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**кафедра іноземних мов
та інформаційно-комунікаційних технологій**

Завдання на самостійне опрацювання
із дисципліни «Іноземна мова»
для студентів
спеціальності «Бізнес комунікації та переклад»

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Завдання на самостійне опрацювання із дисципліни «Іноземна мова» для студентів спеціальності «Бізнес комунікації та переклад». / Укл.: І. Стецько, І.Горенко, Л. Білогорка – Тернопіль: ЗУНУ, 2023. – 35с.

Рецензенти:

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Завдання на самостійне опрацювання із дисципліни «Іноземна мова» призначений для студентів спеціальності «Бізнес комунікації та переклад» та студентів-філологів закладів вищої освіти, викладачів, учителів, а також усіх, хто самостійно вивчає англійську мову.

Затверджено

*на засіданні кафедри іноземних мов та інформаційно-комунікаційних технологій
Західноукраїнського національного університету
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Методичні вказівки

Даний методичний комплекс висвітлює комплекс завдань, спрямованих на інтенсивне самостійне опрацювання дисципліни “Іноземна мова” та розвиток ключових навичок, які є важливими для успіху в професійній діяльності.

Навчально-методична розробка включає в себе містить 7 тематичних розділів та включає різноманітні завдання, розподілені за розділами, включаючи лексичні, граматичні та письмові завдання. Ці завдання сприятимуть освоєнню активної лексики, правильного використання граматичних конструкцій та покращенню письмових навичок, які є важливим елементом ефективної комунікації.

Запропоновані завдання призначені для організації самостійної роботи студентів з розвитку іншомовної мовленнєвої діяльності.

У навчально-методичній розробці дотриманий раціональний розподіл матеріалу та принцип від простого до складного, передбачено можливість індивідуальної роботи.

Висловлюється подяка за можливі зауваження та доповнення до поданого навчально-методичного матеріалу.

Lesson 1 Vocabulary

1 Choose the correct option a, b, c or d.

Corporate culture was recognised back in the 1980s as describing the character of an organisation by looking at the beliefs and the organisational ¹ of its employees. It includes things such as the company's ² as well as its ³ code. The company structure is also taken into account, particularly the ⁴ within a company. A company's structure can be influenced by its management ⁵ For example, if management is adaptable and able to respond quickly to change, employees may find that their jobs change accordingly. Technology has been one of the biggest drivers of change. Large tech companies tend to encourage staff to solve problems in teams so the ⁶ -plan office has become popular once more. This allows staff to collaborate more closely with each other, thus creating a good ⁷ within the working environment. There also tends to be more ⁸ in other areas such as what staff wear. These companies create the ⁹ of being fast-paced and modern – in fact a wonderful organisation to work for. They aim to attract the best employees so the pay ¹⁰ are often above average.

1

a rates **b** behaviours **c** salaries **d** flexibility

2

a values **b** hierarchies **c** structures **d** rates

3

a structure **b** pay **c** value **d** dress

4

a strategy **b** hierarchy **c** atmosphere **d** image

5

a flexibility **b** structures **c** strategies **d** codes

6

a internal **b** flexible **c** equal **d** open

7

a strategy **b** structure **c** atmosphere **d** code

8

a hierarchy b flexibility c strategy d atmosphere

9

a image b strategy c atmosphere d value

10

a salaries b codes c cultures d rates

/10

Lesson 1. Grammar

2 Complete the text with the future continuous or future perfect form of the verbs in brackets.

What do you think you ¹ (do) in ten years' time? ² (you / still / work) in our company or even living in the same country? What career goals ³ (you / achieve) by that time? It's not easy to plan for the future these days, both personally and from a corporate perspective, as the world changes so quickly. We are not even sure what kind of jobs our employees ⁴ (do). We know that some traditional jobs ⁵ (disappear) by then, while developments in technology ⁶ (create) totally new kinds of work. But we hope you are planning a future with us. As far as our strategy to protect our future is concerned, we ⁷ (move) into several new markets and ⁸ (build) two new factories by that time. Most significantly, we ⁹ (finish) developing the new smart fabric we're working on. As we continue to innovate to keep up with changes, we can assure all employees that they ¹⁰ (go) on several training courses during that time to develop the skills we need – whatever that future may be.

