

**Міністерство освіти і науки України
Тернопільський національний економічний університет**

Наталія Кошіль, Наталія Рибіна, Людмила Собчук

BUSINESS ENGLISH

**Рекомендовано Міністерством освіти і науки України як
навчальний посібник для слухачів Програми перепідготовки
управлінських кадрів для сфери підприємництва
«Українська ініціатива»**

**Тернопіль
2010**

ББК 81.2 Англ – 9+
65.8 – 180
К 76

*Гриф надано Міністерством освіти і науки України (лист
МОН України № 1/11-500 від 4.02.2010р)*

Рецензенти: Бучко Д. Г. – доктор філологічних наук, професор, завідувач кафедри українського та загального мовознавства Тернопільського національного педагогічного університету імені В.Гнатюка
Брич В. Я. – доктор економічних наук, професор, завідувач кафедри менеджменту Тернопільського національного економічного університету
Баб'як Ж. В. – кандидат педагогічних наук, доцент кафедри іноземних мов Тернопільського державного технічного університету імені І.Пулля,

Наталія Кошіль, Наталія Рибіна, Людмила Собчук
Business English (Навчальний посібник) – Тернопіль:
Видавництво ТНЕУ «Економічна думка», 2010.– 250 с.

Навчальний посібник передусім розрахований на людей, що здобувають вищу освіту і працюють над удосконаленням рівня володіння англійською мовою фахового спрямування, зокрема у сфері економіки та бізнесу, а також тих, хто володіє знаннями нормативної граматики англійської мови та має словниковий запас у 2000 лексичних одиниць.

Посібник складається з 29 уроків, які можуть опрацьовуватися як у запропонованій послідовності, так і вибірково – в залежності від цілей, завдань та рівня підготовки групи.

© Н.Є.Кошіль, Н.В.Рибіна, Л.В.Собчук
© Вид-во ТНЕУ, «Економічна думка», 2010

ПЕРЕДМОВА

Навчальний посібник “Business English” призначений для студентів економічних спеціальностей вишів, а також для широкого кола осіб, що використовують англійську мову в своїй практичній діяльності у сфері економіки та бізнесу .

Метою посібника є:

- забезпечення цілісного і послідовного засвоєння англійської лексики та фахової термінології;
- формування вмінь та навичок професійного спілкування і роботи з економічною літературою;
- розвиток навичок та вмінь самостійного вирішення проблем при іншомовному спілкуванні за допомогою різного типу вправ з тематики діяльності в сфері підприємництва, зразків ділових паперів, бізнес-кореспонденції, бізнес-презентацій тощо;
- реалізація на практиці трьох основних функцій, властивих вивченню іноземних мов : тренувальної – у закріпленні й активізації лексичного матеріалу; творчої – у створенні професійно спрямованих, інформаційно насичених різновидів комунікації; контролюючої – завдяки гнучкій системі самоконтролю та контролю сформованості знань, умінь і навичок мовленнєвої діяльності майбутніх економістів та менеджерів.

За своєю структурою посібник є серією з 29 розділів, організованих за тематичним принципом, які можуть опрацьовуватися як у запропонованій послідовності, так і вибірково – в залежності від цілей, завдань та рівня підготовки групи.

Тематика і характер навчальних матеріалів, запропонованих у посібнику, забезпечують формування у студентів професійного словника, а також навичків читання і мовлення в рамках сфери підприємництва. Кожний розділ (Unit) – це самостійний комплекс, що має уніфіковану структуру та містить систему вправ і контрольних завдань, які забезпечують методичне підґрунтя самостійного навчання і самоконтролю,

що має особливе значення в період переходу України на нову систему навчання в контексті Болонського процесу.

Автори не пропонують методичних рекомендацій щодо використання запропонованого посібника, оскільки окрім спеціальних вишів, що працюють за Програмою перепідготовки управлінських кадрів для сфери підприємництва “Українська ініціатива” він може бути застосований в найрізноманітніших умовах навчального процесу і викладач сам може визначити конкретні методичні прийоми в залежності від рівня підготовки студентів, цілей навчання та кількості годин, розрахованих на роботу з тим чи іншим розділом.

DIAGNOSTIC PRE-TEST

1. Choose the correct alternative to fill each space in the text.

I work as _____ (1) accountant and deal with the money _____ (2) from customers for goods _____ (3). I fill in invoices for customer's _____ (4).

Sometimes I have to spend the customers a reminder if they have not paid _____ (5). I even have to decide whether customers can have further _____ (6). In a situation in which the customer _____ (7) and reliable, our firm may send an invoice after the _____ (8).

We _____ (9) offer our permanent customers a _____ (10) to encourage them to pay up promptly when _____ (11).

- | | | | |
|-----|-----------------|-------------------|--------------------|
| 1. | a) a | b) the | c) an |
| 2. | a) receiving | b) received | c) being received |
| 3. | a) transferred | b) supplied | c) paid |
| 4. | a) orders | b) bills | c) checks |
| 5. | a) an insurance | b) a stake | c) an invoice |
| 6. | a) debit | b) credit | c) order |
| 7. | a) is known | b) is being known | c) is knowing |
| 8. | a) transaction | b) deal | c) delivery |
| 9. | a) have | b) may | c) must |
| 10. | a) credit | b) discount | c) interest |
| 11. | a) invoiced | b) invoicing | c) having invoiced |

2. Choose the best alternative for the context.

- The president _____ the election yesterday.
a) won b) wins c) has won
- When _____ the conference?
a) did you attend b) have you attended c) you will attend
- This picture _____ by Goya.
a) is being painted b) was painted c) painted
- He said his name _____ Tom.
a) is b) was c) were
- If I meet him I _____ him my new address.
a) will give b) give c) would give
- My friend wishes he _____ a car.
a) have b) has c) had
- I want to finish this letter before my secretary _____.
a) will come back b) came back c) comes back
- He wanted me _____ him five euro.
a) lend b) to lend c) that I lend
- The office manager had a difficult decision to make today, _____?
a) wasn't he b) didn't he c) hadn't he
- Helen is _____ person I know.

- a) the more intelligent b) the most intelligent c) most intelligent
11. She _____ here for 10 years.
a) is working b) has been working c) works
12. We _____ examinations twice a year.
a) have been taking b) take c) are taking
13. Last year we hoped she _____ come.
a) will b) would c) shall
14. If they _____ to an agenda, we must postpone the meeting.
a) have yet agreed b) still have not agreed c) already are agreeing
15. The new employee is both ambitious _____ hard working.
a) or b) neither c) and
16. When he _____, our representatives will present a new plan to the public.
a) arrived b) arrives c) had arrived
17. At this moment, I _____ my ears!
a) couldn't believe;
b) can't believe;
c) am not believing.
18. She _____ all of her work by 9.00 p.m. tonight.
a) has finished b) is finishing c) will have finished
19. All my money _____ by the burglars!
a) was stealing b) has been stolen c) were stolen
20. He _____ away from work all this week.
a) is b) has been c) have been
21. Our guests _____. They are sitting in the office.
a) had arrived b) arrived c) have arrived.
22. If I _____ you I would tell him the truth.
a) was b) were c) am
23. All his money _____ spent for books last month.
a) was b) were c) have been
24. She has neither friends _____ relatives to help her.
a) or b) nor c) and
25. He is not so _____ as I am.
a) busy b) busier c) more busy
26. I wish you _____ so much coffee.
a) haven't drunk b) drink c) didn't drink
27. I expect _____ to help you.
a) him b) his c) he
28. I heard that he _____ his own business.
a) established b) had established c) establishes
29. I didn't see this girl _____.
a) somewhere b) anywhere c) nowhere
30. I can't join your company. I have _____ time.
a) few b) much c) little

UNIT 1. BUSINESS AND YOU

Key words and phrases

Ownership	власність
Goods	товари
Services	послуги
Consumer	споживач
Efforts	зусилля
Production	виробництво
Accounting	облік
Essential	важливий
Purchase	покупка, придбання
To supply	постачати
Processing	кінцева обробка
To indicate	вказати
Cost	ціна, вартість
Profit	дохід
Debt	борг
To hire	наймати
To fire	звільняти
Employer	працедавець, наймач
Employee	робітник, службовець

Read the text

Business has a great influence on your life, probably much greater than you realize. Finding an appropriate definition for the word business is as easy as acquiring a date with your favourite rock star. Each **business** can be defined, or described, by its type of ownership, the goods produced or services offered, the types of jobs provided, or by the different functions that it performs in your community.

Most businesses produce either goods (products) or services. A person can be both a producer and a consumer of the same product. As a consumer you use many goods and services produced by a variety of businesses. Some of these goods and services are essential to your daily living while others, in the luxury category, are ones that we want more than we need. All of us have different needs and wants, and the efforts of businesses to meet these needs and wants result in an abundance of choice for people.

We rely on one another for the goods and services that we as individuals cannot produce. This fact has created a society where consumers, producers, and businesses — both large and small — are interdependent elements. Remove any element in this chain and there would be no more business as we know it today.

There are many types of businesses but the functions common to most manufacturing businesses are production, marketing, accounting, communication and personnel.

Production is one of the essential functions of business. It has many parts, and one of them is purchasing. The purchasing department is responsible for buying the raw materials and supplies necessary to produce the final product as well as to operate the plant.

