departments, and levels of management – to make sure that they are working together on appropriate efforts toward mutual goals. Coordination attempts to avoid duplication of effort or omission of some essential activity. It insures that various parts of a total effort will take place at the right time and in proper sequence.

The final function of management is controlling. It requires evaluating the performance of the firm and its parts and making changes to improve operations. This function is clearly related to all of the other things management does, but it is most intimately connected with planning. The evaluations that are made as part of controlling the business operation serve to determine whether plans are being carried out and objectives met.

Controlling compares actual results of operations – sales, production output, costs, product quality, and employee performance – with performance goals or standards (see Figure 2). Ideally, the standard should be set as part of the planning process.



*Figure 2. Management controlling process*

## **How to Promote a New Product & Marketing Activities**

Getting a new product out for customers to see and try out is the first step in selling that product successfully. Even the best product will do little good for the public if they do not know it exists. Therefore, business owners or marketing professionals must utilize various marketing techniques to guarantee that the right audience knows about the product and that they receive the knowledge as effectively as possible. Fortunately, there are a number of fairly simple marketing opportunities for spreading the word and ensuring sales.

**Step 1 Offer promotional products.** The majority of people love freebies, and creating an event at which you give away products is more likely to draw customers that might not otherwise have been interested. In addition, a promotional event creates an opportunity for you to send out a press release about the event - as well as the product- and thus utilize the local media outlets, such as newspapers and news programs, forgetting the word to the public.

**Step 2 Order printed promotional material that shares information about the products.** Printed promotional material can range from simple flyers to more elaborate pamphlets that detail product specifications. In addition, business cards can be an excellent marketing tool. If the company features one product in particular, the business card can note that the company is home of the \_\_\_\_\_ product; or something along those lines, to keep the connection in mind for customers. And be sure to handout as many of these printed promotional items as possible, to reach the widest desired audience.

**Step 3 Create sample sizes of products and offer them to those who can review the products and offer feedback or a positive response.** Focus on sending the samples to those with credibility in the industry, such as professionals or experts whose feedback will have more effect on convincing customers to try the product.

**Step 4 Collect testimonials from customers who have used and enjoyed the product.** Testimonials can be a powerful tool for convincing potential customers to take the plunge, because they create the link between customers who trust the opinions of others like themselves. Suppose, for instance, that you have designed and are marketing a new range of hand lotion. Testimonials from customers can be powerful for persuading others to pass by more familiar names to use your product. What is more, testimonials that speak to specific cases such as reduced psoriasis or elimination of chapping on hands can help to convince others with similar concerns.

by Kristie Lorette, Demand Media

## **Why people become great at managing**

1. **Enjoy helping people grow.** Few things feel better than helping someone who is new to a role, or who has been struggling, into becoming a productive, confident person. There's a kind of satisfaction in helping someone figure out how to be successful that doesn't come from many other living experiences. Great managers love seeing this happen on their teams.

2. **Love creating positive environments.** A great manager creates a team and office environment that makes it easy for smart people to do good things. They love that moment when they wander the halls and see all sorts of amazing things happening all on their own, with passionate, motivated people doing good work without much involvement from the manager.

3. **Care deeply about the success and well being of their team.** Thoroughbred horses get well cared for. Their owners see them as an expensive asset and do whatever they can to optimize their health, performance, and longevity, even if their motivations are largely selfish. A great manager cares deeply about their staff, and goes out of his way to protect, train, care for, and reward their own team, even if their primary motivation is their own success.

4. **Succession mentality.** A successful manager eventually realizes their own leadership will end one day, but if they teach and instill the right things into people who work for them, that philosophy can live on for a long time, long after the manager is gone. This can go horribly wrong but the desire to have a lasting impact generally helps people think on longer term cycles and pay attention to wider trends short term managers do not notice.

5. **Long term sense of reward.** Many of the mistakes managers make involve reaping short term rewards at the expense of long term loyalty and morale. Any leader who inverts this philosophy, and makes short term sacrifices to provide long term gains, will generally be a much better manager. They recognize the value of taking the time to explain things, to build trust, to provide training, and to build relationships, all of which results in a kind of team performance and loyalty the short term manager never believes is possible.

6. **Practice of the golden rule.** Anyone in power, who treats all of their employees the same way they truly would want to be treated, or even better, will always be a decent, above average manager. A deeply moral person can't help but do better than most people, as treating people with respect, honesty and trust are the 3 things most people wish they could get from their bosses.

7. **Self aware, including weaknesses.** Great leaders know what they suck at, and either work on those

skills or hire people they know make up for their own weaknesses, and empower them to do so. This tiny little bit of self-awareness makes them open to feedback and criticism to new areas they need to work on, and creates an example for movement in how people should be growing and learning about new things. 8. **Sets tone of healthy debate and criticism.** If the boss gives and takes feedback well, everyone else will too. If the boss is defensive, passive-aggressive, plays favorites, or does other things that work against the best idea winning, everyone else will play these destructive games. Only a boss who sees their own behavior as a model the rest of the organization will tend to follow can ever become a truly great manager. Without this, they will always wonder why the team behaves in certain unproductive ways that are strangely familiar. 9. **Willing to fight, but picks their battles.** Great managers are not cowards. They are willing to stake their reputation and make big bets now and then. However they are not crazy either. They are good at doing political math and seeing which battle is worth the fight at a given time. A manager that never fights can never be great – they will never have enough skin in the game to earn the deepest level of respect of the people that work for them. But a manager that always fights is much worse. They continually put their own ego ahead of what their team is capable of.

### **Motivation**

Motivation refers to psychological process that gives behavior purpose and direction. It is an important area of study for managers because it helps them better understand our most valuable resource, people. (Realistically, motivation is just one of many explanations of work behavior, such as one's knowledge and emotional state and organizational factors.) Even though the employees in one study ranked "interesting work" the highest among the things they wanted from their jobs, their supervisors believed that they wanted "good wages" above all else. This type of misperception of employees' needs can cripple a motivation program. Pollster D. Yankelovich contends that traditional motivation tools such as fear, money, strict supervision, and the work ethic are inappropriate for nearly half of today's labor force in the USA. Among alternative motivation theories, Maslow's needs hierarchy theory, Herzberg's two-factor theory, and expectancy theory stand out as particularly relevant for managers. According to Maslow's message, people always have needs, and when one need is relatively fulfilled,

others emerge in a predictable sequence to take its place. His five-level needs hierarchy, although empirically criticized, makes it clear to managers that people are motivated by emerging rather than fulfilled needs. Assuming that job satisfaction and performance are positively related, Herzberg believes that the most that wages and working conditions can do is eliminate sources of dissatisfaction. According to Herzberg, the key to true satisfaction and motivation is an enriched job that provides an opportunity for achievement, responsibility, and personal growth. Expectancy theory is based on the idea that the strength of one's motivation to work is the product of perceived probabilities of acquiring personally valued rewards. Both effort-performance (“What are my chances of getting the job done if I put out the necessary effort?”) and performance-reward (“What are my chances of getting the rewards I value if I satisfactorily complete the job?”) probabilities are important to expectancy theory. Depending on how it is designed, a job can either hamper or promote personal growth and satisfaction. Although historically a key to higher productivity, specialization of labor has been associated with costly human problems in recent years. Managers have the options of fitting people to jobs or fitting jobs to people when attempting to counter the specialization-of-labor dilemma. The first option includes realistic job previews (honest explanations of what a job actually involves), job rotation (periodically moving people from one specialized job to another), and limited exposure (establishing a challenging but fair daily performance standard, and letting employees go home when it is reached). Managers who pursue the second option, fitting jobs to people, can either enlarge (combine two or more tasks into a single job) or enrich (redesign a job to increase its motivating potential) jobs. Job enrichment vertically loads jobs to meet individual needs for responsibility and knowledge of results. Personal desire for growth and a supportive climate are required for successful job enrichment. Both extrinsic (externally granted) and intrinsic (self-granted) rewards, when properly administered, can have a positive impact on

### **Types of organizations**

Whenever individuals come together for a common purpose, their separate activities must be coordinated to achieve maximum effectiveness.

The term “organization” has come to acquire a number of meanings. An organization of people who meet and have some sort of formal relationship,

such as a civic club, a political party, or an athletic team, may be called an organization. A business enterprise, with all its resources, personnel, equipment, and methods of production and distribution, is typically called an organization. The term 'organization', however, has its most proper meaning in a managerial context when it refers to the outcome of the organizing function.

In the organizing process, management sets up the structure and rules that control the way a company's resources will interact to reach objectives. The resulting internal structure is the organization: this structure prescribes the tasks and activities to be carried out, the relationship between these activities, and the role each individual in the company will play in meeting planned objectives. Thus management is responsible for the organizing function or process and the organization itself.

Organizational relationships within a business may be formal or informal. Formal organizations are consciously planned. They are arranged according to rational principles which are usually set down in writing. The purpose of formal organizations is to control the routine activities and decisions that keep the company running. Informal organizations exist without specific planning. The informal organization develops from social likes and dislikes of the employees.

Every business firm has its unique organization requirements. There are, however, certain principles that help to establish a sound internal structure. By following these principles, management creates an organization that is planned, suitable to purpose, well-defined, and as uncomplicated as possible. The principles are: a) organization follows planning; b) the structure of organization should fit its size and function; c) duties and relationships should be clearly defined and specified; d) to achieve effective supervision, the number of subordinates should be limited.