/10

Reading

7 Look at the statements below and the article sections about corporate culture. Which section (A–D) does each statement (1–5) refer to? You will need to use some of the letters more than once.

- 1 something to consider when applying for a job
- 2 the value of encouraging time away from work
- 3 the possibility of being dismissed from a job
- 4 a lack of promotion opportunities for staff
- 5 a hi-tech cause of staff demotivation
- 6 an example of an ineffective working environment
- 7 matching staff to the company culture

1 2 3 4
5 6 7

/7

A

Many companies are now offering their employees sabbaticals in an attempt to retain valuable staff. Due to highly-pressurised work environments and being constantly connected to work via technology, many staff are stressed and tired, leading to illness or dissatisfaction. Ensuring that staff have effective downtime is just as important as meeting work targets. Sabbaticals are one way of getting employees to stay with a company, but if they have to stay in a pressured environment for five years before they qualify for a sabbatical, then the effectiveness of a sabbatical can be extremely limited.

B

One company thought the answer to retaining experienced staff was to introduce a sabbatical programme, but it was unsuccessful. The company offered excellent training for new managers and engineers, but over 50 percent left once they had completed their training. Surprisingly, although salaries were not as competitive as those of rival companies, they were not the main issue. During staff exit interviews,

they indicated that the main problem was that there were no clear career development paths. In fact, some older staff had been in the same position for twenty years.

C

Corporate culture is something that many potential employees do not pay enough attention to when researching a company. The corporate culture can make a company great to work for or a nightmare. Someone could have all the right qualifications, but might not fit into the work environment because the culture is alien to them. Management therefore needs to clarify exactly what kind of behaviour is expected of their staff and they need to 'walk the talk' themselves, i.e. they need to be models of that behaviour.

D

Unfortunately, some companies have a culture of fear where staff are too worried about questioning anything for fear of losing their jobs. To most people it's obvious that this would not lead to effective working practices. Sadly, the root of this fear comes from the top, the people who should be setting a positive example. If leaders behave in an unacceptable manner, it impacts on everyone within the organisation. Unnecessary anger or criticism from a leader will demotivate even the most optimistic and enthusiastic of staff.

Writing

8 Your company wants to find out from its staff how they think their working environment can be improved. It was therefore decided to hold a competition for staff to suggest improvements.

Write an email to all staff:

- explaining what you are planning to do and why.
- saying how staff can get involved.
- describing the prize for the best suggestion(s).

and any other points which you think are important.

Write 180–200 words.

Lesson 2 Vocabulary

1 Choose the correct option a, b, c or d.

When applying for a job, potential employees also look for signs that the company offers good career ¹ They want to make sure that there is job-² training, as such ³ courses will provide them with relevant workplace skills. Companies should also provide a ⁴ for each new member of staff to help them develop ⁵ in their new positions.

Many companies look for more than just excellent qualifications and a good skills ⁶ They aim to find staff who also demonstrate ⁷ intelligence, self-motivation and the ability to develop a good ⁸ with colleagues and team members. However, companies still need to do a needs ⁹ to make sure that they can provide a comprehensive training policy. This should include a thorough ¹⁰ programme for new employees when they start, followed by continuous learning throughout their employment.

1

a delivery **b** development **c** induction

d benchmarking

2

a blended **b** motivated **c** delivered **d** related

3

a online **b** trained **c** practical **d** learning

4

a mentor **b** learning **c** career **d** mentee

5

a induction **b** analysis **c** competency **d** method

6

a method **b** set **c** motivation **d** rapport

7

a learning **b** analytical **c** emotional **d** practical

8

a rapport **b** mentor **c** competency **d** method

9

a delivery **b** analysis **c** programme **d** standard

10

a online **b** skills **c** blended **d** induction

/10

Lesson 2 Grammar

2 Complete the second sentence with a passive, so that it has the same meaning as the first sentence.

1 What about giving staff more training?

Staff training.