Processing is another part of production, and is the actual changing of raw materials into finished products. Often more than one business is involved in this. Some businesses make only parts while another business assembles the parts into the finished product. The processing method used depends on the final product. For example: bread and cakes need a baking process; most plastic products need a melting process.

Another function of production is grading of goods – providing an indication of quality for consumers.

Marketing, another of the essential functions of business, involves many procedures, including packaging, storage, advertising, transportation, and research. Most of the products that consumers buy have gone through this marketing cycle. Each part of the process adds to the cost of the product or service, and therefore influences the price that consumers must pay.

Accounting departments control the financial side of the business. The accountants are concerned with how the business finances its operations, the profits or losses accumulated by the business, and how the business pays its debts. Accountants also forecast the future by preparing budgets for a year or more ahead that take into account events that are expected to affect the company.

Good communications systems are an extremely important aspect of all businesses. Communication of information, both inside and outside of the business, has become critical to the operation of modern businesses.

Personnel departments are responsible for the hiring, training, evaluating, and firing of employees, and for maintaining good employer-employee relations.

Management coordinates all these functions. The manager's job involves planning, organizing, directing, and controlling.

Exercise 1. Answer the following questions.

1. Why are consumers in the centre of the business world.
2. What is the difference between goods and services? Give three examples of each.
3. What is the difference between a need and a want? Give three examples of each.
4. What are the essential part of production?
5. What is the function of marketing in business?
6. Why do many businesses have a research department?
7. What functions must management team discharge?

Exercise 2. Give the Ukrainian versions for:

consumer, to rely on, to offer the services, to meet needs and wants, to supply the finished goods, essential function, business, purchasing of goods, storage, price, to pay the debt, interdependent.

Exercise 3. Give the English versions for:

власність, забезпечувати якість, виробничий бізнес, обробка, склад, реклама, наймати, сировинний матеріал, виробничі матеріали, платити ціну, мати справу з чимось, отримати дохід, брати до уваги, звільнити працівника.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

business –
consumers–
goods –
producer –
services –
advertising –
marketing –
profit –
storage–
communications–

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about “Business and you”.

1.Majority/ meet/ the/ Without/ basic/ people/ needs/ employment/ of/ their/ could/ not.

2.A/ both/ the/ person/ product/ consumer/ of/ a/ can/ producer/ same/ and/ be/a.

3.Success/ depends/ The/ its/ business/ employees/ on/ a/ greatly/of.

4.Department/ budget/ business/ a/ The/ for/ accounting/ the/ prepares.

5.Manager/ which/ There/ employee/ are/doing/ when/ job/ must/ a/ times/ is/ criticize/ in/ a/ way/ an/ the.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form

The success of a business _____ greatly on its employees. If _____ like their jobs, receive reasonable wages and _____, and find their work

surroundings pleasant, they are usually efficient workers. That means that employees work harder and produce more than they would if they were not happy. The extra _____ means more sales for the business, which could mean more profit for the company and therefore more _____ for the employees.

The personnel department is _____ for the overall performance of employees. One of the tasks of employees in the _____ department is that of accepting _____ from potential employees before these applicants are interviewed. The personnel department usually decides who will be selected for the _____. Then the successful applicants must be trained for particular jobs, and the training _____ are also the responsibility of the personnel department.

There are many other duties in this department. Records of all employees are kept here to help select employees for promotions or transfers. The personnel manager is responsible for settling employee problems with the _____ of the business. Negotiating wage contracts between the employees and the employers, which can be a very difficult and lengthy task, can also involve the personnel manager. In general, the personnel department is responsible for obtaining qualified employees, _____ them for specific tasks, and for maintaining good relations between _____ and employees.

Program, employee, personnel, to depend, employer, responsible, position, income, owner, production, application, salary, to train.

Exercise 7. Comment on the following:

“A business exists to create a customer” (Peter Drucker).

Exercise 8. Agree or disagree with the following statements:

1. Entrepreneurs are the people who attempt to make a profit by starting their own business.
2. There are three functions common to most manufacturing businesses.
3. Services are items of value that have been produced.
4. Employment can be added to the list of basic needs for survival.
5. Businesses were formed to help satisfy the needs and wants of individuals and families.
6. Businesses are not interdependent.
7. The purchasing department is responsible for distribution the goods and services from the producers to the consumers.
8. Businesses use research to develop new products, better-quality products, and lower-priced products.
9. Advertising is a part of communications.
10. The success of any business depends greatly on its employees.

Exercise 9. Say what you have learned about:

1. types of goods; the difference between goods and services;
2. the differences between needs and wants;
3. the role of the personnel department;
4. components (parts) of the production process;
5. the functions of business which are the most common to manufacturing businesses;
6. the factors of business influence on your life.

Exercise 10. Give a free translation.

Після проголошення державної незалежності в Україні бізнес розвивається на основі різних форм власності, що формуються відповідно до чинного законодавства. Почав розвиватися і у сфері комерції та послуг, значною мірою обминувши виробництво. Це спричинено:

- А) недосконалою законодавчою базою;
- Б) браком економічних знань у справі сучасного менеджменту, недостатнім володінням необхідними навичками, досвідом;
- В) неналежним управлінням, намаганням почати бізнес, який немає шансів на успіх. Однак помилково вважати, що різні організаційні форми бізнесу можуть розвиватися самостійно. Перехід до регульованої ринкової економіки потребує не лише відповідної правової бази, а й надання відповідної допомоги цим формам бізнесу, а також умілої організації, керівництва (управління) й контролю.

Exercise 11. Write an essay on one of the following topics.

1. Why is it not possible to satisfy all the needs and wants of everyone? Would your needs and wants change if you moved to a sunny, warm island in the Caribbean?
2. Assume that someone has given you \$5000 to spend in any way that you choose. List at least five different ways you would use this money and explain why.
3. Most of the fresh fruits that Ukrainians eat in winter are grown in Southern countries. Research the production and marketing functions necessary for Ukrainians to have fresh fruits in winter and present your findings in a report.

Exercise 12. Read the following texts and discuss them.

I met Richard about 10 years ago when I came to South America to work for Pan-America Company. Richard worked for the same Company. He was a short pleasant man of 22, who easily made friends with people and I

liked him.

Soon after I arrived, Pan-America Co signed a contract for the construction of a plant. I made most of the calculations and Richard only helped me because he wasn't very good at this job.

In January a few representatives of the customers together with the President of the company, Mr Prossert, arrived from the USA. The next day our company manager invited all of them to go and see the construction of the plant. They decided to go there by train. The manager asked Richard and me to pick up Mr Prossert at the hotel and take him to the station.

On the way to the station Mr Prossert asked me a lot of questions and I often answered: "I'm afraid I don't know, sir. We haven't made any calculations on that."

Although I knew the job better than Richard I was very much surprised when Richard began to speak: "I did these calculations last night," he said, "just for pleasure." "Oh," said Mr Prossert, "That's very interesting. Well, now, probably you could tell me about..."

And Richard could. He knew everything. He answered all the questions Mr Prossert asked him. When we got to the station Mr Prossert said goodbye to Richard (However he didn't say good-bye to me.) On our way back to the office I told Richard what I thought of him.

"Your information wasn't true. Why did you give him that kind of information?" I said. "You see, John, if the President of a big company wants to know something, why can't I tell him everything he wants." "But what is he going to think if he checks the information?" "Do you think he'll remember it? What he is going to remember is you and me. He is going to remember that Pan-America Co has a clever young man, Richard by name, who could tell him everything he wanted to know and the other man who couldn't answer his questions".

Some time later I remembered all that. I read in one of the newspapers that Richard is Vice-President of a big American Company. As to me I'm still doing my ordinary everyday job for Pan-America Co.

BE SUCCESSFUL IN BUSINESS

1. Be Positive

- You have only one chance to produce a first impression
- Smile, look people in the eye, be attentive

2. Be Thoughtful

- Remember names and faces
- Don't be shy
- Ask for clarification

3. Be a Good Team Player

- Learn how you can work as part of the team
- Make new colleagues feel welcome

4. Be Interested

- Whenever you meet someone, try to find a common interest
- people like you to be interested in them as a person - not just as a "company employee"

5. Be Organized

- Control your time
- Make appointments
- Set agendas
- Plan for changes

6. Be Punctual

- Leave early to be sure you're not late
- Call to reschedule
- Apologize if you are late
- Accept apologies from other people

7. Be Prepared

- When you meet a client or make a presentation, be prepared to state the problem, give a plan, and support the plan with details

8. Be Polite

- Identify yourself on the phone
- Speak slowly and clearly
- Return your phone calls
- Express appreciation

9. Be Patient

- Never forget to use the words "please" and "thank you"
- Compliment good work
- Point out errors politely
- Provide clear, complete instructions

10. Be Loyal

- Share your success
- Make your boss look good
- Congratulate colleagues

UNIT 2. APPLYING FOR A JOB

Key words and phrases

Job	робота
Post	посада
Job search	пошук роботи
Job advertisements	оголошення про прийом на роботу
Experience	досвід
Education	освіта
Interview	співбесіда
Resume (curriculum vitae)	резюме
Responsibilities	обов'язки
Accomplishments	досягнення
Employer	роботодавець
Employee	працівник, службовець
Employment	працевлаштування
Employment contract, labour agreement	контракт з працівником, трудова угода
Salary	заробітна платня

Read the text

In most parts of the world it is common to submit a typed **CV** (curriculum vitae – British English) or **resume** (American English). This contains all the unchanging information about you: your education, background experience. This usually accompanies a letter of application. Interviews may take many forms in business today: from the traditional one-to-one interview to panel interview where several candidates are interviewed by a panel of interviewers, to “deep-end” interviews where applicants have to demonstrate how they can cope in actual business situations. Moreover, the atmosphere of an interview may vary from the informal to the formal and from the kindly to sadistic. Fashions seem to change quite rapidly in interview techniques and the only rules that applicants should be aware of may be “Expect the unexpected” and “Be yourself”!