Organizations can also vary in the extent to which authority is distributed down the chain of command to middle and lower level of management. A centralized organization is one in which almost all of the authority is concentrated in a few positions at the top. In a company with centralized organization, nearly all important operating decisions will be made by top management. The main task of those below is to carry out their decisions efficiently. A decentralized organization delegates much more authority to the managers who are closer to actual operations.

In the long history of business management, three kinds of internal structures have evolved: line, line-and-staff, and functional. Most companies use one or more of these forms today.

An internal business structure in which every employee is a member of a direct chain of command from the top executives down through the levels of management is called line organization. It is called a line organization because authority flows in a direct line from the top of the organization to any individual worker at any level.

The line organization has a distinct advantage in its simplicity; every employee can understand the organization and know where he or she stands. The direct supervisor-subordinate relationship makes it easier to maintain discipline and quality of work.

A great disadvantage of the line organization is that it is sometimes not capable of handling the complex management and technical needs of a large, modern company. Another disadvantage is that there are often insufficient formal means for communication and coordination between departments. Also, since managers are responsible for all of the work of their subordinates, they are often burdened with decisions about details.

As the complexity and size of a company increase, managers usually find it necessary to modify the line organization by adding staff specialists to handle certain specific duties. This is called line-and-staff organization. It is the most common internal structure today, especially for large companies. The staff specialists perform technical services and provide expert guidance to line managers.

The great advantage of the line-and-staff organization is that it allows specialists to handle highly technical or complex functions while the company retains many of the benefits of line organization.

The disadvantage of a line-and-staff organization is that conflict often arises between line positions and staff positions. Line managers and workers may consider staff specialists as expensive extra baggage. Staff workers may resent managers who do not take their advice.

An alternative way to organize a business is to assign managers the responsibility for all activities and decisions in certain defined functional areas of operation. This is called functional organization. This structure, for example, might have five managers supervising the workers in a manufacturing plant. The

personnel manager would directly handle all personnel matters, the production manager would concentrate exclusively on production etc.

The main advantage of functional organization is that it allows managers to specialize in one particular area of operations. Their expert guidance becomes directly available to all workers without an intervening line manager. The fact that every worker has more than one supervisor is a great disadvantage of functional organization, however. This can cause conflicting commands and loss of discipline and can make it difficult to put down the responsibility for decisions. For this reason, most businesses that choose a functional organization try to clearly restrict the degree of authority certain functions can exercise over other functions.

A fourth kind of organization is used by firms that must manage a number of one-time projects – such as road, dam, or bridge building, or a research investigation. These firms use a matrix organization, which allows a project manager to exercise temporary authority over a number of specialists who also must report to different line managers for supervision in their specialties. This enables specialists to be assigned to projects where they are needed. It has the disadvantage, however, of asking an employee to report to two different bosses.

### **Strategic panning**

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and PEST analysis (Political, Economic, Social, and Technological analysis).

Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

"What do we do?"

"For whom do we do it?"

"How do we excel?"

In business strategic planning, the third question is better phrased "How can we beat or avoid competition?" In many organizations, this is viewed as a process for determining where an organization is going over the



next year or more typically 3 to 5 years, although some extend their vision to 20 years. In order to determine where it is going, the organization needs to know exactly where it stands, then determines where it wants to go and how it will get there. The resulting document is called the "strategic plan".

It is also true that strategic planning may be a tool for effectively plotting the direction of a company; however, strategic planning itself cannot foretell exactly how the market will evolve and what issues will surface in the coming days in order to plan your organizational strategy. Therefore, strategic innovation and tinkering with the 'strategic plan' have to be a cornerstone strategy for an organization to survive the turbulent business climate.

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, including goals-based, issues-based, organic, scenario (some would assert that scenario planning is more a technique than model), etc. Goals-based planning is probably the most common and starts with focus on the organization's mission (and vision and/or values), goals to work toward the mission, strategies to achieve the goals, and action planning (who will do what and by when). Issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. Organic strategic planning might start by articulating the organization's vision and values and then action plans to achieve the vision while adhering to those values. Some planners prefer a particular approach to planning such as appreciative inquiry. Some plans are scoped to one year, many to three years, and some to five to ten years into the future. Some plans include only top-level information and no action plans. Some plans are five to eight pages long, while others can be considerably longer.

### **Control**

Control is an issue facing every manager in every organisation today. Control concerns are very extensive. Office productivity, the time needed to resupply merchandise in stores, the length of time that customers must wait in check-out lines, quality and suchlike are all about control.

The systematic process through which managers regulate organisational activities to make them consistent with expectations established in plans, targets, and standards of performance is called organisational control.

A well-designed control system consists of four key steps: a) establishing standards of performance, b) measuring actual performance, c) comparing performance to standards, and d) taking corrective action.

Control should be linked to strategic planning. Changes in the environment require that internal control systems adapt to strategic changes; control systems must not continue measuring what was important in the past.

The organisation exists around a production process, and control can focus on events before, during, or after this process. These three forms of control are called, respectively, feedforward, concurrent, and feedback.

Feedforward control focuses on human, material, and financial resources that flow into the organisation. Its purpose is to ensure that input quality is sufficiently high to prevent problems when the organisation performs its tasks.

Concurrent control monitors ongoing employee activities to ensure that they are consistent with quality standards. It relies on performance standards. Concurrent control is designed to ensure that employee work activities produce the correct results.

Feedback control focuses on the quality of the end product or service after the organisation's task is completed.

Most organisations use all three types simultaneously but emphasize the form that most closely corresponds to their strategic objectives.

Finally, effective organisational control consists of several characteristics, including a link to strategy, use of all four control steps, acceptance by members, a balanced use of objective and subjective data, and the qualities of accuracy, flexibility, and timeliness.

A new approach to control being widely adopted in Canada and the United States is total quality management. It involves everyone in the organisation who is committed to the control function.

There are two main control approaches to quality. They are modern clan control and traditional bureaucratic control. Bureaucratic control is the use of rules, policies, hierarchy of authority, written documentation, reward

systems, and other formal mechanisms to influence employee behaviour and assess performance. Clan control relies on social values, traditions, common beliefs, and trust to generate compliance with organisational goals.

The implementation of total quality management involves the use of many techniques. Four major techniques of total quality management are benchmarking, reduced cycle time, outsourcing, and continuous improvement.

Quality circles, which are teams of 6 to 12 employees who identify quality problems and discuss solutions, are one means of implementing a quality control philosophy in an organisation.

### ***Management and Leadership***

Business managers can tell their subordinates what work to do and how to do it because they are given that authority by their companies. A subordinate, in theory, agrees to take direction from his or her superiors as one of the conditions of employment. In addition to authority, a manager must also use leadership to produce a truly effective organisation. *Leadership* may be defined as the ability to influence the attitudes and behaviour of others through skill in personal relations and without the use of force. Many have held that leaders must be born with these skills, but modern practice views leadership as resulting from a combination of talent, training, and experience.

– To be an effective leader, a manager must use complex intellectual and social skills to deal with different kinds of people in a wide variety of situations. An effective manager must be able to adapt his or her style and approach to many different situations. In addition to these, certain personal traits are often found in good leaders: Being a leader requires dealing with other people. A leader must be sensitive to the needs and feelings of others and must genuinely respect those feelings. Effective leaders know how to communicate and how to encourage others to communicate.

– Leaders must have emotional and social maturity. They must accept their own feelings and control their own behaviour. They must remain rational when angry and not be defeated by frustration and stress. They must be able to accept diversity and disagreement in others.

– Good leaders must be intelligent. They must be able to analyse complex situations and discover relationships, causes, effects, and solutions.

– Good leaders need self-motivation. In the position of leader, men and women will be subjected to stress and anxiety, rewards may be intangible or delayed. Only a strong inner determination to succeed allows people to function well in this role.

– Leaders must have an instinctive insight into what it takes to make others respond willingly to their directions. Many who have desirable leadership traits do not succeed in it. Many others, who do not bear the outward signs of leadership, have proven to be effective leaders.

Managers need great flexibility to be good leaders. They must be able to alter their leadership behaviour to suit different situations, despite what certain theories say about one management style being more effective than others.

Management styles range from autocratic to participative. The *autocratic* manager makes decisions and imposes them on subordinates. Employees are required to obey. If they do, they will be rewarded, usually with money; if they do not, they will be punished. *Participative* managers invite employees to take part in the decision-making process. They encourage initiative and self-direction in others. They try to provide their subordinates with positive motivators, such as opportunities to satisfy their need for achievement.

In practice, the best managers must be flexible enough to shift from the autocratic to the participative role as required in specific situations. In emergencies, where much is at stake and rapid decisions are needed, as on a battlefield or when fighting a fire, autocratic leadership may be most appropriate. In normal management situations, where long-term relationships occur and individuals must continually develop new skills, participative management seems to be most effective.

### **Which bosses are best? (from the Guardian)**

How do you like your boss? Sympathetic, empowering and not too busy, probably. They will be aware of the pressures of your job, but delegate responsibility where appropriate. They will be interested in your career development. Oh, and, preferably, they will be male.