2 It would be a good idea to employ a consultant to help us.

A consultant to help us.

3 It's possible for staff to do the training online.

The training online.

4 It's vital that we spend more money on the project.

More money on the project.

5 It's important not to forget the needs of our employees!

The needs of our employees

6 It's necessary to develop a suitable training policy.

A suitable training policy

7 One suggestion is to improve the ordering system.

The ordering system

8 We would consider recruiting more staff if it were necessary.

More staff if it were necessary.

9 It's not essential to introduce the new policy immediately.

The new policy
immediately.

10 It's possible that we won't be able to give staff bonuses this year.

Staff bonuses this year.

/10

Functional language

5 Some lines have an extra word and some lines are correct. If the line is correct, write CORRECT. If there is an extra word, write the word.

- 1 I am writing to you request some more training as
- 2 I have just become a project leader. I believe that it
- 3 is important to attend at a time management
- 4 course so that I can work as more efficiently.
- 5 Another area in where I need to develop my skills
- 6 is delegation. I need this because of I did not gain
- 7 enough experience last year. It would be all very
- 8 helpful if I could do that course next month.
- 9 I would also like to attend the time management
- 10 course in two weeks' time, if it possible.

- | | |
|---------|----------|
| 1 | 6 |
| 2 | 7 |
| 3 | 8 |
| 4 | 9 |
| 5 | 10 |

 /5

Lesson 3 Vocabulary

1 Choose the correct option a, b, c or d.

Companies such as Apple, Amazon and Google were all ¹ of building businesses using technology and creating their own digital marketing ² Nowadays, the first stop for consumers tends to be the internet, so if your company does not have the right ³ to target potential consumers, it is likely to fail. Being able to ⁴ as many visits to a website as possible into sales is every company's ultimate aim. Data ⁵ (using computers to analyse vast amounts of data e.g. customer browsing habits on websites) has been a huge asset to marketing, helping companies identify their client base more clearly. Some people can find it very ⁶ to have adverts pop up on websites when they browse, but for a company it is a very good way to target customers. Social media sites like Facebook also help businesses identify their client base, while enabling them to ⁷ their products for these customers. A targeted email to interested consumers is no longer new but still provides another avenue to reinforce a relationship and help with ⁸ into sales. However, as more and more ⁹ ... in technology come along, digital marketing will keep changing. In particular, ¹⁰technologies such as the smartphone, change the marketplace entirely and the way that potential consumers can be targeted.

1

a motivators b innovators c disruptors d analysts

2

a platforms b conversions c clouds d dumps

3

a devices b mining c analysis d tools

4

a predict b anticipate c convert d disrupt

5

a mining b converting c dumping d clouding

6

a innovative b predictable c irritating d personal

7

a analyse b personalise c predict d visualise

8

a disruption b conversion c innovation d prediction

9

a disrupted b innovations c personal d analytical

10

a irritating b converted c disruptive d anticipated

 /10

Lesson 3 Grammar

2 Complete the second sentence so that it has a similar meaning to the first sentence. Use the word in CAPITALS.

1 You need to change your phone settings to access the app. **UNLESS**
You you change your phone settings.

2 Companies have to develop their digital business in order to survive. **IF**
Companies their digital business.

3 You have to spend at least £1,000 per month to get 10 percent discount.

CONDITION

We offer 10 percent discount
..... at least £1,000 per month.

4 Unless a company keeps up to date with technological advances, it loses its competitive edge. PROVIDING

A company
up to date with technological advances.

5 We haven't got the funds, so we can't invest in new technology. HAD
If in new technology.

6 Using the best technology will increase sales.

LONG

Sales the best technology.

7 You must have a smartphone to get this service. IF

You can only
a smartphone.

8 My advice to you is not to recruit any more staff at the moment. WERE

If any more staff at the moment.