In different countries, different trades and different grades, the salary that goes with a job may be only part of the package: perks* like a company car or cheap housing loans, bonuses paid in a “thirteen month”, company pension schemes, generous holidays or flexible working hours may all contribute to the attractiveness of a job.

*perk - also perquisite, i.e. money, goods, or advantages that one gets regularly and legally from one's work in addition to one's pay

The following may serve as the body of a model application letter:

“Dear Mr. Brown,

I noted with interest your advertisement in today's All About Accounting.

You will see from the enclosed curriculum vitae that I have five years experience as a Personal Assistant, three of which have been in the field of marketing and public relations. My responsibilities have included all types of secretarial work, arranging and attending presentations, working with clients and solving problems that arise.

Although I have an excellent relationship with my present employers I feel that my prospects with them are limited and that there would be more scope for my talents with a larger, more dynamic company.

If you consider that my qualifications and experience are suitable, I should be available for interviews any time.

Yours sincerely,

.....”

The following may serve as the body of a model resume:

CURRICULUM VITAE

Name	Helena Antoniuk
Date of birth	25 February 1977
Present address	4, Kyivska vul., kv.114 Ternopil
Telephone number	(035) 228 1245
Marital status	Single
Education and qualifications	
1994-1999	Ternopil Academy of National Economy, Institute of Economy & Management
1984-1994	<i>Diploma with honours</i> Ternopil Secondary School № 3 <i>School Leaving Certificate</i>
Work experience	
2001-till present Director's	Junior Economist, Sales Office, "Leader ltd"
	<i>Responsibilities</i> searching potential clients and carrying out negotiations; forming the client base of the Sales Office; drawing out reports for the work which has been done.
1999-2001	Secretary to Sales Director, "Leader ltd"
	<i>Responsibilities</i> secretarial work including typing, shorthand; correspondence;

filing; answering customers' calls; mail; general office duties.

Other information

While studying I have attended various evening courses of German (intermediate level) & French (elementary level). I'm computer literate and I can make minutes from shorthand notes

Interests

bowling

languages, mountain skiing, computer programs,

References

Prof.Verko, head of the Economy Department, TANE
Miss Harchinsky, Sales Director, "Leader ltd"

Exercise 1. Answer the following questions.

1. What is a resume?
2. What is an application letter?
3. What is an interview? What forms can it have?
4. What perks would you like to have from your job?
5. What responsibilities does a Personal Assistant have as it is described in the text?

Exercise 2. Give the Ukrainian versions for:

CV, resume, to submit, education, background experience, a letter of application, interview, salary, housing loans, bonuses, attractiveness of a job, secretarial work, arranging and attending presentations, working with clients, solving problems, qualifications and experience.

Exercise 3. Give the English versions for:

звертатися за роботою; надавати резюме; документи, що додаються; роботодавець; перспектива; реклама; засоби масової інформації; досвід роботи; вирішення проблем; обов'язки; очікувати неочікуваного; бути самим собою; схема нарахування пенсії; позика; привабливість роботи.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

work –

job –

resume –

employer –
employee –
responsibilities –
experience –
salary –
skills –
job advertisement –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about using job advertisements effectively.

1. Remember / want ads / you / that / only / are / use / of / the methods / may / one.
2. Reading / the want ads / will / useful / information / all / you / learn / general.
3. Avoid / make / offers / ads / unrealistic / that / ads.
4. Analyze / which / to / interest / you / ads / are / of.
5. Determine / for / job / your / qualifications / that.
6. Act / effectively / cheerful / quickly / stay / and.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Conditions of employment in Ukraine (a) _____ by the Labour Code. The main requirements under Ukraine's employment legislation are as follows:

- Ukrainian labour legislation requires employers to follow statutory requirements as to the working time, overtime and time-off from work. In Ukraine, working time (b) _____ to 40 hours a week. An employer may introduce a six-day working week, in which case the working day may not exceed seven hours. Shorter working time is ensured for some categories of employees;

- the amount of I _____ shall meet the minimum threshold established by the legislation in force (as of 1 January 2009 it is UAH 605). Wages and all other payments due to employees shall be in UAH only;

- employees may at any time (d) _____ the employment relationship. The notice period is at least two (e) _____. In contrast, employers may terminate the employment relationship only in cases that are expressly envisaged by the Ukrainian Labour Code and provided that all applicable formalities are met. The statutory termination notice is two months;

- an employee's minimum annual holiday entitlement is 24 (f) _____ days. However, it may be longer depending on the number of years worked, working conditions and the employee's (g) _____;

- normal (h) _____ age is 55 years for women and 60 years for men

All enterprises must ensure employment of (i) _____ persons according to quotas specified in the law. The quota for any enterprise equals to 4% of the total number of employees or one (j) _____ where the enterprise employs from 15 to 25 (k) _____. Failure to employ handicapped within the quota can attract a (l) _____ amounting to the enterprise's annual average salary per each working place for handicapped not (m) _____ by a handicapped person.

Individual, to govern, to occupy, monthly wage, retirement, to limit, handicap, workplace, fine, calendar, week, position

Exercise 7. Comment on the following.

“Genius without education is like silver in the mine” (Franklin).

Exercise 8. Agree or disagree with the following statements.

“Golden rules” for writing CV

1. Adapt your resume to the information you have gathered about the employer and the job you want.
2. Use action verbs, they will bring your resume to life (analyzed – аналізував administered, managed – вів справи, керував; completed – завершив; created – створював; evaluated – визначав (кількість, вартість), підраховував; implemented – впроваджував; improved – удосконалював; investigated – досліджував, вивчав; organized – організував; participated – брав участь; performed – виконав; planned – планував; proposed – запропонував; provided – забезпечив; researched – досліджував; solved – вирішив (проблему, задачу); streamlined – модернізував; supervised – завідував; supported – підтримував).
3. Avoid pronoun “I”. Describe your skills and capabilities by using as many specific words as possible.
4. Highlights your accomplishments and achievements.
5. Keep it simple and clear: 2 pages at most.
6. Be truthful. Don't exaggerate or misrepresent yourself. Remember that the employers check the information.
7. Don't mention salary.
8. Avoid long sentences. Use the minimum number of words and phrases but avoid abbreviations.
9. Looks are important, the resume should be typed with plenty of white space and wide margins. Place headings at the left side of the page, and the details relating to them on the right side.

10. Make sure of date
11. Don't sign or date the resume.
12. Always send an original of your resume. Don't send a photocopy.
13. Keep copies of resumes on file for future reference. Once you have a job, update your resume on a regular basis.

Exercise 9. Say what you have learned about:

1. resume and its all possible definitions;
2. application letter and its way of writing;
3. requirements for employment in Ukraine.

Exercise 10. Give a free translation of the following text.

Ніхто нічого вам не винен, в тому числі і роботу, за її отримання потрібно боротися.

Різниця між щасливцем та невдахою визначається тим, як вони ведуть свої справи, а не зовнішніми факторами, на зразок кризи на ринку праці.

Чим більше часу ви витратите на визначення того, чим ви вирізняєтеся з 19 інших людей, які могли б виконати аналогічну роботу, тим вищі ваші шанси.

В жодному разі не приймайте рішень виходячи з того що є в наявності. Зі всією настирливістю прагніть саме до тієї роботи, яку ви найбільше хочете отримати.

Якщо ви визначили для себе, яку роботу ви шукаєте, поясніть це своїм оточуючим. Чим більше очей та вух вам допомагає, тим краще.

Організації прагнуть наймати переможців. Подайте себе як подарунок долі для їхньої фірми. Не дай вам Бог виглядати жалюгідним жебраком!

Залишившись без роботи, займайтеся пошуком нового місця 24 години на добу. Хорошу роботу отримує тільки той, хто здатний наполегливо її шукати.

Налаштуйтеся на те, що ви можете отримати тисячі відмов. Це нормально. З правильним настроєм чергова відмова не буде вибивати вас з колії і наступна спроба обов'язково буде успішною для вас!

Exercise 11. Write an essay on one of the following topics.

1. The information you'd advice to exclude from the resume.
2. Give a short description of a person you like in your professional life.
3. Describe a person whom you regard as successful and define the qualities needed to achieve success.

Exercise 12. Read the following text and discuss it.

A manager who has an understanding of what the employee wants from work will have a better chance of having more satisfied and productive employees. Studies of employee motivation point out that people work for many different reasons. The reason or reasons a person behaves a certain way is called a motive. Employee motivation is the reason an employee works a certain way on the job. There are many explanations of what motivates employees. One theory was developed by A. Maslow. Maslow's hierarchy of needs theory explains that an individual has many different levels of needs.