In a survey for Royal Mail special delivery, a quarter of secretaries polled expressed a preference for a male boss. Only 7% said they would prefer a woman. The future of management may be female, but Ms High-Flier, it seems, can expect little support from her secretary.

One should not, of course, assume that all secretaries are female, but women still make up the overwhelming majority. So it makes uncomfortable reading for those who like to believe that a soft and cuddly sisterhood exists in the previously macho office environment, where women look out for their own. The findings also raise questions about neat predictions of a feminised future for management, where ‘womanly’ traits such as listening skills, flexibility and a more empathetic manner will become normal office currency.

Business psychologist John Nicholson is surprised by the survey’s findings, asserting that ‘the qualities valued today in a successful boss are feminine, not masculine’. He is emphatic that women make better bosses. ‘They listen more, are less status-conscious, conduct crisper meetings, are much more effective negotiators and display greater flexibility.’

They are also considerably more common than they used to be. According to information group Experian, women are no longer scarce in the boardroom – they occupy a third of the seats round the conference table. Women directors are still relatively uncommon in older age groups, but among young directors the proportion is growing.

Anecdotal evidence suggests that a reluctance to work for a woman may be more a question of management style than substance. ‘It’s just women bosses’ attitude,’ says Martha, a PA for 25 years who has worked predominantly for women, including a high-profile politician. ‘It’s something women have that men don’t. When they are critical they are much more personal, whereas men sail through not taking a blind bit of notice.’

Sonia Neill, a former secretary at Marks and Spencer, has experienced power struggles between women even where there was a significant disparity in status. ‘Women either find it awkward to give you work or they try to assert themselves by giving you really menial tasks. Men never do that.’

# ГРАММАТИЧЕСКИЙ СПРАВОЧНИК

## The English Tenses

Tense Group	Simple	Continuous	Perfect	Perfect Continuous
<b>Present</b>	<p><b>V / Vs(es)</b></p> <p><i>I / you / they / we</i> chat online every day.  <i>He / she / (it)</i> chats online every day.  <b>I don't</b> chat  <b>He doesn't</b> chat  <b>Do</b> you chat?  <b>Does</b> he chat?  <b>Always, usually, every day</b></p>	<p><b>Be (am, is, are) +Ving</b></p> <p><i>I am</i> chatting online now.  <i>You / we / they are</i> chatting  <i>He / she</i> is chatting  <b>I'm not</b> chatting  <b>We aren't</b> chatting  <i>She isn't</i> chatting  <i>Are they</i> chatting?  <i>Is she</i> chatting?  <b>Now, at the moment</b></p>	<p><b>Have / has +Ved / V<sub>3</sub></b></p> <p><i>I/you/we/they</i> have chatted  <i>He / she / it</i> has seen  <b>I haven't</b> chatted  <b>He hasn't</b> seen  <b>Has she</b> chatted?  <b>Have they</b> seen?  <b>Already, yet, just, ever, never, since, for, recently, lately</b></p>	<p><b>Have / has been +Ving</b></p> <p><i>I / you / they / we</i> have been chatting  <i>He / she / it</i> has been chatting  <b>We haven't</b> been chatting  <b>He hasn't</b> been chatting  <b>Have they</b> been chatting?  <b>Has she</b> been chatting?  <b>Since, for, all day</b></p>

Tense Group	Simple	Continuous	Perfect	Perfect Continuous
<b>Past</b>	<p><b>Ved / V<sub>2</sub></b></p> <p>I chatted / he chatted He <b>didn't</b> chat <b>Did</b> he / you chat?</p> <p><b>yesterday, last winter, 2 years ago, in 1999</b></p>	<p><b>Was / were + Ving</b></p> <p><i>I / he / she / it was chatting</i> <i>We / you / they were chatting</i> I wasn't chatting They weren't chatting Was she chatting? Were you chatting? <b>yesterday at 5 pm</b></p>	<p><b>Had + Ved / V<sub>3</sub></b></p> <p>I had chatted / he had chatted We hadn't chatted Had she chatted?</p> <p><b>before (when) Mother came / a friend called / the show began.</b></p>	<p><b>Had been + Ving</b></p> <p>We had been chatting She had been chatting Had he been chatting <i>(no negative as a rule)</i></p> <p><b>for 3 hours before Mother came / a friend called.</b></p>
<b>Future</b>	<p><b>Will + V</b></p> <p>I will chat / I'll chat He will not chat / He won't chat Will you chat?</p> <p><b>tomorrow, next week, next Sunday</b></p>	<p><b>Will be + Ving</b></p> <p>We'll be chatting He won't be chatting Will she be chatting?</p> <p><b>at 4 pm tomorrow / from 4 till 6 next Sunday</b></p>	<p><b>Will have + Ved / V<sub>3</sub></b></p> <p>He will have chatted They won't have chatted Will she have chatted?</p> <p><b>by 6 pm tomorrow / by the time the parents come home</b></p>	<p><b>Will have been + Ving</b></p> <p>He will have been chatting</p> <p><i>(is practically never used by native speakers)</i></p>

### Exercise 1

**Complete the dialogue using the verbs in brackets in Present Simple.**

A: Where (1) do you come (come) from?

B: I (2) \_\_\_\_\_ (come) from Thailand.

A: (3) \_\_\_\_\_ (you/live) in Bangkok?

B: No, I (4) \_\_\_\_\_ (not/live) in Bangkok. I (5) \_\_\_\_\_ (live) in Chang Mai.

A: What (6) \_\_\_\_\_ (you/do)?

B: I'm an accountant. I (7) \_\_\_\_\_ (work) for Berli Jucker.

A: How often (8) \_\_\_\_\_ (you/travel) to England?

B: I (9) \_\_\_\_\_ (not/come) here very often.

### Exercise 2

**Complete the information about the business activities of the Thai company Berli Jucker, using the verbs in the box in Present Simple.**

**operate /own/ be**

Berli Jucker Group (1) is one of Thailand's oldest trading organizations, and it (2)\_\_\_\_\_ a number of different companies that (3) \_\_\_\_\_ in four main business areas: manufacturing, engineering, marketing, and services.

**export /have /produce**

In our manufacturing division, we (4) \_\_\_\_\_ factories the at 5)\_\_\_\_\_ bottles, soap, and cosmetics for the local market, and we also (6) \_\_\_\_\_ medical equipment to Europe.

**install/ do /manufacture**

Our engineering division (7)\_\_\_\_\_ a great deal of work for Thailand's electricity authority, it (8)\_\_\_\_\_ Siemens power control systems, and our factory Thai-Scandic Steel (9)\_\_\_\_\_ large steel structures for the electricity industry.

**be/ handle/ import**

There (10) \_\_\_\_\_ also a Marketing and Distribution division. This (11)\_\_\_\_\_ goods from our factories in Thailand, and also (12)\_\_\_\_\_ a wide range of products from overseas.



**consist /be/ sell**

Our services division (13) \_\_\_\_\_ of a travel agency, Pacific Leisure, and an insurance group. There (14) \_\_\_\_\_ also a new Information Systems department which (15) \_\_\_\_\_ Informix products and Four Gen applications.

**Exercise 3**

**Put the verbs in brackets into present continuous.**

1. Could I ring you back in a few minutes? I *am talking* (talk) to someone on the other line. 2. Jane's upstairs with Anne and Roy. They \_\_\_\_\_ (have) a meeting about the catalogue. 3. What \_\_\_\_\_ (you/do) here? I thought you had gone to the airport. 4. Could you tell Mr. Ford that Miss Lee is here? He \_\_\_\_\_ (expect) me. 5. Oh no, the printer \_\_\_\_\_ (not work). I'll call the Maintenance Department. 6. This is a very bad line. \_\_\_\_\_ (you/call) from your car phone? 7. I \_\_\_\_\_ (phone) to tell you that your account is overdrawn by £326.

**Exercise 4**

**Read these newspaper extracts about various project that different companies are currently involved in. Match the extracts in column A with the extracts in column B.**

A	B
1. Burmah Castrol has invested 1.3 million in a joint venture in China.	a. It is currently developing a new financial television service for the UK and Europe.
2. Air Lingus has leased four A330 aircraft. 3. First Leisure has moved into the health and leisure business.	b. It is shutting down mines and reducing the workforce in order to become more competitive.
4. British Coal is getting ready for privatization.	c. It is looking for buyers for its coke, polypropylene and fertilizers businesses.
5. Reuters Holdings is a financial and news information group.	d. It is maintaining its exploration programme at al Masile and is testing a number of smaller sites near the main oilfield.
6. ICI, the chemicals giant,	

<p>wants to sell off some of its noncore subsidiaries.</p> <p>7. The US trade representative arrived in Japan last Thursday.</p> <p>8. Canadian Occidental Petroleum is optimistic about its exploration activity in the Yemen.</p>	<p>e. He is having talks with ministers about the liberalization of financial markets.</p> <p>f. It is building a factory to manufacture products for the Chinese aluminum industry. g. It is currently expanding its flights to New York and Boston.</p> <p>h. It is setting up three new fitness clubs and hopes to expand further next year.</p>
---	---

### Exercise 5

**Two friends meet in Paris. Read the dialogue and put the verbs into the present continuous.**

PIERRE: Hello, Jason. What (1) *are you doing* (you/do) over here?