9 If you offered a bigger discount, we'd buy more. PROVIDED

We'd buy more
a bigger discount.

10 We could ask staff to work from home, but would they like it? IF

Would to work from home?

Lesson 4 Vocabulary

1 Choose the correct option a, b, c or d.

Employee performance is something that all companies try to quantify. So organisations usually have regular staff ¹ to encourage two-way feedback and staff development. This also helps companies to decide as objectively as possible who to ² to a higher position and to justify what pay ³ they might deserve. Getting ⁴ for their hard-won ⁵ is important for employees, helping to motivate them and rise through the ⁶ of an organisation. At one time, employees stayed with one company throughout their career, gaining ⁷ over time. However, there are no more ⁸ of lifelong employment in today's business world. Similarly, if companies do not ⁹ their staff for what they have done and for their ¹⁰ to the company, then good staff will look for a job elsewhere.

1

a rewards **b** guarantees **c** appraisals
d achievements

2

a reward **b** recognise **c** succeed **d** promote

3

a rise **b** guarantee **c** appraisal **d** reward

4

a pay **b** recognition **c** guarantee **d** success

5

a failures **b** evaluations **c** appraisals
d achievements

6

a ranks **b** performance **c** advances **d** positions

7

a evaluation **b** achievement **c** promotion **d** appraisal

8

a recognition **b** guarantees **c** rewards **d** advances

9

a rise **b** evaluate **c** reward **d** appraise

10

a loyalty **b** performance **c** promotion **d** success

/10

Lesson 4 Grammar

2 Choose the correct option.

1 *However / Even though / Nevertheless* the staff worked very hard, it was only the managers who had a pay rise last year.

2 Productivity has increased over the last quarter *in spite / despite / although* the fact that we reduced staff numbers.

3 On the one hand sales increased in China but, *in spite of / on the other hand / though*, they fell dramatically in Australia.

4 We increased productivity last year. *Despite / However / On the other hand*, this did not help the overall figures.

5 Turnover fell rapidly *despite / even though / in spite* all the changes the company made.

6 The company performed better this year compared to the previous year. *In spite of / Even though / Nevertheless*, we are still quite a way behind the competition.

7 Everyone got a bonus *despite / though / nevertheless* some of them hadn't been with the company very long.

8 It was impossible to give everyone a pay rise this year *even / despite / although* they had all worked very hard.

9 *Despite / In spite / Although* giving staff more training, productivity did not improve very much.

10 Sales figures increased steadily *in spite / despite / although* of the price increases.

 /10

Lesson 4 Functional language

Sentence completion

3 Complete the sentences with ONE word in each gap.

1 I take board what you're saying. We must consider other options, too.

2 I'm afraid you're not seeing the big here.

3 I appreciate the point you're but I don't necessarily agree.

4 I think there's definitely room improvement in this area.

5 I understand what you're saying and

 /5

Reading

7 Read the article about rewarding employee performance. Choose the best sentence from

A–H to fill each of the gaps. Do not use any letter more than once. There is an example at the beginning.

Motivating and rewarding performance

We all know that employee performance is crucial to a business, and yet many staff don't feel valued. This leads to poor performance, falling sales and profits for an organisation. ⁰ **H**..... Unfortunately, it seems that companies which have highly-motivated staff are rare.

The Herzberg and Maslow theories quite clearly indicate that physiological and psychological health are basic requirements of human beings. ¹ Senior management should bear this in mind when motivating staff and creating reward systems.

There are many ways to motivate people without handing them cash. ² If bonuses are offered, they must be clearly linked to specific targets and should benefit everyone and not only a few. Furthermore, they only work if payments become a regular feature, not just a one-off. ³

There are many other approaches a company can consider. For instance, they could offer extra days leave for special achievements. ⁴ This won't be suitable for everyone, but people with long commuter journeys or young families may feel motivated by being allowed to work from home a once a week or come into work at different times.