SELF-ACTUALIZING

Realizing of individual potential, creative talents, personal future fulfillment

ESTEEM

Self-prospect, respect of others, recognition, achievement

SOCIAL

Friendship, affection, acceptance

SAFETY

Security, protection from physical harm, freedom from fear of deprivation

PHYSIOLOGICAL

Food, water, air, rest, sex, shelter (from cold, storm)

This theory suggests that when one level of needs is satisfied, the next level has the greatest influence on a person's behaviour.

Frederik Herzberg developed another theory of job satisfaction. It suggests that job satisfaction and job dissatisfaction come from two different sets of factors. One set he referred to as "motivating" factors, and the other set he called "hygiene" factors. The motivating factors (recognition, achievement, responsibility, opportunity for advancement, and the job itself) relate to internal satisfaction and influence employees to improve their performance. The set of hygiene factors (salary, company policies, working conditions, and relationships with other employees) are separate from the job itself. He suggests that hygiene factors must be present in order to prevent job dissatisfaction, but it is those motivating factors that influence employees to maximize their performance on the job.

These theories show that employee performance is a complex topic to understand. Developing a work environment where the employee meets the needs of the business and the business meets the needs of the employee is what the most successful managers work at.

Which of the following would motivate you to work harder (higher salary; good team; job security; holidays, opportunities to travel; good working conditions; interesting; creative work; promotion opportunities; threat of redundancy; fringe benefits; hard working boss...). Choose your top five and rank them in order of priority.

Scripture maintains that man does not live by bread alone, but the need hierarchy suggests that man lives by bread alone when there is no bread. What does it mean?

UNIT 3. AT THE COMPANY OFFICE. ORGANIZATIONAL STRUCTURE

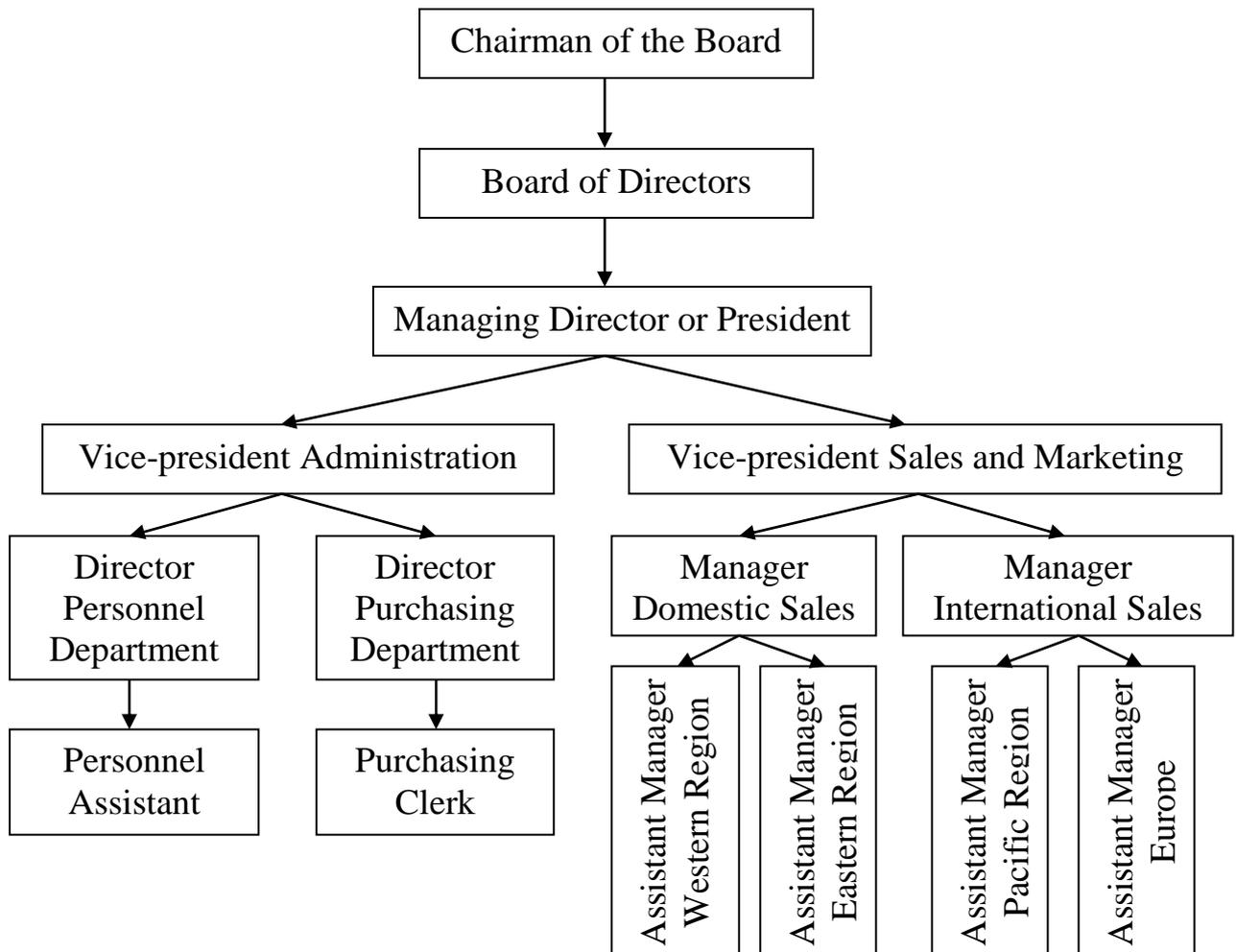
Key words and phrases

Customer	замовник, клієнт, покупець
Board of directors	правління, рада директорів
To be in charge of	керувати
Chairman of the board	голова правління
Managing director	генеральний директор
Head of a company	керівник компанії
Finance department	фінансовий відділ
Sales department	відділ збуту
Marketing department	відділ маркетингу
Production department	виробничий відділ
Research and development department	відділ наукових досліджень та розробок
Personnel department	відділ кадрів
Day-to-day	повсякденний
To make a decision	приймати рішення
Personnel	персонал, штат
Report to	звітувати, підпорядковуватися
Senior executive / manager top executive / manager } }	керівник вищого рангу
Company, firm, group, organization, corporation, association	фірма; про людей, що займаються купівлею-продажем, поширенням товарів та наданням послуг
Turnover	1) оборот (turnover of capital – оборот капіталу); 2) текучість, плинність (labour turnover – текучість робочої сили)
Subsidiary company	дочірнє підприємство, де холдингова компанія володіє більш, ніж половиною номінальної вартості її акціонерного капіталу і контролює склад ради директорів

Read the text

The structure of organizations varies greatly according to the nature of the business. There are several factors which influence on this structure:

- ◆ the number of locations and employees
- ◆ the economic sector
- ◆ the type of market in which they operate
- ◆ the type of customer
- ◆ the degree of management control required
- ◆ the complexity of the business activities



The company is run by a Board of Directors; each Director is in charge of a department. However, the Chairman of the Board is in overall control and may not be the head of any one department. The Board is responsible for policy decisions and strategy. The Managing Director (sometimes called the Chief Executive, or President in the USA) is the head of the company, who has overall responsibility for the running of the business.

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

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

planning and for making decisions. Various personnel in each department report to the Manager.

People at the head of an organization are often called senior executives or senior managers, top executives or top managers.

In large organizations, administration of people is done by the personnel department, although this expression is now sometimes rejected. Companies talk instead about their human resources or HR.

The Human Resources department of a company is responsible for planning, recruitment of new people, staff training and development, staff appraisal, welfare, pensions administration and industrial relations. It works to ensure that the right people are available to meet the company's needs.

Some companies move their workers regularly between teams or departments. This is called job rotation. Job security is knowing or feeling that a job will last for a long time.

Exercise 1. Answer the following questions.

1. What does the structure within which business can operate depend on?
2. What factors influence this structure?
3. What is the Board of Directors responsible for?
4. Who is the head of the company? What is he / she responsible for?
5. What is the Director responsible for?
6. Who elects the Board of Directors?

Exercise 2. Give the Ukrainian versions for:

location, employee, decision, organization, operation, management, activity, director, executive, development, chairman of the board, managing director, research and development department, human resources, department, staff, job rotation, job security.

Exercise 3. Give the English versions for:

структура організації, службовець, економічний сектор, клієнт, управлінський контроль, керувати компанією, рада директорів, голова правління, керівник компанії, відділ збуту, виробничий відділ, відділ кадрів, стратегічне планування, приймати рішення, персонал, підпорядковуватися менеджеру.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need:

vary –

customer –
be in charge of –
head –
make a decision –
department –
personnel –
director –
employee –
Board of Directors –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about “At the Company Office. Organizational Structure”

1. she / the head / is / this / of / company.
2. training / are / for / company / courses / provided / all / personnel.
3. various / in department / each / personnel / report / Manager / to / the.
4. the / who / person / greets / a visitor / the receptionist / tells / to get / him / now / her / or / to / right / the / office / is.
5. the / accountants / a / company’s / the / who / employees / are / check / financial / affairs.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

“_____” means people, plus the skills and experience they bring to an organization. Job titles such as “_____” or “Personal Assistant” define what people do.

An employer is a person or company that provides job. Boss is an informal word meaning “someone in authority”, for example an employer or _____ of a company, or simply someone in a superior position.