JASON: Hello, Pierre. I'm just here for a few days. I (2) \_\_\_\_\_ (attend) the conference at the Pompidou Centre.

PIERRE: Where (3) \_\_\_\_\_ (you/stay)?

JASON: At the Charles V.

PIERRE: Very nice. And how's business?

JASON: Not that good. The recession (4) \_\_\_\_\_ (affect) us. People (5) \_\_\_\_\_ (not/spend) very much and we (6) \_\_\_\_\_ (not/get) many new orders, but it could be worse. How about you?

PIERRE: It's much the same over here. Interest rates are still very high, so everyone (7) \_\_\_\_\_ (try) to cut down on expenses. Not many companies (8) \_\_\_\_\_ (buy) new equipment, so it means that our Training Division (9) \_\_\_\_\_ (not/do) very well. Still, our Financial Services Division (10) \_\_\_\_\_ (manage) to get new customers, because in the current climate there are a lot of people who (11) \_\_\_\_\_ (look) for good financial advice.

### Exercise 6

**Read the following passages about changes that are taking place in the software industry. Fill in the blanks with the verbs from the box, using the present continuous.**

### **spend/ come /sell /shrink**

After two years in which the price of PCs has fallen by half, the price of software (1) *is coming* down too. The big software houses (2) \_\_\_\_\_ software at lower and lower prices and a price war looks inevitable. The profit margins of major companies like Borland, Lotus, and Microsoft (3) \_\_\_\_\_. In the last quarter Borland were down to a mere 2.6%. In addition, they (4) \_\_\_\_\_ less and on R&D, which may affect their long-term product plans.

### **become/ begin/ take over /turn**

Now the major software companies (1) \_\_\_\_\_ their attention to the less profitable home computer market, and software packages for children, such as Microsoft's "Creative Writer" (2) \_\_\_\_\_ from business software. Specialist computer shops are (3) \_\_\_\_\_ less popular, as families are unwilling to spend their weekends there, and computer (4) \_\_\_\_\_ to appear in supermarkets such as Wal-Mart and Costco.

### **Exercise 7**

**Decide if the speaker is talking about routine activities or activities going on at the moment of speaking. Put the verbs into the present simple or the present continuous.**

A: How (1) do you usually organize (you/usually organize) the delivery of milk to the factory? (2)\_\_\_\_\_ (the farmers/bring) it here themselves? B: No, (3)\_\_\_\_\_ (we/always collect) the milk ourselves, and the tankers(4)\_\_\_\_\_ (deliver) it to the pasteurization plant twice a day. A: What sort of safety procedures (5) \_\_\_\_\_ (you/have)? B: As a rule we (6) \_\_\_\_\_ (test) samples of every consignment, and then the milk (7) \_\_\_\_\_ (pass) down insulated pipes to the bottling plant, which (8) \_\_\_\_\_ (operate) 24 hours a day. I'll show you round a bit later, but the production line (9) \_\_\_\_\_ (not work) at the moment because the employees (10) \_\_\_\_\_ (change) shifts.

### **Exercise 8**

**Decide whether the verbs refer to general activities or current projects. Put the verbs into the present simple or present continuous.**

Our company was founded fifteen years ago, and we (1) manufacture (manufacture) and (2) \_\_\_\_\_ (supply) clothing to large organization such as the police, hospitals, and so on. We always (3) \_\_\_\_\_ (spend) a long time

talking to the customers to find out their needs. At the moment we (4) \_\_\_\_\_(produce) an order for 18.000 shirts for the police. The next order is for a local electronics factory, and our head designer (5) \_\_\_\_\_ (have) discussions with them to find out what sort of clothes they (6) \_\_\_\_\_ (require).

### Exercise 9

**In the following exercise, decide whether these situations are permanent or temporary. Put the verbs into the present simple or present continuous.**

1. He joined the company 25 years ago and he still works (work) for us.
2. We \_\_\_\_\_ (not/send) out any orders this week because we're waiting for the new lists.
3. I \_\_\_\_\_ (deal) with Mr Jarman's clients this week because he's away.
4. Go down this road, turn right, and the road \_\_\_\_\_ (lead) straight to the industrial estate.
5. Because of the high cost of sterling, exports \_\_\_\_\_ (not/do) very well.
6. The stock market can be risky because the price of shares \_\_\_\_\_ (vary) according to economic conditions.
7. She would be excellent as a European sales rep because she \_\_\_\_\_ (speak) French fluently.
8. I'm Heinrich Brandt; I'm German, and I \_\_\_\_\_ (come) from a small town near Munich.
9. We \_\_\_\_\_ (spend) a great deal on phone calls due to a postal strike.

### Exercise 10

**Fill in the blanks with the verbs in the box, using the present simple or present continuous.**

**fall/ grow/ begin /go /demand /make**

In many ways, the economic outlook is good. Unemployment (1) is falling and is now down to 8% from 14%. The economy (2) \_\_\_\_\_ at a rate of 2.5%. However, the real danger is that inflation (3) \_\_\_\_\_ to rise. This is

dangerous because every time that inflation (4) \_\_\_\_\_ up, people always (5) \_\_\_\_\_ higher wages, and this in turn (6) \_\_\_\_\_ the problem worse.

### Exercise 11

#### Stative verbs

**In each of the following sentences, put one of the verbs into the present simple or present continuous.**

1. We are interviewing (interview) people from outside the company for the new post in the export department, but I think (think) we ought to give the job to Mr Jackson.

2. At the moment we \_\_\_\_\_ (carry) out a survey to find out what sort of after-sales services our customers \_\_\_\_\_ (want).

3. We've got a competition on at work to do with our new range of cosmetics. The marketing people \_\_\_\_\_ (try) to find a brand name that \_\_\_\_\_ (sound) natural and sophisticated.

4. \_\_\_\_\_ (you/know) what Mrs. Erickson \_\_\_\_\_ (do)? She's not in her office and nobody has seen her since lunch.

5. Could you help me? I \_\_\_\_\_ (try) to translate this letter from a Spanish client and I don't know what this word \_\_\_\_\_ (mean).

6. I \_\_\_\_\_ (apply) for a transfer to our London office, but I don't know if I'll be successful. It all \_\_\_\_\_ (depend) on whether or not they have any vacancies.

7. Their new 'Own brand' instant coffee \_\_\_\_\_ (taste) very good, so it's not surprising that it \_\_\_\_\_ (become) more and more popular.

### Exercise 12

**Make up sentences using the following prompts. The first verb should be in the present simple and the second verb in the present continuous.**

Come from / but / live

*I come from Australia, but at the moment I'm living in Switzerland.*

1. Speak / and / learn \_\_\_\_\_

2. Normally / like my work / but / not enjoy \_\_\_\_\_

3. Go on a lot of training courses / and / do a course in CAD \_\_\_\_\_

---

4. Work from 9 to 5 / but / stay late \_\_\_\_\_

5. Travel a lot / and / visit Australia \_\_\_\_\_
6. Have several subsidiaries in Europe / and / set up another one in Brussels \_\_\_\_\_
7. Normally / export a lot to Greece / but / not get many orders \_\_\_\_\_

### Exercise 13

**Use the verbs in the box to complete the sentence in Past Simple. Some of the sentences are positive statements, some are negative, and some are questions.**

**accept/ complain/ hire /place/ realize /study /visit**

1. Oh, I'm sorry to disturb you. I didn't realize you had a visitor.
2. \_\_\_\_\_ you \_\_\_\_\_ economics when you were at university?
3. She \_\_\_\_\_ the job because the salary was too low.
4. Last week a number of customers \_\_\_\_\_ about slow service.
5. \_\_\_\_\_ you \_\_\_\_\_ the Acropolis when you were in Greece?
6. I am writing with reference to the order I \_\_\_\_\_ with you last week.
7. At last year's launch party, who \_\_\_\_\_ you \_\_\_\_\_ to do the catering?

### Exercise 14

**Write in the missing form of each of the irregular verbs below. Each verb can be used with the expressions on the right.**

Bare infinitive	Past tense	Expression
run	ran	...a business, ...out of something,
do	_____	...up a bill ...a job well,...your
make	_____	best,...business(with)
_____	went	...a profit, ...a mistake, ...a
write	_____	complaint
_____	had	...abroad, ...out for a meal, ...
pay	_____	bankrupt
_____	sold	...a letter, ...a report, ...out a
		cheque

		...lunch, ...a meeting, ...problems ...by credit card, ...cash, ...in advance ...something at a profit, ...at a loss, ...out
--	--	---

### Exercise 15

**Choose a past tense form and one of the expressions above to complete the following sentences.**

1. He made some calls from his hotel room and ran up a large phone bill.
2. We \_\_\_\_\_ with that company a few years ago, but then we stopped dealing with them.
3. The company lost money in its first year, but last year it \_\_\_\_\_ of \$2,5m.
4. He couldn't find a suitable job in his own country, so he \_\_\_\_\_ to look for work.
5. When the consultants had finished their study they \_\_\_\_\_ for the directors, giving a list of recommendations.
6. The engineers \_\_\_\_\_ with the gearbox, so they made some modifications to it.
7. They didn't want cash or a cheque, so I \_\_\_\_\_.
8. The product was very popular. We \_\_\_\_\_ on the first day and ordered more stock.