As mentioned before, the health and wellbeing of staff should be a priority for any organisation, and many larger companies have created their own health centres with dedicated doctors and nurses. **(5)** On the theme of staying fit, other businesses may offer free or reduced rate gym membership to their employees.

Sometimes there can be simple and inexpensive ways to make staff feel happy, such as just saying 'thank you'. ⁶ That does not mean that you should never give constructive criticism, but if managers only criticise their staff, they will soon see performance failing. Other small gestures can make a difference, such as VIP parking spaces, or allowing staff to wear what they like on Fridays. This would not work for every business, but in some cases, can be very beneficial.

⁷ After all, motivating and encouraging staff is the most basic requirement of management. What's more, the stronger the competition in an industry, the more important it is to retain the best and most experienced employees.

A Everyone wants to be recognised when they do something well, so positive feedback should always be offered where it is due.

B To sum up, companies need to be constantly aware of employee morale and take measures to address weaknesses in their systems.

C Bonuses can work well as a motivator, but it does very much depend on the person and the job.

D This ensures that company staff are keeping fit and well, and are therefore more likely to be as productive as possible.

E It therefore stands to reason that if people are not happy and healthy, they will not be able to perform at their best.

F There has to be a set structure for working out the payments and when they will be paid.

G Another thing which might appeal to staff is flexible working hours or days working from home.

H Since it is generally recognised that employees are a company's greatest asset, it would therefore make sense to encourage staff to always do their best.

Writing

8 You are Head of Sales and you have just completed the staff appraisal of one of the Sales Managers, Marc Champeau. Write a letter to Marc summarising that appraisal.

Write about:

- the positive achievements.
 - areas which need improvement.
 - suggestions for the future.
- any other points which you think are important.

Write 180–200 words.

Lesson 5 Vocabulary

1 Choose the correct option a, b, c or d.

Fashion is big business, and some clothing companies have been accused ¹ not being as ² as they could be. There have been several scandals where workers are working in very ³ and even dangerous conditions for extremely low ⁴ Consumers like to buy inexpensive fashionable clothes, but increasingly they are more aware ⁵ where their clothes are made and are concerned about the working conditions of the people who made them. Branding something as ⁶ is one way to show the consumer that a product is made by workers who get a decent salary and work in a good environment. In order to ensure that all goods are ethically ⁷ , consumers need to ⁸ responsibility for their choice of clothing. If you look ⁹ the whole fashion industry today, it is a lot better than it was, but there are still companies that put the welfare of their staff after profit. However, if people continue to organise campaigns ¹⁰ these organisations, it may be possible to finally eliminate them.

1

a for b of c against d on

2

a tough b moral c healthy d ethical

3

a weak b low c tough d fair

4

a fee b salary c money d pay

5

a at b of c for d on

6

a moral b trade fair c fair trade d honest

7

a accused b traded c sourced d found

8

a take b hold c make d find

9

a for b through c along d across

10

a against b beside c across d over

 /10

Lesson 5 Grammar

2 Complete the second sentence using the third conditional so that it has a similar meaning to the first sentence.

1 We lost market share because we didn't invest in new technology.

We market share in new technology.

2 We won that contract so we didn't have to sell the company.

The company that contract.

3 All the products were recalled, so the outcome was a disaster.

The outcome a disaster

4 Building a new factory was very expensive so we couldn't invest in R & D.
..... the factory more money to invest in R&D.

5 I think I only got the job because I worked on that big project in West Africa last year.

I the job on that big project in West Africa last year.

6 We didn't invest in a new system which might save us money.
..... money if in a new system?

7 Our approach wasn't very ethical so the brand wasn't very successful.

Our brand more successful
..... ethical.

8 We only chose that supplier because they had such a small carbon footprint.

We that supplier such a small carbon footprint.

9 Did you know the company was so unethical when you agreed to work for them?

Would for the company if it was so unethical?

10 We didn't increase sales because we didn't use fair trade materials.

We sales fair trade materials.

___/10

Writing

8 You work for a large manufacturing company that is planning to use fair trade suppliers only in the future. You are responsible for writing the regular staff newsletter.