The person who runs a specific part of an organization is called a _____. An _____ is usually a manager at quite a high level. People at the head of an organization, as it was already mentioned, are _____, top executives or _____. Someone who is in charge of making sure a job is well done e.g. on the factory floor, or in retailing, is sometimes called a _____.

People working for a company are referred to as its workforce, employees, staff or _____ and are ___ its _____.

Payroll is _____ of all the people employed by a company, and the amount of money paid to each of them.

personnel, manager, executive, Accounts Manager, senior executives, on ... the payroll (в штатному розписі), owner, supervisor, top managers, Human Resources, the list

Exercise 7. Comment on the following:

“Minds are like parachutes. They only function when open”.
(Anonymous)

Exercise 8. Agree or disagree with the following statements.

1. Each management job must be a rewarding job in itself rather than just a keep in the promotion ladder (службова драбина).

2. There must be a rational and just promotion system.

3. A man should never be appointed if he is more interested in the question: “What is right?”

4. Directors should never appoint a man who considers intelligence more important than integrity (порядність).

5. The sales manager is responsible for making appointments.

6. The managing director is responsible for the overall running of the firm.

7. The personnel officer is responsible for hiring staff and for staff welfare.

8. The typist types letters and other documents for the company.

9. A good commercial director shouldn't know his firm from the inside, and all levels, plus he doesn't know the outside environment (tax policies, the sphere of economics, etc).

10. The receptionist answers the phone and greets visitors.

Exercise 9. Say what you have learned about:

1. peculiarities of the organizational structure;
2. factors which influence on the structure of organizations;
3. the main departments of the companies;
4. the responsibilities of the Board of Directors;
5. the main duties of the managers, directors and employees.

Exercise 10. Give a free translation of the following text.

Організаційна структура підприємства – взаємозв'язки, які існують між підрозділами підприємства і його працівниками; спосіб і форма об'єднання людей для досягнення спільних виробничих і соціальних цілей. Вона фіксується у графічних схемах, штатних розкладах персоналу, положеннях про підрозділи підприємства, посадових інструкціях окремих працівників.

Формально організаційна структура підприємства може бути представлена, проілюстрована схемою взаємодії і координації технічних і людських елементів. Її схема відображає склад відділів, секторів та інших функціональних служб, проте вона не враховує людський чинник (поведінку). Саме людська поведінка визначає ефективність функціонування організаційної структури підприємства більшою мірою, ніж формальний розподіл функцій між підрозділами. На дієвість та ефективність організаційної структури підприємства впливають:

- взаємозв'язки між людьми та їх роботою, посадовими обов'язками;
- політика керівництва і методи їх впливу на поведінку персоналу;
- повноваження та функції працівників підприємства на різних рівнях управління.

Exercise 11. Write an essay on one of the following topics.

1. Your own propositions to take more effective use of your time.
2. You are ready to work as the Chairman of the Board. (Yes / No. Explain your own choice).
3. Give some recommendations to be an efficient and reliable secretary or personal assistant.

Exercise 12. Read the following text and discuss it.

Although the concept of organizational climate is somewhat nebulous, it is valuable in understanding several aspects of organizational behavior. Organizational climate is the overall favourability of member attitudes and perceptions with reference to specific activities and features of an organization.

Organizations tend to have their specific culture: a peculiar mix of values, attitudes, norms, habits, traditions, behaviors and rituals. Some organizations are well aware of their culture and regard it as a powerful strategic tool, used to orient all units and individuals toward common goals, mobilize employee initiative, ensure loyalty, and facilitate communication. They aim at creating a culture of their own and making sure that all employees understand it and adhere to it. The specific cultural values of an organization may concern, for example:

- the organization's mission and image (high technologies, innovative spirit, superior quality);
- seniority and authority (respect for seniority; seniority as a criterion of authority);
- the treatment of people (concern for people and their needs, equitable treatment or favouritism, privileges, respect for individual rights, training and developing opportunities, how people are motivated);
- the importance of different management positions and functions (authority of personnel department; importance of different vice-presidents' positions; respective role and authority of research and development);

- work organization and discipline (voluntary versus imposed discipline; punctuality; use of time clocks; flexibility in changing roles at work; use of new forms of work organization);
- decision making process (who decides; who has to be consulted; individual or collective decision making; need to reach consensus);
- circulation and sharing of information (employees amply or poorly informed; information readily shared or not);
- communication pattern (preference for oral or written communication; rigidity or flexibility in using established channels, use of meetings; who is invited to what meeting; established behaviour in the conduct of meeting);
- ways of handling the conflicts (desire to avoid conflict; preference for informal or formal ways; involvement of higher management);
- performance evaluation (confidential or public; by whom carried out; how results are used);
- socialization patterns (who socializes with whom during and after work; facilities such as separate dining rooms or reserved clubs);
- management and leadership style (paternalism; authoritative, consultative or participative style; flexibility and adaptability);
- identification with the organization (manager and staff adherence to company objectives and policies; enjoying working with organization).

UNIT 4. TYPES AND FORMS OF BUSINESS ORGANIZATIONS

Key words and phrases

Enterprise	підприємство
Company	спілка, компанія, товариство
Bubble company	фіктивна компанія
Holding company	компанія, котра володіє контрольним пакетом акцій
Joint stock company	акціонерна компанія (брит.)
Limited liability company	акціонерне товариство з обмеженою відповідальністю
Trading company	торговельна компанія
Unlimited company	акціонерне товариство з необмеженою відповідальністю
A single (sole) proprietor	одноосібний власник
A partnership	товариство
A corporation	корпорація
Entrepreneur	приватний підприємець
Ownership	власність
Shareholder (stockholder)	акціонер

Read the text

A **business organization** is frequently referred to as a business entity. A business entity is any business organization that exists as an economic unit. Business entities can be grouped according to the type of business activity they perform.

1. **Service companies** perform services for a fee. This group includes companies such as accounting firms, law firms, repair shops, and many others.

2. **Merchandising companies** purchase goods that are ready for sale and sell them to customers. They include such companies as auto dealerships, clothing stores, and supermarkets.

3. **Manufacturing companies** buy materials, convert them into products, and then sell the products to the companies or to the final customer. Examples are steel mills, auto manufactures, and so on.

The business entity concept applies to all forms of businesses – single proprietorship, a partnership, and a corporation.

A **single (sole) proprietorship** is a business owned by an individual and often managed by that same individual. Single proprietors include physicians, lawyers, electricians, and other people who are “in business for themselves”. In a single proprietorship, the owner is responsible for all debts of the business. Operating as a proprietorship is the easiest way to get started in a business

activity. Other than the possibility of needing a local license, there are not any prerequisites to beginning operations.

A partnership is a business owned by two or more persons associated as partners. Partnerships are created by an agreement. Included in the agreement are such terms as the initial investment of each partner, the duties of each partner, the means of dividing profits or losses between the partners each year, and the settlement to be made upon the death or withdrawal of a partner. Accountants, attorneys, and other professionals frequently operate their firms as partnerships.

A corporation is a big business owned by a few persons or by thousands of persons. The owners of the corporation are called shareholders or stockholders. They buy shares of stock. If the corporation fails, the assets of the owners are protected from the creditors of the corporation. The stockholders do not directly manage the corporation; they elect a board of directors to represent their interests. The board of directors select the president and vice president, who manage the corporation for the stockholders.

In 1970s Britain there were state-owned or government-owned companies in many different industries such as a car manufacturing and air travel. Some industries had been nationalized and were entirely state-owned, such as coal, electricity and telephone services. In the 1980s, the government believed that nationalized companies were bureaucratic and inefficient, and many of them were privatized and sold to investor.

Exercise 1. Answer the following questions.

1. What types of business organization do you know?
2. What are the advantages and disadvantages of a partnership?
3. Who are “silent” partners in a partnership?
4. Why does a corporation require many owners?
5. Explain why barber shops are usually organized as sole proprietorships rather than as corporations.
6. List five main items that must be included in a corporation charter.
7. Explain how the limited liability condition of a corporation protects the shareholders.
8. What are advantages and disadvantages of limited company?

Exercise 2. Give the Ukrainian versions for:

a business organization, business activity, business entity, accounting firms, law firms, dealerships, clothing stores, supermarkets, steel mills, auto manufactures, single proprietorship, a partnership, a corporation, initial investment, shareholders or stockholders, board of directors, state-owned or government-owned companies, to be privatized.

Exercise 3. Give the English versions for:

ділова активність, бухгалтерська фірма, підприємство, акціонерне товариство, товариство з обмеженою відповідальністю, власник, партнер, акціонер, рада директорів компанії, державна компанія, приватна компанія, приватизована компанія.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

a business enterprise –
single proprietorship –
a partnership –
a corporation –
shareholders or stockholders –
board of directors –
state-owned or government-owned companies –
entrepreneur –
service companies –
merchandising companies –
manufacturing companies –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about business enterprises.

1. A business, / is / that / company, / or firm / services / an organization / goods / or / sells.

2. A business / an enterprise / may be referred / to / also / as /to emphasize / adventurous, / its / qualities, / risk-taking / may be referred to / free enterprise / and private / as / enterprise / is / and business / in general.

3. Large companies / as / especially / corporations, / in the US, / companies / in many countries / are / large /multinationals / are referred to / operating.

4. An entrepreneur / a company / builds up / from / usually / nothing: / is / who / someone / a start-up company.

5. The people / board of directors / its / responsible / for / a company / legally / are / board /or.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Entrepreneur is a person who _____ and _____ a business. This is a French word that has been accepted into the English language. Its popularity

probably has something to do with its grand sound which befits anyone who has the _____ to create and run business.