### Exercise 16

**Complete the following passage by putting the verbs into the past tense.**

After the Second World War, Akio Morita, the co-founder of Sony, (1) joined (join) forces with a friend, Masaru Ibuka. Both men (2) \_\_\_\_\_ (know) a great deal about telecommunications, so they (3) \_\_\_\_\_ (use) all their money, about \$100, and (4) \_\_\_\_\_ (set) up a small engineering company, Tokyo Tsushin Kogyo. There (5) \_\_\_\_\_ (find) a small broken-down building to use as a laboratory in Tokyo. There (6) \_\_\_\_\_ (be) so many holes in the roof that when it (7) \_\_\_\_\_ (rain), they (8) \_\_\_\_\_ (have) to continue working under umbrellas. Their first task (9) \_\_\_\_\_ (be) to decide what to make. They (10) \_\_\_\_\_ (not want) to make radios because of the competition from much larger companies. Instead, they (11) \_\_\_\_\_

(decide) to create an entirely new product, a tape recorder. They (12) \_\_\_\_\_ (succeed) in making a machine, but unfortunately they (13) \_\_\_\_\_ (not have) any tape, and they (14) \_\_\_\_\_ (not know) how to produce it. So they (15) \_\_\_\_\_ (start) to experiment, and (16) \_\_\_\_\_ (try) using a number of different materials. Finally, they (17) \_\_\_\_\_ (make) a breakthrough. They (18) \_\_\_\_\_ (cut) up strips of paper to make a reel, and (19) \_\_\_\_\_ (paint) them with a magnetic material that they (20) \_\_\_\_\_ (heat) on a frying pan in their small room. It (21) \_\_\_\_\_ (work), and they gradually (22) \_\_\_\_\_ (improve) the process. In 1950, they (23) \_\_\_\_\_ (begin) trying to sell their evolutionally machine. And the rest is history!

### Exercise 17

**Make questions from the prompts and complete each answer by using in, on, at or no preposition.**

1. When /she/complete/ the report. *When did she complete her report?*  
She completed her report on Friday.
2. When/they/setup/the company \_\_\_\_\_.  
They set up the company \_\_\_\_\_ the 1990s.
3. When /you/go abroad \_\_\_\_\_. I went abroad \_\_\_\_\_ June.
4. When /the meeting/finish \_\_\_\_\_. The meeting finished \_\_\_\_\_ 3.15.
5. When/you/order the parts \_\_\_\_\_. We ordered the parts \_\_\_\_\_ 11 August.
6. When /you/pay for them \_\_\_\_\_. I paid for them \_\_\_\_\_ the day before yesterday

### Exercise 18

**Complete the following sentences by putting the irregular verbs into the present perfect.**

1. I'm going to send them a reminder. They haven't paid (not pay) us for their last order.
2. Their shares \_\_\_\_\_ (fall) by over 23% and now look like a good buy.
3. \_\_\_\_\_ (you/write) to them about that shipment, or do you want me to phone them?



4. We \_\_\_\_\_ (spend) a lot on modernizing the factory, and it is now very well equipped.

5. Unemployment is very high here because a lot of factories \_\_\_\_\_ (shut) down.

6. The lawyers \_\_\_\_\_ (draw) up the contracts, so we are now ready to go ahead with the deal.

7. I \_\_\_\_\_ (not speak) to the MD about your proposal, but I will soon.

8. \_\_\_\_\_ (you/find) a suitable replacement for Mr. Chambers, or is the post steel vacant?

9. Anne \_\_\_\_\_ (just/get) back from lunch. Why don't you call her now?

10. Peter, \_\_\_\_\_ (you/meet) David Long? He's our new Finance Director.

### Exercise 19

**Fill in the blanks with for or since.**

1. They have operated as joint directors since the company started.
2. Orders have increased \_\_\_\_\_ the advertising campaign in June.
3. Our sales executives have used the same hotel \_\_\_\_\_ over 20 years.
4. Sorry, Mr. Smith is not available. He has been in a meeting \_\_\_\_\_  
8.30.
5. \_\_\_\_\_ I joined the company, I have been to over twenty countries.
6. Car sales have gone up by 10% \_\_\_\_\_ the tax cuts in December.
7. Portugal has been a member of the European Union \_\_\_\_\_ 1986.
8. It isn't a new Mercedes. He has had it \_\_\_\_\_ years.

### Exercise 20

**Make questions and answers, using the prompts.**

1. How long/you/be/in charge of the Finance Department?

A: How long have you been in charge of the Finance Department?

B: (I/six months) *I have been in charge of it for six months.*

2 How long/you/have a phone line for investors?

A: \_\_\_\_\_

B:(We/three. months) \_\_\_\_\_

3. How long/the property/be on the market?

A: \_\_\_\_\_

B:(It/six months) \_\_\_\_\_

4. How long/you/have an office in Spain?

A: \_\_\_\_\_

B:(We/2005) \_\_\_\_\_

5. How long/Jason/be in the States?

A: \_\_\_\_\_

B:(He/the 18th) \_\_\_\_\_

### Exercise 21

**Rewrite the sentences using the negative form of the present perfect, with for or since.**

1. The last time I saw Mr. Ng was in September.

*I haven't seen Mr. Ng since September.*

2. The last time the company made a profit was three years ago.

3. The last time I had a pay rise was two years ago. \_\_\_\_\_

4. The last time we looked at their proposal was in July.

5. The last time we raised our prices in real terms was in 2006.

6. The last time we played golf together was three months ago.

7. The last time there was a fall in unemployment here was in 2003.

8. The last time I went on a sales trip abroad was in January.

### Exercise 22

**Read through this extract from an advertisement about the Emerging Markets Fund. Put the verbs into the present perfect tense.**

Over the past five years, the capital returns from many emerging Asian and Latin American stock markets (1) have been (be) substantially higher than those of the developed world, as the chart shows. For example, the market in Argentina (2) \_\_\_\_\_ (rise) by 793% and Mexico (3) \_\_\_\_\_ (increase) by 645%. In Asia, the booming market in Thailand (4) \_\_\_\_\_

(go up) by 364%, and investors in the Philippines (5) \_\_\_\_\_ (see) a return of 204%. The major developed nations (6) \_\_\_\_\_ (not/manage) to make anything like such significant returns. The market in the USA (7) \_\_\_\_\_ (grow) by 69,8%, and in Japan, the market (8) \_\_\_\_\_ (fall) by 32,2% over the same period. The growth rates that these emerging markets (9) \_\_\_\_\_ (enjoy) in recent years is little short of phenomenal. And we are firmly convinced, much more is yet to come. Our new Emerging Markets Fund, therefore, offers you an easy and attractive way of investing now in the world of tomorrow and its many exceptional growth opportunities.

### Exercise 23

**Complete the sentences by putting the verbs into the present perfect continuous.**

1. I didn't realize you had moved to General Motors. How long *have you been working* (you/work) for them?

2. We \_\_\_\_\_ (export) a lot of high technology equipment to Russia since the government relaxed export regulations.

3. The price of cigarettes fell sharply when Philip Morris started a price war, and it \_\_\_\_\_ (fall) ever since.

4. Because of the recession, many businesses \_\_\_\_\_ (not/invest) in capital equipment over the last couple of years.

5. We \_\_\_\_\_ (not/use) DFT's Express delivery service very much recently because we are trying to keep over costs down.

6. They \_\_\_\_\_ (try) to sell their food distribution division, but so far there has been very little interest in it.

7. I \_\_\_\_\_ (make) contributions to my pension for the last five years.

8. How long \_\_\_\_\_ (you/send) your trainees on management courses?

### Exercise 24

**Put the verbs in brackets into the present perfect simple or the present perfect continuous.**

1. We are thinking about opening an office in Tokyo, so I *have been learning* (learn) Japanese at evening classes for the last two months.

2. By the way, I \_\_\_\_\_ (work) out those figures. They are on your desk now.

3. Do you know where that order form is? Peter \_\_\_\_\_ (look) for it.
4. I'm sorry, I didn't know that you were here. \_\_\_\_\_ (you/wait) long?
5. Since January, our turnover \_\_\_\_\_ (increase) by 18 %.
6. The film company is a reasonable investment. They \_\_\_\_\_ (make) four very successful films.
7. The lawyers \_\_\_\_\_ (look) through the contract, but they say they need another day to read it all.
8. We \_\_\_\_\_ (visit) potential sites for the new workshops, but we haven't found anything suitable yet.

### Exercise 25

**Match the questions in column A with the replies or explanations in column B.**

A	B
1 Why is your office in such a mess?	A They've been traveling so much that they never have time to do any.
2 Why has the wages bill been so high recently?	B We've been losing a lot of stock because of shoplifting.
3 Why have you got three new store detectives?	C I've been having a lot of problems with it recently.
4 Why are they so behind with their work?	D I've been looking for that letter from Graylings, but I can't find it.
5 What's your car doing at the garage?	E Yes, but I've been interviewing.
6 You look tired, Anne. Are you OK?	F Because everyone's been doing a lot of overtime.

### Exercise 26

**In the dialogue, put the verbs into the simple past or the present perfect.**

A: Can I have a word about your trip to Athens?

B: Yes, of course. Is everything OK?