Write a letter to all staff giving them a news update.

Write about:

- news of the decision.
- current actions as a result.
- any future plans.

and any other points which you think are important.

Write 180–200 words.

Lesson 6 Vocabulary

1 Choose the correct option a, b, c or d.

If you manage your time well, it allows you to ¹..... efficiency and avoid missing important deadlines. At the ²..... time, it can alleviate stress and help you to become far more productive. Experts advise you to ³..... a regular break in order to recharge your batteries. So many people believe they are being more productive if they do not stop for breaks, but this is a misconception. The first steps to managing your time are to ⁴..... your key priorities and then ⁵..... the right resources to each task. By doing this, you should be able to avoid running ⁶..... time. Moreover, it will allow you to have time for any unexpected issues that may occur. Being more organised also means that deadlines may even be met ⁷..... time, which is always a bonus. If you take more time to ⁸..... jobs which need to be completed, there will be less chance of staff having to regularly work ⁹..... . So, whatever job you do, it's always worth ¹⁰..... time for planning and scheduling because, in the long run, it could save you a lot of time, stress and money.

1

a allocate **b** maximise

c schedule **d** take

2

a same b similar c right d certain

3

a waste b measure c make d take

4

a identify b maximise c allocate d measure

5

a make b allocate c schedule d set

6

a up to b up against c out of d away from

7

a beyond b in front of c above d ahead of

8

a measure b schedule c maximise d use

9

a on time b extra time c overtime d in time

10

a wasting b measuring c doing d making

 /10

Lesson 6 Grammar

2 Complete the second sentence so that it has a similar meaning to the first sentence. Use the word in CAPITALS.

1 Every day we have a meeting to discuss ideas.

BASIS

We have a meeting

2 I didn't stop working on the report yesterday.

DAY

Yesterday, I

3 It doesn't matter which day you collect the goods next week. ANY

You can
next week.

4 It won't take many more weeks to complete the project. FEW

The project will be finished
.....

5 My manager rarely praises my work. EVER

My manager
my work.

6 I occasionally attend conferences for work. FROM

I attend

7 They very rarely leave work before 8 p.m. ALMOST

They before 8 p.m.

8 When I started, I didn't really like my job. FIRST

I

9 You must send that document by 7 p.m. or it will be too late. AT

That document must be sent
.....

10 I sometimes get bored and look for other jobs.

NOW

..... bored and look for other jobs.

Lesson 6 Functional language

3 Complete the sentences with ONE word in each gap.

1 I need a response by of business.

2 Let me know when you'll get a to send me that information.

3 I was expecting the results by end of , but they haven't come.

4 Please this. It's urgent.

5 I'm sorry for not your call before now.

 /5

Reading

7 Read the article about Fairform Furniture and questions below. For each question, choose the correct answer a, b, c or d.

CHANGING TIMES AT FAIRFORM

Before he took over last year, Frank Miller, the CEO of Fairform Furniture – a medium-sized UK company which manufactures and sells stylish hand-made furniture – knew the company had some of the most innovative, experienced craftsmen in the industry producing fine, high-end products, so he was surprised to learn the firm was losing market share and productivity was at a very low level.

However, on joining, Miller discovered a 'chaotic atmosphere', typified by his first day in the customer service office. 'There were staff on the phone trying to calm angry customers, or trying to find lost paperwork while surrounded by bits of wood that belonged to broken and returned models'. Not surprisingly, Miller discovered customer service employees were stressed and overwhelmed by the amount of work they had to do and this pattern was repeated throughout the organisation. Miller also realized there was little planning and scheduling. When an order came in, it was passed to a craftsman, and the customers were rarely given a firm delivery date from customer service.

After collecting feedback from the staff about their work, Miller implemented a staff diary system for a few weeks. All staff had to record every activity they undertook each day, including breaks, with details of how long each task took. They also had to write down reasons for any delays to customer orders that occurred. Initially, many staff thought it was a waste of time and just added to their workload, but over time they would recognise the benefits. Miller spent the following few weeks reading the diaries and observing procedures to identify how systems and processes could be changed. One clear observation was how much time was wasted with staff waiting for someone else in another department. There was clearly a distinct lack of communication between co-workers, who rarely spoke to each other, in part due to the lack of procedure and directives, and poor internal communications systems.