Sometimes the entrepreneur is regarded as a business person who takes_____. This is not so. An entrepreneur is a business person who minimizes risks, he or she does this by advance_____, _____, and meticulous _____ of all factors that could affect and possibly endanger her or his enterprise. When the entrepreneur forgets to do advance _____and preparation, then he or she is a _____ at best, and a failure statistic at worst.

Speaking about entrepreneurship, Professor K. Vesper of the University of Washington says that “Business continue to be launched by people who didn’t make it the first time round. A driving force in entrepreneurship ... is addictiveness. Once people have a _____in a business of their own, they like it. They don’t want to go back to working for someone else.”

Organize, initiative, planning, manager, investigation, research, risks, consideration, gambler, taste of freedom

Exercise 7. Comment on the following.

“The employer generally gets the employees he deserves”. (Anonymous)

Exercise 8. Agree or disagree with the following statements.

1. Business is the production, buying, and selling of goods and services.
2. A business, company, or firm is an organization that sells goods or services.
3. A business may be referred to as an enterprise to emphasize its adventurous, risk-taking qualities, and business in general may be referred to as a free enterprise and private enterprise.
4. Large companies are referred to as corporations, especially in the US.
5. Large companies operating in many countries are multinationals.
6. An entrepreneur is usually someone who builds up a company from nothing: a start-up company.
7. The people legally responsible for a company are its board or board of directors.
8. When a private company is bought by the state and brought into the public sector, it is nationalized.
9. When the state returns a company to the private sector in a sell-off, it is privatized.
10. A holding or a holding company is one that holds stakes in one or more subsidiaries

Exercise 9. Say what you have learned about:

1. types of business organization and their peculiarities;

2. types of business activity;
3. pros and cons of different business organizations;
4. being an entrepreneur in Ukraine;
5. nationalized and privatized companies.

Exercise 10. Give a free translation of the following text.

Бізнес – підприємницька, комерційна чи будь-яка інша діяльність, що не суперечить закону і спрямована на отримання прибутку. У США бізнес розвивається на основі індивідуальної, партнерської та корпоративної форм власності.

На індивідуальній власності заснований бізнес, в якому власником і підприємцем є одна особа, що отримує всі доходи і несе відповідальність за ведення справи. У США таких власників понад 15 млн. (75% від загальної кількості підприємств), але вони отримують лише до 9% грошових надходжень. Для малого бізнесу характерні незалежний менеджмент, власний капітал, локальний район операцій, невеликі розміри. Від відіграє значну роль у забезпеченні зайнятості, певною мірою забезпечує насичення ринку споживчими товарами та послугами, сприяє розвитку конкуренції, є засобом досягнення особистого успіху.

На основі партнерської (групової) форм власності розвивається бізнес добровільно офіційно зареєстрованих асоціацій двох і більше осіб. Партнери створюють компанії, товариства та інші організації і стають співвласниками спільної власності. Партнерство становить майже 8% обсягу підприємницької діяльності і 4 % всіх підприємницьких доходів у США.

На корпоративній формі власності заснований великий бізнес. Корпорації становлять лише 17% від підприємств у США, проте обсяг прибутків цих організацій сягає 75-80% грошових надходжень.

Жодна з трьох форм організацій бізнесу не є універсальною, кожна з них має свої переваги і недоліки.

Право власності на частку у статутному фонді (basic capital) юридичної особи (legal person) регулюється корпоративним правом. Воно розглядається як сукупність норм, що регулюють діяльність господарських товариств.

Exercise 11. Write an essay on one of the following topics.

1. Make the list of advantages and disadvantages of having private company in Ukraine.
2. Business is a combination of war and sport.
3. The main principles of being a successful entrepreneur.

Exercise 12. Read the following text and discuss it.

Merchandise exports are goods sent out of a country whereas **merchandise imports** are goods brought in. Since these are tangible goods that visibly leave and enter countries, they are sometimes referred to as visible exports and imports. The terms exports or imports are used frequently yet in reality the reference is only to the merchandise exports or imports.

Exporting and importing of goods are the major sources of international revenue and expenditure for most countries. Among companies engaged in some form of international business, more are involved in importing and exporting than in any other type of transaction.

Importing and / or exporting is usually but not always, the first type of foreign operations in which a firm gets involved. This is because at an early stage of international involvement these operations usually take the least commitment and least risk of a firm's resources. Exporting or importing are not typically abandoned when firms adopt other international business forms. Although this may sometimes occur, exporting and importing usually continue, either by business with other markets or to complement the new types of business activities.

Service exports and imports refer to international earnings other than those from goods sent to another country. Receipt of these earnings is considered a service export, whereas payment is considered a service import. Services are also referred to as invisibles. International business comprises many different types of services.

Travel, tourism, and transportation. Earnings from transportation and from foreign travel can be an important source of revenue for international airlines, shipping companies, reservations agencies, and hotels. On a national level, such countries as Greece and Norway depend heavily on revenue collected from carrying foreign cargo on their ships. The Bahamas earns much more from foreign tourists than it earns from exporting merchandise.

Performance of activities abroad. Fees are payments for the performance of certain activities abroad, such services as banking, insurance, rentals (e.g., the Star Wars film), engineering, and management. Engineering services are often handled through turn-key operations, contracts for the construction of operating facilities that are transferred to the owner when the facilities are ready to begin operations. Fees for management services are often the result of management contracts, arrangements through which one firm provides management personnel to perform general or specialized management functions for another firm.

Use of assets from abroad. Royalties are the payment for use of assets from abroad, such as for trademarks, patents, copyrights, or other expertise under contracts known as licensing agreements. Royalties are also paid for franchising, a way of doing business in which one party (the franchisor) sells an independent party (the franchisee) the use of a trademark that is an essential asset for the franchisee's business. In addition, the franchisor assists on a

continuing basis in the operation of the business, such as by providing components, managerial services, or technology.

Firms often move to foreign licensing or franchising after successfully building exports to a market. This move usually involves a greater international commitment than in the early stages of exporting. The greater involvement occurs because the firm commonly has to send technicians to the foreign country to assist the licensee or franchisee in establishing and adapting its production facilities for the new product.

Direct investments. Direct investment takes place when control follows the investment. This can amount to a small percentage of the equity of the company being acquired, perhaps even as little as 10 percent. The ownership of a controlling interest in a foreign operation is the highest type of commitment to foreign operations in the given country. Direct investment operations may be set up in order to gain access to certain resources or access to a market for the firm's product.

When two or more organizations share in the ownership of a direct investment, the operation is known as a **joint venture**. In a special type of joint venture, a **mixed venture**, a government is in partnership with a private company.

The **multinational enterprise**, or MNE, has a worldwide approach to foreign markets and production and an integrated global philosophy encompassing both domestic and overseas operations. The term **multinational corporation**, or MNC, is also quite common in the literature of international business. Another term sometimes used interchangeably with MNE, especially by the United Nations, is **transnational corporation**, or TNC.

UNIT 5. CUSTOMS FORMALITIES

Key words and phrases

In advance	заздалегідь
Check-in desk	місце реєстрації
Hand luggage	ручний багаж
Departure lounge	зал для від'їжджаючих пасажирів
Flight attendant	стюардеса
Passport control	паспортний контроль
Customs officer	митник
Channel	прохід
Duty-free shop	магазин товарів, звільнених від мита
Amount	кількість
Receipt	квитанція
Duty	податок, митний збір
Declaration	митна декларація
Citizenship	громадянство
Submit	підлягати

Read the text

When you are going somewhere on business by plain you should be at the airport an hour in advance to check in for the flight. You go to the check-in desk where a clerk checks your ticket and luggage. Your suitcase goes to the plane, but you take your hand luggage with you. If you are on an international flight they check your passport and – ray your bags by cameras.

Then you wait in the departure lounge till they call your flight and tell you which gate number to go to. After that you get on the plane and the flight attendant shows your seat.

Passengers arriving to the airport should pass the customs where you will be asked the following questions:

- Your passport, please. How long are you planning to stay in the country?
- Three weeks. Could I prolong my entrance visa in case of necessity?
- Sure. The receiving party shall take care of it.

- Well, bags on the table and your customs form, please.

- How much do they weight?
- 23 kilos. I'm sorry, but you'll have to pay an excess luggage charge.
- Oh! It's only three kilos overweight.
- Yes, sir...that's &6... Thank you. Have you anything to declare?
- What?

- Alcohol, cigarettes, fresh fruit, plants...?
- Uh, no. Only for personal needs.
- Open your suitcase, please. Any gifts?

- Only one bottle of vodka.
- All right. It's duty free. As you probably know, it's forbidden to bring more than two bottles of alcohol and two block of cigarettes to England. And no limitations as to currency. Here's your form.

- Thank you.
- You are welcome. The next please.

Exercise 1. Answer the following questions.

1. Which of the means of transport is the best for business purpose?
2. Why do people usually arrive at the airport an hour or an hour and a half before the take-off time?
3. What kind of place is the departure lounge?
4. What are the responsibilities of the customs officer?
5. What must each arriving traveler or responsible family member provide?
6. What is the Customs Declaration?
7. Where do travelers complete the immigration form 1-94?