A: Yes. Your tickets (1) *have arrived* (arrive) and they're in my office now. And I (2) \_\_\_\_\_ (just/had) a fax from the hotel confirming your reservation.

B: Thank you. What about money?

A: I (3) \_\_\_\_\_ (already/order) some drachmas for you. I (4) \_\_\_\_\_ (ring) the bank yesterday, and they'll have them tomorrow. But there's a problem with your Eurocheque book. I (5) \_\_\_\_\_ (ask) them to send one a week ago, but it (6) \_\_\_\_\_ (not/arrive) yet.

B: That's all right. I (7) \_\_\_\_\_ (never/need) a Eurocheque before. I normally use a credit card.

A: Really? Are you sure you can do that?

B: Yes, I think so. Certainly when I (8) \_\_\_\_\_ (go) to France last October I (9) \_\_\_\_\_ (take) my Visa card and my Mastercard, and I (10) \_\_\_\_\_ (not/have) any problems. But I'll check about Greece. (11) \_\_\_\_\_ (you/ever/be) there?

A: No, but have a word with Alison Morgan in Production. She (12) \_\_\_\_\_ (be) there a couple of times this year, so I expect she would know.

### Exercise 27

**Underline the correct form of the verb.**

1. I've *stayed/been staying* in a hotel for the last ten days, but I hope to find an apartment of my own soon.

2. I wonder how Jim is getting on. I haven't *heard/been hearing* from him for nearly a week.

3. Graham is a natural salesman. He has *sold/been selling* eight cars since the beginning of the week.

4. I didn't realize that you and David were friends. How long have you *known/been knowing* him?

5. This report is a nightmare. I have *written/been writing* it for two weeks, and it is still not finished.

### Exercise 28

**Read the following letter. Put the verbs in brackets into the simple past, present perfect, or present continuous.**

Darwin, 24 October

Dear Ken,

I am writing to let you know how I am getting on with the marketing trip here. I am sorry I (1) have not been (not/be) in touch for so long, but I (2) \_\_\_\_\_ (be) very busy since I (3) \_\_\_\_\_ (arrive) here on the 18th. There is

a great deal of interest in the new fertilizer. Last week I (4) \_\_\_\_\_(be) in Sydney, Where I (5) \_\_\_\_\_ (visit) a number of farmers and (6) \_\_\_\_\_ (see) a couple of potential agents. The feedback at all of those meetings (7) \_\_\_\_\_ (be) very positive, and I (8) \_\_\_\_\_ (already/receive) a number of orders. I (9) \_\_\_\_\_ (never/have) such an enthusiastic response about a new product, so I am confident it will be a great success. I (10) \_\_\_\_\_(come) up to Darwin on Tuesday, and since then I (11) \_\_\_\_\_ (be) to some more farms and I (12) \_\_\_\_\_ (make) two or three useful contacts. Yesterday I (13) \_\_\_\_\_(have) a meeting with Barry Thomas, who you may remember. He (14) \_\_\_\_\_(work) with Agrichem in London for a couple of years in the early 90s, then (15) \_\_\_\_\_ (set) up his own business over here, and he (16) \_\_\_\_\_ (act) as a distributor of some of our agricultural machinery for the last year or so. Towards the end of our meeting he (17) \_\_\_\_\_ (ask) about becoming the sole distributor for the fertilizer. The question is an interesting one, but I feel that we (18) \_\_\_\_\_ (not think) enough yet about the precise sales and distribution network that we will need. We must talk about this when I get back. Anyway, I must fax this off to you now. I (19) \_\_\_\_\_(just/have) another phone call from someone who wants to hear about the fertilizer, so I'll do that now. I'll be in touch again soon, and in the meantime send my congratulations to everyone in R&D. Jim.

### Exercise 29

**Choose the correct tense, simple past or continuous.**

I (1) *met/was meeting* an old business colleague of mine while I (2) *travelled/was travelling* to New York for a conference. She (3) *noticed/was noticing* me while I (4) *stood/was standing* in the queue at the airport check-in desk. We decided to travel together, and while we (5) *waited/were waiting* for the light to leave, we (6) *realized/were realizing* that we were going to the same conference and staying at the same hotel. We talked about old times, and while (7) *had/were having* lunch on the plane, she (8) *said/was saying* that she was going to look for a new job. I didn't think of it at the time, but later on when the plane (9) *came/was coming* in to land, I suddenly (10) *remembered/was remembering* that we had a vacancy for a lawyer. I told her about the terms and conditions, and later that evening, when we (11) *had/were having* dinner, she (12) *accepted/was accepting* the position.

### Exercise 30

**In the following sentences, put one of the verbs in continuous, and the other verb into the simple past.**

1. (walk, notice) The security guard *noticed* the broken window while he *was walking* round the warehouse.
2. (go, meet) I first \_\_\_\_\_ Mr. Rodriguez when I \_\_\_\_\_ round Mexico on a marketing trip.
3. (interrupt, give) When she \_\_\_\_\_ her presentation, someone at the back of the room \_\_\_\_\_ to ask a question.
4. (finalize, ring up) While my PA \_\_\_\_\_ arrangements for my trip to Brazil, the clients \_\_\_\_\_ to cancel the visit.
5. (notice, look) The auditors \_\_\_\_\_ a large unauthorized withdrawal when they \_\_\_\_\_ through the account.
6. (happen, clean) The worker who died \_\_\_\_\_ the chemical tank when the accident \_\_\_\_\_
7. (drop, take) One of the removal men \_\_\_\_\_ my computer when he \_\_\_\_\_ it into my office.
8. (work, approach) A headhunter \_\_\_\_\_ her when she \_\_\_\_\_ for ICL.

### Exercise 31

**Complete the sentences by putting the verb into the past perfect.**

1. Did you manage to see the Director, or *had he gone* (he/go) by the Time you got there?
2. I couldn't get into the office yesterday morning because I \_\_\_\_\_ (leave) my keys at home.
3. We could not call our new low-fat spread Mono, because one of our competitors \_\_\_\_\_ (already /choose) the name.
4. I found out about the vacancy too late .When my application form arrived, they \_\_\_\_\_ (appoint) someone.
5. By the time he sold off the shares, his original investment \_\_\_\_\_ (grow) by 83%.
6. He found his first few weeks at Ernst & Young very difficult because he \_\_\_\_\_ (not / study) accountancy before.

7. When I got back to the office, I was surprised to hear that the manager \_\_\_\_\_ (put) someone else in charge of my main project.

8. The bank returned the cheque to me because I \_\_\_\_\_ (not/sign) it.

### Exercise 32

**Complete the following sentences using the past perfect.**

1. She found working from 9 to 5 very difficult because ... *she had never had a full-time job before.*

2. The company decided to take legal action because

---

3. The company was forced to pay a fine to the tax authorities because

---

4. My trip to the airport to collect Mr. Olivera was a waste of time. When I got there I found that \_\_\_\_\_

5. She was not worried when the stock market fell because

### Exercise 33

**Put the verbs in brackets into the will future or the present simple.**

1. Sally is working on the sales forecast the moment. I *will give* (give) you the figures as soon as I *get* (get) them.

2. The shipment isn't in yet, but the agent \_\_\_\_\_ (phone) us as soon as it \_\_\_\_\_ (arrive).

3. If they \_\_\_\_\_ (not receive) payment next week, I think they \_\_\_\_\_ (take) legal action against us.

4. Give me the report and I \_\_\_\_\_ (show) it to the lawyers before they \_\_\_\_\_ (leave).

5. Analysts believe the share price of ICI \_\_\_\_\_ (rise) after it \_\_\_\_\_ (announce) its interim profit forecast next week.

6. When they \_\_\_\_\_ (close) the factory next year, a lot of small local businesses \_\_\_\_\_ (suffer).

7. When I \_\_\_\_\_ (come) to England next year, I \_\_\_\_\_ (give) you a ring and maybe we can arrange dinner.

8. When the strike (be) \_\_\_\_\_ over, everyone (feel) \_\_\_\_\_ happier.

9. I am sure that our sales (fall) \_\_\_\_\_ when we (put up) \_\_\_\_\_ prices.



10. Don't worry about the office. I (tidy) \_\_\_\_\_ it up before Mr. Kosser (get) \_\_\_\_\_ back.

### Exercise 34

**Rewrite the following sentences using will or won't.**

1. Has anyone offered to collect you from the airport? *Will anyone collect you from the airport?*

2. I promise not to be late again. \_\_\_\_\_

3. The finance group 3i has agreed to loan us £18m for the project.

---

4. The company has offered a 5% pay rise in return for a no-strike deal.

---

5. I promise not to discuss this information with anyone.

---

6. They have refused to increase our discount. \_\_\_\_\_

7. The company has offered to pay me relocation expenses.

---

8. The cash machine is refusing to take my card.

---

9. Let me give you a hand with those boxes.

---

### Exercise 35

**Use the words in brackets to make predictions with going to.**

1. The stock market is very over-valued. (be/correction) *There is going to be a correction soon.*

2. Demand for tin is rising, but supply is falling. (price/rise)

---

3. The company is in serious financial difficulty. (go bankrupt)

---

4. My boss is looking for another job. (leave the company)

---

5. We should have left much earlier. (be late)

---

### Exercise 36

**Fill in the blanks with the correct form of the future, using will or going to.**

1. A: I'm afraid the fax machine isn't working.  
B: Don't worry; it's not a very urgent letter. I *will post* (post) it.
2. A: We've chosen a brand name for the new biscuits.  
B: Really? What \_\_\_\_\_ (you/call) them?
3. A: Why are you taking the day off on Friday?  
B: I \_\_\_\_\_ (look) at a new house.
4. A: I'm afraid there's no sugar. Do you want a coffee without any?  
B: No, I \_\_\_\_\_ (not have) one, thanks.
5. A: Have you decided what to do about improving the circulation of the magazine?  
B: Yes, we \_\_\_\_\_ (cut) the cover price by 10% as from October.
6. A: I'm afraid I can't take you to the airport. Something important has just come up.  
B: Never mind. I \_\_\_\_\_ (take) a taxi.
7. A: Do you need any help?  
B: Oh, yes please. \_\_\_\_\_ (you/carry) the display stand for me?
8. A: Could you make sure Mr. Wilson gets my message?  
B: Yes, I \_\_\_\_\_ (tell) him myself when he gets in.