Over the following weeks, Miller began to implement some simple time management strategies that would improve workflow. The first thing he suggested was that all staff created a to-do list every morning, with no more than three things on it; staff would then make sure that the orders were prioritised correctly and got done on time. He also encouraged staff to take regular breaks during the day and build them into any schedule they created.

In order to shorten time spent in meetings, he introduced more regular but shorter, 'stand-up meetings' which included only the people who really needed to attend and had a definite finish time. He recommended that central office staff visit colleagues in other departments, and the warehouse, to speak face-to-face whenever possible, as he had noticed that most workers spent far too much time reading emails.

Even with the simple changes Miller implemented, he found he had more motivated and productive staff and they became much better at managing their time. 'Despite more regular meetings, the actual time spent in meetings has been cut by 50 per cent and customers have started to receive their furniture on specific dates. Miller says, 'It has taken a few months for staff to see the benefits of these changes and there are still

a few people getting used to them, but the main thing is sales are back up again and customers and staff are happier’.

1 In the first paragraph, we learn that Fairform

- a** employs only experienced staff.
- b** was not as productive as it could have been.
- c** sells products to a large mass market.
- d** needs better employees.

2 When Miller started his job he found

- a** the order process working well.
- b** staff overwhelmed by angry customers.
- c** staff unclear about delivery dates.
- d** he had to spend time searching for lost paperwork.

3 One of Miller’s first requests was that staff

- a** tell him what they didn’t like about their work.
- b** schedule their work better in future.
- c** explain why they might have problems.
- d** keep a record of daily tasks.

4 When he read their diaries, Miller discovered that most employees

- a** thought the exercise was a complete waste of time.
- b** had identified how systems and processes could change.
- c** needed to communicate with each other better.
- d** found that other staff refused to help them.

5 One of Miller’s first strategies was to encourage staff to

- a** improve the workflow.
- b** create a list of priority tasks.
- c** build longer breaks into the schedule.
- d** limit the number of their breaks.

6 To improve communication and time management, Miller encouraged staff to

- a reduce face-to-face meetings.
- b include more staff in meetings.
- c visit staff in other UK offices.
- d speak to people instead of emailing them.

7 One outcome of the time management changes is that

- a production staff are managing time better.
- b customers choose the dates they receive goods.
- c the time spent in meetings has been halved.
- d there are fewer meetings.

17

Writing


8 You are a Project Manager and are going to miss a deadline. You have been asked to reply to the Operations Director and explain the reasons for this.

Look at the emails and the handwritten notes you have already made on some details.

Using all your handwritten notes, write an email explaining why the deadline is going to be missed and proposing how you should proceed.

no! – minimum 2
weeks' delay

To: Project Manager
From: Operations Director
Subject: Project 2 - Phase 1 - School in Doha



Could you let me know if you're on track to meet the Phase 1 deadline of the school building project? As you know, if we don't meet the final deadline, we will have to pay compensation.

don't worry – final deadline
still OK

Thanks.

We can start some Phase 2 work
early – don't need materials for
that

To: Project Manager

From: HJS Building

Supplies

Subject: Factory fire

We regret to inform you that there was a fire at our factory last night. Consequently, we won't be able to deliver your order on time. It will be another two weeks before we can supply you with the building materials you ordered. We know that you have tight deadlines and will understand if you have to look for another supplier. However, we sincerely hope that this will only be a temporary interruption.

can't find a supplier with same
quality

Write 120–140 words.