Task 2. Give the Ukrainian versions for:

to go on business, in advance, flight attendant, check-in desk, to x-ray, excess luggage, to prolong the visa, to declare, customs desk.

Task 3. Give the English versions for:

місце реєстрації, паспортний контроль, ручний багаж, особисті потреби, митник, надлишкова вага, посадочний талон, митні збори, звільнений від оподаткування, валюта.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- to prolong –
- entrance visa –
- check-in desk –
- customs form –
- passport –

currency –
boarding pass –
immigration form –
a flight attendant –
departure lounge –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about flying by plane.

1. Passenger / boarding-pass / and / clerk / the / A / him / man / the / showed / and / a / his / passport / ticket / gave.
2. U.S. Citizens / immigrant / and / resident / visas / persons / form / except / This / Canadian / transit / must / in / be completed / all / or / aliens / returning / with / by / citizens / aliens / visiting.
3. this / purpose / business / The / trip / primary / is.
4. During / form / business / each / The / States / flight / declaration / traveller / air / entering / the / is / the / to / given.
5. Arrival / should / two / Departure / completed / Record / The / Record / parts / and / in / which / both / is / of / be / form.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

On June 13, new customs _____ were introduced for travellers departing from the Kyiv Boryspil _____.

Green Channel. In accordance with Ukrainian _____, residents of Ukraine can bring in/out up to UAN 1,000 cash and no more than USD 3,000 . Non-residents can bring in a maximum of USD 1,000 or equivalent foreign _____, while all hryvnias must _____.

Red Channel. Residents and non-residents must declare any cash sum _____ exceeding the abovementioned figures. A customs declaration form must also _____ if you bring in national currency over UAN1,000. Any item subject to declaration must be entered on the customs _____; the customs _____ will ask to see your passport and air ticket. He/she may also _____ you to open your luggage.

Procedures, form, to take out, currency, to fill out, to ask, airport, official, to declare, law.

Exercise 7. Comment on the following

”It is easy to be wise after the event”.

Exercise 8. Agree or disagree with the following statements.

1. It's not necessary to show your passport and air ticket to the customs official.
2. Immigration cards are available at the Arrivals Hall of the Boryspil Airport terminal prior to the immigration counters.
3. The Declaration form 1-94 is given to U.S. Citizens, Canadian Citizens and all non-residents entering the United States by plane.
4. You should arrive at the airport half an hour in advance to check in for the flight.
5. In the Immigration form type or print legibly with pen in all capital letters.
6. Ukraine International Airlines doesn't allow transportation of small pets.
7. Customs declaration demands to give the address of your staying in the country you are planning to visit.
8. A passenger is not allowed to carry a lethal weapon when flying by a civilian airliner.

Exercise 9. Translate into English.

МИТНА ДЕКЛАРАЦІЯ

Перед прибуттям до США кожен пасажир або голова родини повинен заповнити Митну декларацію. Більшість запитань у декларації потребують відповіді „так” чи „ні”. Форма має бути підписана та датована. Будь-ласка, заповнюйте форму ДРУКОВАНИМИ ЛІТЕРАМИ чорним або синім чорнилом англійською мовою. Митна декларація надається кожному пасажирові, що в'їжджає до США, під час польоту.

1. Прізвище, ім'я, по-батькові
2. Дата народження
3. Кількість членів родини, що летять з вами
4. Адреса перебування в США, місто, штат
5. Країна, в якій видано паспорт
6. Номер паспорта
7. Країна постійного перебування
8. Країни, в яких ви перебували до прибуття в США
9. Авіакомпанія та номер рейсу
10. Головна мета поїздки – бізнес
11. Я везу з собою:
 - а) фрукти, рослини, їжа, комахи
 - б) м'ясо, тварини
 - в) збудники хвороб, мікроорганізми, змії
 - г) ґрунт
12. Я контактував з великою рогатою худобою

13. Я маю валюту чи платіжні документи на суму понад \$100.000 або еквівалент в іноземній валюті
14. Я маю комерційні товари (предмети на продаж або товари не для особистого використання)
15. Резиденти – загальна вартість всіх товарів, включно з комерційним товаром, придбаним за кордоном (разом із подарунками), що я ввожу в США. Прибулі – загальна вартість всіх товарів, які залічуються у США після візиту подавача форми, включно з комерційними товарами.

Exercise 10. Write an essay on one of the following topics.

1. The flight you have made lately. What did you do when you arrived at an airport.
2. Famous international airports.
3. You are going to fly to London to take a part in an international conference. Make a reservation for the plane.

Exercise 11. Read the following text and discuss it.

The British public loves railways, even as it hates the way they are run. For railway fans, privatisation should, in principle, offer three huge advantages. First, it should encourage the rooting-out of inefficiency. By some measures British Rail compares well with other European railways; only the Dutch railway beats it on costs per kilometre travelled. But waste remains endemic: when a railway in a small country employs 35,000 civil engineers, something is amiss.

Second, private operators should bring an infusion of new marketing skills. British Rail is notorious for its anti-consumer culture: scruffy staff, poor communications, queues and crowds. It is improving, but not fast enough. Railmen sneer that competitors will just bring a lick of paint, in-carriage television and pretty hostesses. But if that is what customers want, they must get it, or they will switch to cars and flying.

Third, privatisation should mean more and better investment. After privatisation, investment would no longer be restricted by artificial Treasury-imposed limits. The change has had happy results in other privatised industries.

Will the government's chosen means of privatisation deliver these theoretical benefits? If, like British Gas, British Rail had been privatised in 1985, it would have been sold as one lump. If, like electricity, it had been privatised in 1988, it would have been broken into separate regional rail companies, each with a monopoly. The privatisers of 1993 are thinking more radically. They are no longer content to turn nationalised industries into regulated monopolies. They want the maximum of competition, diversity and choice.

A new body, Railtrack, will be set up to run track and signalling. Freight services will be sold outright. Passenger services will be split into franchises. A

government-appointed director of franchising will decide broadly what services there should be. Since most lines lose money, he will offer subsidies to those who will run them. Private operators, including companies set up by British Rail managers and staff, will be able to bid for the franchises.

Unanswered questions abound. On journeys involving changes of trains, will one operator accept another's ticket, and on what terms? How much flexibility will the individual operator have over fares? How will Railtrack decide train priorities between fast Inter-City trains, slower regional trains and freight? Will freight be charged the (low) marginal cost of using track, or will it be expected to bear a share of the basic network costs, which might price it out of business?

Many of these questions will be answered only as the new structure takes shape. Some American cities are franchising commuter services. Services and track have been split in Sweden; though Swedish Railways has won most of the franchises, costs have come tumbling down. The Germans are proceeding, slowly, on a similar basis. The split between track and service providers looks set to spread across the European Community.

Privatisation may take 12 years to complete. If things go well, more competition may be injected sooner. More lines could be opened up to head-to-head competition between operators. The track authority itself could be privatised.

But the whole plan does nothing to allow fairer competition between rail and road. As long as drivers can use overloaded roads at small marginal cost to themselves, they will remain tempted to travel by car. The answer lies in a system of road pricing, with vehicles charged for the roads they use and the congestion they cause.

UNIT 6. HOTEL BUSINESS

Key words and phrases

Receptionist	адміністратор у готелі
Hotel clerk	службовець готелю
To book a room	зарезервувати кімнату
Porter	швейцар, носильник
To check in	реєструватися
To check out	виписуватися з готелю
To vacant the room	звільнити номер
Single/double room	номер на одного/на двох
Maid	покоївка
Reservation	резервування (номеру)
To confirm	підтверджувати
A letter of confirmation	лист-підтвердження
To fill in the form	заповнити форму
Vacant room	вільний номер
The hotel is full	вільних місць немає
To sign	підписувати
To get the bill ready	підготувати рахунок
Suite	номер люкс
lobby	вестибуль

Read the dialogues

Receptionist: "Southern Star" Hotel. Good morning.

Thomas: Hello. My name is Thomas Miller.

Receptionist: Yes. How can I help you?

Thomas: Last week I booked a room from the 5th to the 8th of November, and you confirmed the reservation by fax.

Receptionist: Oh, yes. Mr. Miller. I remember.

Thomas: I'd like to book a single room, for a colleague, for the 6th of November.

Receptionist: Let me see. Oh, I'm very sorry, Mr. Miller, but the hotel is full on the 6th of November because of the conference, you see.

Thomas: Oh, what a pity.

Receptionist: You could try other hotels in the city.

Thomas: Yes, I'll do that. Thank you for your help. Goodbye.

Receptionist: We look forward to seeing you on the 5th of November, Mr. Miller. Goodbye.

- Hello. Can I help you?
- Hello. We need a double room for the three nights.

- Yes, we have two double rooms, on the 11th and 15th floor, facing the yard. Which would you prefer?
- It's all the same with me. Maybe, my wife would like to choose. What do you think, darling?
- 11th sounds okay with me, if you don't mind.
- Sure. Then let it be on the 11th floor.
- All right. Will you, please fill out these forms?
- Certainly.
- How long are you going to stay here?
- About a week or so.
- Fine. The bellboy will show you to your room. Here are the keys. Don't worry about the suitcases. Leave them in the lobby. The porter will help you with the luggage.