## FINAL BUSINESS GRAMMAR TESTS

1. Systems for the production and delivery of goods and services \_\_\_\_\_ always an essential part of civilization.
  - (a) were
  - (b) is
  - (c) have been
2. The latest franchise \_\_\_\_\_ in one week.
  - (a) would open
  - (b) will open
  - (c) has opened
3. \_\_\_\_\_ going to the automobile exhibition tomorrow.
  - (a) Their
  - (b) There
  - (c) They're
4. Lloyds \_\_\_\_\_ in the 17th century.
  - (a) had started
  - (b) started
  - (c) was starting
5. By this time next year, merchandising \_\_\_\_\_ greatly improved.
  - (a) is
  - (b) has been
  - (c) is going to be
6. If this trend continues, the firm \_\_\_\_\_ even bigger profits.
  - (a) would make
  - (b) will make
  - (c) has made
7. He \_\_\_\_\_ the terms of delivery several times.
  - (a) is repeating
  - (b) has repeated
  - (c) repeats
8. "What did the manager say to you?" "He \_\_\_\_\_ to prepare a new contract".
  - (a) said me
  - (b) told

(c) told me

9. If they \_\_\_\_\_ to an agenda, we must postpone the meeting.

(a) have yet agreed

(b) still have not agreed

(c) already agree

10. The EU \_\_\_\_\_ competition and congestion as it attempts to liberalize its aviation industry.

(a) is presently facing

(b) presently faces

(c) has presently faced

11. The organization wants the meeting \_\_\_\_\_ immediately.

(a) to arrange

(b) arranged

(c) arrange

12. The analyst predicted that the company would not go bankrupt if it \_\_\_\_\_ the prices.

(a) raised

(b) would raise

(c) has raised

13. My salary \_\_\_\_\_ 5 percent last year.

(a) has increased

(b) increased

(c) was increasing

14. The income tax \_\_\_\_\_ again next year.

(a) are raised

(b) will be raised

(c) is raised

15. My friend wasn't home when I called, but we \_\_\_\_\_ contact him at his office.

(a) were able to

(b) would have

(c) could not

16. I thought you \_\_\_\_\_ to fill in this form.

(a) will be able

(b) would be able

(c) can

17. I \_\_\_\_\_ employed with this firm for 10 years now.

(a) am

(b) have been

(c) was

18. What would you do if someone \_\_\_\_\_ you a counterfeit dollar?

(a) gives

(b) gave

(c) will give

19. Economics \_\_\_\_\_ an important role in the relationships among countries.

(a) play (b) plays (c) is played

20. When you \_\_\_\_\_ money from your bank account, you will be able to buy this car.

(a) will withdraw

(b) withdraw

(c) withdrew

## TEST 2

1. In the nearest future, the company will not allow its employees \_\_\_\_\_ overtime.

(a) to work

(b) work

(c) will work

2. A smart consumer gets his or her phone order \_\_\_\_\_ in writing.

(a) confirming

(b) confirmed

(c) confirm

3. If taxes \_\_\_\_\_ we will need to borrow money.

(a) will go up (b) go up (c) have gone up

5. The manager \_\_\_\_\_ the production levels every day.

(a) is checking

(b) checks

(c) has checked

6. The sales meeting \_\_\_\_\_ in Kiev next week.

(a) was held (b) will be held (c) has been held

7. International business \_\_\_\_\_ in some sense since prehistory.

(a) existed

(b) has existed

(c) is existing

8. The Internal Revenue Service \_\_\_\_\_ home equity loans for many computations.

(a) is used

(b) uses

(c) use

9. Banks and finance companies \_\_\_\_\_ years.

(a) are making

(b) have been making

(c) make

10. Are you really interested in \_\_\_\_\_ these shares?

(a) buy

(b) buying

(c) having bought

12. Net sales in the current year \_\_\_\_\_ 10 percent higher than the previous year.

(a) had been

(b) are

(c) were

13. We \_\_\_\_\_ for a new exporter now.

(a) look

(b) are looking

(c) are being looked

14. The manager is very busy and \_\_\_\_\_.

(a) so I am

(b) so am I

(c) nor I am

16. They said they had the equipment \_\_\_\_\_ yesterday.

(a) ship

(b) shipped

(c) was shipped

17. As soon as the money \_\_\_\_\_ invested, the construction will begin.  
(a) are  
(b) is  
(c) will be
18. Have you borrowed \_\_\_\_\_ car?  
(a) their  
(b) there  
(c) they're
19. He \_\_\_\_\_ buy the ship's cargo if he had the money.  
(a) will  
(b) would  
(c) would have
20. I am really surprised that their company \_\_\_\_\_ the contract.  
(a) get  
(b) got  
(c) had gotten

### TEST 3

1. I could place a big order for flowers.  
(a) wanted  
(b) want  
(c) wish
2. I'd \_\_\_\_\_ the bank manager.  
(a) like to phone you  
(b) you like phone to  
(c) like you to phone
3. He can't work faster and .  
(a) so I can  
(b) so can't I  
(c) neither can I
4. He \_\_\_\_\_ certainly earned more money if he had worked harder.  
(a) would  
(b) would have  
(c) will
5. Money \_\_\_\_\_ by the building societies to those who want to buy home.

- (a) is lent  
 (b) is lending  
 (c) has lent
6. If the government \_\_\_\_\_ an import fee, prices will increase.  
 (a) will impose (b) imposes (c) has imposed
7. Our plant will import much more refrigerators a year if quotas \_\_\_\_\_ lifted.  
 (a) will be  
 (b) are  
 (c) be
8. The package containing the necessary samples \_\_\_\_\_.  
 (a) has been sent  
 (b) will send  
 (c) sent
10. When a firm plants the flag in a new country, it \_\_\_\_\_ learn local laws,  
 customs, languages.  
 (a) had to  
 (b) has to  
 (c) didn't have to
11. Multinational companies must \_\_\_\_\_ to deal with foreign patterns of economic growth, investment and inflation.  
 (a) to learn  
 (b) learn  
 (c) will learn
12. If you ignore the overhead, you \_\_\_\_\_ your expenses.  
 (a) will underestimate  
 (b) would underestimate  
 (c) have underestimated
13. I would like \_\_\_\_\_ by cheque.  
 (a) paying  
 (b) to pay  
 (c) to have paid
14. If you application form \_\_\_\_\_ us, we will invite you for an interview.



(a) will suit

(b) suits

(c) suited

15. The goods arrived last week, but they \_\_\_\_\_ only this morning.

(a) are delivered

(b) have been delivered

(c) had been delivered

16. If profits \_\_\_\_\_ to grow at this rate, the company will be able to pay a higher dividend.

(a) continue

(b) will continue

(c) continued

17. When the shipment \_\_\_\_\_, he will dispatch it to the proper department.

(a) will come in

(b) comes in

(c) is coming in

18. He will never make his employees \_\_\_\_\_ on that holiday.

(a) be working

(b) work

(c) worked

19. Their monetary unit \_\_\_\_\_ stronger if they did something about their deficit.

(a) will be

(b) would be

(c) should be

20. If we \_\_\_\_\_ her foresight, our growth would have been difficult

(a) did not have

(b) had (c) had not had

21. You \_\_\_\_\_ introduce me to the chairperson because we have already met.

(a) must

(b) should

(c) do not have to

## GRAMMAR TEST 4

### VARIANT 1

**Complete the sentences by putting the verb into the necessary tense form.**

1. The security guard \_\_\_\_\_ (notice) the broken window while he was \_\_\_\_\_ (walk) round the warehouse.

2. \_\_\_\_\_ you \_\_\_\_\_ (manage) to see the Director or \_\_\_\_\_ he \_\_\_\_\_ (go) by the time you got there?

3. Could you help me? I \_\_\_\_\_ (try) to translate this letter from a Spanish client and I \_\_\_\_\_ (not know) what this word \_\_\_\_\_ (mean).

4. She \_\_\_\_\_ (not accept) the job because the salary \_\_\_\_\_ (be) too low.

5. Their shares \_\_\_\_\_ (fall) by over 23% and now it's a good time for us to buy them.

6. \_\_\_\_\_ you ever \_\_\_\_\_ (work) abroad?