Lesson 7 Vocabulary

1 Choose the correct option a, b, c or d.

One of the certainties in life and in business is that, whatever you do, there will always be change. In business, this often happens so that companies can ¹ growing. However, when they ² change companies should ensure that the way they do this is as ³ as possible. Although some people love change, many are ⁴ about the unknown and do not ⁵ very well with change. When planning for change, it is important to ⁶ up all the risks and ⁷ of any proposed changes. All change can be a little ⁸, so it is vital that companies thoroughly investigate all possible options by ⁹ with staff at all times. In addition, they should ¹⁰ them in any decision-making process.

1

a engage b risk c move d keep

2

a improve b implement c adapt d weigh

3

a allocate b risky c efficient d on

4

a successful b efficient c apprehensive
d consultative

5

a manage b adapt c keep d cope

6

a weigh b take c consult d adapt

7

a rewards b benefits c improvements
d adaptations

8

a risky b weighty c successful d efficient

9

a coping b planning c consulting d moving

10

a adapt b engage c communicate
d measure

 /10

Lesson 7 Grammar

2 Report the statements using the most appropriate verb in brackets.

1 'You must apply for the job, Mary. You really must.'

(insist / promise)

I for the job.

2 'You should move to another company.'

(advise / promise)

She to another company.

3 'None of the equipment works in this office.'

(promise / complain)

He office.

4 'We were discussing the changes for ages.'

(promise / confirm)

They the changes for ages.

5 'I finished the report last night.' (say / suggest)

He

6 'We won't make any changes this year.'

(complain / inform)

They year.

7 'We've spent a lot of money on the new factory.'

(suggest / say)

They a lot of money on the new factory.

8 'I'll help you. Don't worry.' (promise / advise)

He me.

9 'If I were you, I wouldn't work there.'

(insist / advise)

He work there.

10 'I didn't want to move to another location.'

(suggest / confirm)

She move to another location.

/10

Writing

8 You work for CloCO, a specialist sports clothing company with a reputation for following ethical guidelines. It has recently been under investigation for its manufacturing processes. You have been asked to write a press release.

Write about:

- the investigation
 - details of the problems and any action to be taken
 - future promises
- and any other points which you think are important.

Write 180–200 words.

Writing

Situation

You work as PR Manager for Europe Airways, a medium-sized airline company. Despite having affordable prices, it has suffered bad publicity and a decline in sales over the past few years due to overbooking, chaos during boarding, and poor customer service from in-flight staff and airport support staff. Common complaints include passengers being denied boarding the plane, a lack of information and assistance from staff, and poor catering services on board. Last year, the company appointed a new CEO, Jack Saunders, and he has been working hard to prove that Europe Airways can become a reliable airline again. After identifying the key issues

and retraining staff, the airline will re-launch with new branding.

With the launch of the new-look airline only a week away, you are preparing a press release.

You asked the CEO what he would like you to say in the press release and he made the following comments:

'I'm very proud to be leader of this amazing company. It's got a rich history and was the consumers' favourite airline thirty or forty years ago. The past decade has been unfortunate, but this is a new period for the company. We've put new IT and bookings systems in place, re-trained staff and improved in-flight services. I'm proud to say that we are re-launching a first-class, customer-focused business. My vision of a friendly and reliable airline that cares for its customers will become a reality when we re-launch this week. Travel should be a comfortable, enjoyable and exciting experience, and we want to make people's high expectations of an airline become reality. After all, it's not the destination that's important on our flights but the journey to get there.'

The HR Director has also sent you the following memo about staff and recruitment for the press release:

Staff training completed

All the cabin staff and airport support staff have been retrained over the past six months, with the focus on caring for the customer. The cabin staff are now some of the best-trained in the world. New staff have also been recruited: cabin and support staff must now have excellent interpersonal skills and speak English in addition to a minimum of two other languages.

Online booking and IT systems have been restructured and all support staff have been trained in using them.

Please make sure that everyone is made aware of these changes.

Re-branding of image and in-flight services

- new purple and white colour scheme; white planes with purple logos, and purple and white designer uniforms for staff
- partnership with upmarket European supermarket chain Cuisine U to provide in-flight meals, drinks and duty-free items

Task

Write the press release. Write 250–300 words.

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