7. I didn't realize you had moved to Ciba Geigy. How long \_\_\_\_\_ (you/work) for them?

8. He felt very tired at 4.30 because he \_\_\_\_\_ (work) with his clients all day.

9. I first \_\_\_\_\_ (meet) Mr. Rodriguez when I \_\_\_\_\_ (go) round Mexico on a marketing trip.

10. I \_\_\_\_\_ (can not) get into the office yesterday morning because I \_\_\_\_\_ (leave) my keys at home.

11. The next order is for a local electronics factory, and now our head designer \_\_\_\_\_ (have discussions) with them to find out what sort of clothes they require.

12. Last week a number of customers \_\_\_\_\_ (complain) about slow service.

13. We \_\_\_\_\_ (spend) a lot on modernizing the factory, and it is now very well equipped.

14. I \_\_\_\_\_ never \_\_\_\_\_ (be) to America.

15. We \_\_\_\_\_ (export) a lot of high technology equipment to Russia since the government relaxed export regulations.

16. They realized that none of their confidential information was safe because someone \_\_\_\_\_ (supply) their competitors with details of their plans for the last few months.

17. When she \_\_\_\_\_ (give) her presentation, someone at the back of the room \_\_\_\_\_ (interrupt) her to ask a question.

18. We couldn't call our new product Mono, because one of our competitors \_\_\_\_\_ (already/choose) this name.

19. I \_\_\_\_\_ (work) for "Teletraining". We \_\_\_\_\_ (make) training videos. At the moment we \_\_\_\_\_ (make) a training video for British Telecom.

20. I \_\_\_\_\_ (write) with reference to the order I \_\_\_\_\_ (place) with you last week.

21. Unemployment is very high here because a lot of factories \_\_\_\_\_ (shut) down.

22. They \_\_\_\_\_ already \_\_\_\_\_ (modernize) the warehouse, but they \_\_\_\_\_ (not/ decorate) the reception area yet.

23. The price of cigarettes \_\_\_\_\_ (fall) sharply when Philip Morris started a price war, and it \_\_\_\_\_ (fall) ever since.

24. She felt that a change of job would be good for her because she \_\_\_\_\_ (do) well at work by that time.

25. \_\_\_\_\_ you \_\_\_\_\_ (see) John this morning?

26. While my PA \_\_\_\_\_ (finalize) arrangements for my trip to Brazil, the clients \_\_\_\_\_ ring up to cancel the visit.

27. I \_\_\_\_\_ (find out) about the vacancy too late. When my application form arrived, they \_\_\_\_\_ (appoint) someone.

28. I \_\_\_\_\_ (know) about the coming price rise for several weeks.

29. We \_\_\_\_\_ (not/have) any large orders from them for several months.

30. What \_\_\_\_\_ you \_\_\_\_\_ (do) here? I thought you \_\_\_\_\_ (go) to the airport.

## GRAMMAR TEST 4

### VARIANT 2

**Complete the sentences by putting the verb into the necessary tense form.**

1. We \_\_\_\_\_ (do business) with that company a few years ago, but then we \_\_\_\_\_ (stop) dealing with them.

2. I'm not sure if his trip is going well. I \_\_\_\_\_ (not/hear) from him since Monday.

3. The lawyers \_\_\_\_\_ (draw) up the contracts, so we are now ready to go ahead with the deal.

4. \_\_\_\_\_ you \_\_\_\_\_ (talk) Peter yet?

5. Because of the recession, many businesses \_\_\_\_\_ (not/invest) in capital equipment over the last couple of years.

6. The accountant finally discovered why the phone bill was so high. One of the night security guards \_\_\_\_\_ (phone) his friend in Australia.

7. The auditors \_\_\_\_\_ (notice) a large unauthorized withdrawal when they \_\_\_\_\_ (look) through the account.

8. I \_\_\_\_\_ (be) in computing since the beginning of 1989.

9. By the time he sold off the shares, his original investment \_\_\_\_\_ (grow) by 83%.

10. I am afraid Mr. Jackson is not available at the moment. He \_\_\_\_\_ (talk) to a customer on the other phone.

11. When the consultants \_\_\_\_\_ (finish) their study they \_\_\_\_\_ (write a report) for the directors, giving a list of recommendations.

12. I \_\_\_\_\_ (not/speak) to the MD about your proposal yet, but I will soon.

13. I \_\_\_\_\_ (make) contributions to my pension for the last five years.

14. I \_\_\_\_\_ (be) with this company for six years.

15. There was a very long delay at the airport. When we finally left, we \_\_\_\_\_ (wait) for over nine hours.

16. The worker who died \_\_\_\_\_ (clean) the chemical tank when the accident \_\_\_\_\_ (happen).

17. He \_\_\_\_\_ (find) his first few weeks at Ernst & Young very difficult because he \_\_\_\_\_ (not/study) accountancy before.

18. The latest economic statistics show that at the moment both unemployment and inflation \_\_\_\_\_ (fall), and that the economy \_\_\_\_\_ (grow) at an annual rate of 2.6%.

19. I am sorry I \_\_\_\_\_ (not/be) in touch for so long, but I \_\_\_\_\_ (be) very busy since I \_\_\_\_\_ (arrive) here on the 18th.

20. They \_\_\_\_\_ (not/want) cash or a cheque, so I \_\_\_\_\_ (pay) by a credit card.

21. \_\_\_\_\_ you \_\_\_\_\_ (find) a suitable replacement for Mr. Chamberls, or is the post steel vacant?

22. We \_\_\_\_\_ (open) six new branches since July.

23. How long \_\_\_\_\_ you \_\_\_\_\_ (send) your trainees on management courses?

24. When I left my last job, I \_\_\_\_\_ (work) there for ten years.

25. She \_\_\_\_\_ (own) shares in ICI since she started work there.

26. How long \_\_\_\_\_ you \_\_\_\_\_ (be) in England? I \_\_\_\_\_ (be) here since August.

27. One of the removal men \_\_\_\_\_ (drop) my computer when he \_\_\_\_\_ (take) it into my office.

28. When I \_\_\_\_\_ (get back) to the office, I was surprised to hear that the manager \_\_\_\_\_ (put) someone else in charge of my main project.

29. This month we \_\_\_\_\_ (receive) a lot of complaints about late deliveries.

30. He \_\_\_\_\_ (work) with Agrichem in London for a couple of years in the early 90s, then \_\_\_\_\_ (set) up his own business over here, and he \_\_\_\_\_ (act) as a distributor of some of our agricultural machinery for the last year or so.

## СПИСОК ЛИТЕРАТУРЫ

1. Английский язык для экономистов : учеб. пособие для студентов экономических специальностей / Ж. Г. Аванесян. — 3-е изд., стер. — М. : Издательство Омега-Л, 2008. — 312 с.

2. Сборник текстов для чтения и заданий по английскому языку для магистров Института экономики и предпринимательства, обучающихся по направлению подготовки «Менеджмент» : практикум / сост.: Ю. М. Борщевская, Ю. А. Канунова. — Нижний Новгород : Нижегородский госуниверситет, 2015. — 25 с.

3. ADMINISTRATION MANAGEMENT. BUSINESS ENGLISH GRAMMAR & PRACTICE : Навч.-метод збірник. / Черніг. центр перепідготовки та підвищення кваліфікації працівників органів держ. влади, органів місц. самоврядування, держ. п-в, установ і орг.; Упор.: С. В. Литвин. — Чернігів : ЦППК, 2012. — 107 с.

4. English for Business Managers. = Английский для менеджеров : учебно-методическое пособие для студентов / Сост. : Е. В. Крылов, Е. С. Пристром, Н. Ф. Шевцова, О. Н. Разумова, Т. И. Сугоняко, Н. В. Ващинская, М. В. Васильева, И. А. Попова. — Мн. : БГУ, 2008. — 296 с.

5. Test your Business Grammar and Vocabulary : для студентов 1–2 всех специальностей дневного отделения экономико-математического факультета / сост. : Н. Н. Новосельцева, Л. В. Корухова, Ю. А. Плужникова. — Ульяновск : УлГТ. — 56 с.

УЧЕБНОЕ ИЗДАНИЕ

**Наталья Валерьевна Сулейманова  
Юлия Григорьевна Хромцова**

**АНГЛИЙСКИЙ ЯЗЫК ДЛЯ МЕНЕДЖЕРОВ**

Учебное пособие

В авторской редакции

Художественное оформление обложки

Н. В. Чернышова

---

Заказ № 114. Формат 60x84 <sup>1</sup>/<sub>16</sub>.

Бумага офс. Печать RISO.

Усл. печат. л. 7,8 Уч.-изд. л. 6,7

Издательство не несет ответственность за содержание  
материала, предоставленного автором к печати.

Издатель и изготовитель:

ГОУ ВПО ЛНР «Донбасский государственный технический университет»  
пр. Ленина, 16, г. Алчевск, ЛНР, 94204

(ИЗДАТЕЛЬСКО-ПОЛИГРАФИЧЕСКИЙ ЦЕНТР, ауд. 2113, т/факс 2-58-59)

Свидетельство о государственной регистрации издателя, изготовителя  
и распространителя средства массовой информации

МИ-СГР ИД 000055 от 05.02