- I'm leaving tomorrow. Get my bill ready, please.
- Certainly. It will be ready in due time.
- And when must I vacate the room?
- It must be vacated before the lunch time.
- All right. And call me up at 8 in the morning, I'd like my early morning tea and a newspaper, please.
- Certainly, sir.

Exercise 1. Answer the following questions.

1. Where do people usually stay when they come to a town in which they don't live?
2. Have you ever put up at a hotel?
3. Which hotel in your town would you recommend to your friend?
4. Why is it good to reserve rooms in advance? In what way can you do it?
5. What are the visitors required to do when they check in (check out)?
6. What services does a guest get at a modern hotel?
7. What are the duties of the receptionist (maid, bellboy, porter)?

Exercise 2. Give the Ukrainian versions for:

to book the hotel, reservation by fax, to confirm, to look forward, double room, to fill in the form, the hotel is full, lobby, to vacate the room, to sign.

Exercise 3. Give the English versions for:

адміністратор у готелі, реєструватися, службовець готелю, виписуватися з готелю, лист-підтвердження, вільний номер, підготувати рахунок, номер-люкс, коридорний, ключ.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

receptionist –
reservation –
porter –
hotel –
chambermaid –
letter of confirmation –
bellboy –
“bed & breakfast” –
bill –
suite –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about staying at the hotel.

1. sign/ arrival/ immediately/ All/ on/ must/ register/ guests/ the.
2. come/ meals/ Would/ restaurant/ to/ served/ the/ like/ your/ you/ would/ in/ your/ you/ room/ rather/ or?
3. be/ leave/ should/ their/ loss/ Guests/ the/ bedrooms:/not/ Management/ valuables/ responsible/ theft/ held/ in/ for/ or/.
4. business/ hotel/ When/ usually/ trip/ you're/ stay/ on/ at/ a/ the/ you/.
5. Electrical/ Guests/ appliances/ must/ room/not/ in/ use/ their/ any/ shavers/ permission/ excepted/ the/ without/ of/ the/ Management/.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

_____ and other accommodations are as different as the many family and business travelers they accommodate. The industry includes all _____ of lodging, from luxurious 5-star hotels to youth hostels and RV parks. While many provide simply a place to spend the night, others cater to longer stays by providing _____, recreational activities, and meeting rooms.

Hotels and motels _____ the majority of establishments in this industry and are generally classified as offering either full-service or limited service. Full-service properties offer a variety of services for their _____, but they almost always include at least one or more restaurant and beverage service options—from coffee bars and lunch counters to cocktail lounges and formal restaurants. They also usually provide _____. Larger full-service properties usually have a variety of _____ on the premises, such as gift boutiques, newsstands, and drug and cosmetics counters, some of which may be geared to

an exclusive clientele. Additionally, a number of full-service hotels offer guests access to laundry and valet services, _____, beauty salons, and fitness centers or health spas. A small, but growing, number of luxury hotel chains also manage condominium units in combination with their transient rooms, providing both hotel guests and condominium _____ with access to the same services and amenities.

Types, room service, retail shops, hotels comprise, guests, swimming pools, food service, owners

Exercise 7. Comment on the following:

“People who live in glass houses shouldn’t throw stones”.

Exercise 8. Agree or disagree with the following statements.

1. When you leave the hotel you must pay the hotel bill.
2. When you travel in summer you would better to reserve rooms in advance.
3. The porter is the person who keeps the rooms in order.
4. If the guest wants his breakfast in his room, the reception clerk will bring it to him.
5. The guest must leave the key at the desk when going out.
6. Suites are usually the cheapest rooms in the hotels.
7. Nowadays a TVset is usually found in each room.
8. The maid must do the room every day.

Exercise 9. Imagine you are on business in London. You want to stay at the hotel. Say the following in English.

1.
A. – Доброго дня. Я хотів би зупинитися у вашому готелі. Мені хотілося б номер на одного з ванною і телефоном.
B. – Ви замовляли у нас номер
A. – Так, я послав вам телеграму з Києва з проханням зарезервувати мені номер з 12 вересня. Ось лист-підтвердження.
B. – Так, усе гаразд. Заповніть форму, будь-ласка.
A. – Я розраховую пробути у вашому готелі тиждень. Ви не будете заперечувати, якщо я сплачу рахунок коли буду виписуватися?
B. – Звичайно, як Вам зручно.
2.
A. – Якщо Ви скажете що Ваш готель переповнений чи не могли б Ви порекомендувати інший готель?
B. – Зазвичай є номери в сусідньому готелі через дорогу.

3.

A. – Я виїжджаю через півгодини. Попросіть, будь-ласка, носильника віднести до холу мій багаж і викликати таксі. І підготуйте рахунок, будь-ласка.

B. – Звичайно, сер.

Exercise 10. Write an essay on one of the following topics.

1. Prepare an information about the hotel service in the USA, in England and in Ukraine.

2. Describe the hotel you have stayed in last time.

3. Show the advantages and disadvantages of being the hotel's owner.

Exercise 11. Read the following text and discuss it.

People travel for a variety of reasons, including for vacations, business, and visits to friends and relatives. For many of these travelers, hotels and other accommodations will be where they stay while out of town. For others, hotels may be more than just a place to stay, but destinations in themselves. Resort hotels and casino hotels, for example, offer a variety of activities to keep travelers and families occupied for much of their stay.

The largest hotels often have banquet rooms, exhibit halls, and spacious ballrooms to accommodate conventions, business meetings, wedding receptions, and other social gatherings. Conventions and business meetings are major sources of revenue for these properties. Some commercial hotels are known as conference hotels – fully self-contained entities specifically designed for large-scale meetings. They provide physical fitness and recreational facilities for meeting attendees, in addition to state-of-the-art audiovisual and technical equipment, a business center, and banquet services. Limited-service hotels are free-standing properties that do not have on-site restaurants or most other amenities that must be provided by a staff other than the front desk or housekeeping. They usually offer continental breakfasts, vending machines or small packaged items, Internet access, and sometimes unattended game rooms or swimming pools in addition to daily housekeeping services. The numbers of limited-service properties have been growing. These properties are not as costly to build and maintain. They appeal to budget-conscious family vacationers and travelers who are willing to sacrifice amenities for lower room prices.

Hotels can also be categorized based on a distinguishing feature or service provided by the hotel. Conference hotels provide meeting and banquet rooms, and usually food service, to large groups of people. Resort hotels offer luxurious surroundings with a variety of recreational facilities, such as swimming pools, golf courses, tennis courts, game rooms, and health spas, as well as planned social activities and entertainment. Resorts typically are located in vacation destinations or near natural settings, such as mountains, seashores, theme parks, or other attractions. As a result, the business of many resorts fluctuates with the

season. Some resort hotels and motels provide additional convention and conference facilities to encourage customers to combine business with pleasure. During the off season, many of these establishments solicit conventions, sales meetings, and incentive tours to fill their otherwise empty rooms; some resorts even close for the off-season.

Extended-stay hotels typically provide rooms or suites with fully equipped kitchens, entertainment systems, office space with computer and telephone lines, fitness centers, and other amenities. Typically, guests use these hotels for a minimum of 5 consecutive nights often while on an extended work assignment or lengthy vacation or family visit. All-suite hotels offer a living room or sitting room in addition to a bedroom.

Casino hotels combine both lodging and legalized gaming on the same premises. Along with the typical services provided by most full-service hotels, casino hotels also contain casinos where patrons can wager at table games, play slot machines, and make other bets. Some casino hotels also contain conference and convention facilities.

In addition to hotels, bed-and-breakfast Inns, recreational vehicle (RV) parks, campgrounds, and rooming and boarding houses provide lodging for overnight guests and are included in this industry. Bed-and-breakfast inns provide short-term lodging in private homes or small buildings converted for this purpose and are characterized by highly personalized service and inclusion of breakfast in the room rate. Their appeal is quaintness, with unusual service and decor.

RV parks and campgrounds cater to people who enjoy recreational camping at moderate prices. Some parks and campgrounds provide service stations, general stores, shower and toilet facilities, and coin-operated laundries. While some are designed for overnight travelers only, others are for vacationers who stay longer. Some camps provide accommodations, such as cabins and fixed campsites, and other amenities, such as food services, recreational facilities and equipment, and organized recreational activities. Examples of these overnight camps include children's camps, family vacation camps, hunting and fishing camps, and outdoor adventure retreats that offer trail riding, white-water rafting, hiking, fishing, game hunting, and similar activities.

Other short-term lodging facilities in this industry include guesthouses, or small cottages located on the same property as a main residence, and youth hostels – dormitory-style hotels with few frills, occupied mainly by students traveling on limited budgets. Also included are rooming and boarding houses, such as fraternity houses, sorority houses, off-campus dormitories, and workers' camps. These establishments provide temporary or longer term accommodations that may serve as a principal residence for the period of occupancy. These establishments also may provide services such as housekeeping, meals, and laundry services.

UNIT 7. INTERNET. WWW. DOING BUSINESS ON THE INTERNET

Key words and phrases

Enquiry	запит, запитання
Corporate website	корпоративна веб-сторінка
Publicity	реклама, рекламування, пропагування
E-commerce / online trading	електронна торгівля
Time-saving method	метод, що заощаджує час
Network	мережа
Browser	браузер (програма)
Surf the Net	мандрувати по мережі у пошуках інформації, здійснювати серфінг по мережі
Download	завантажувати
The World Wide Web (WWW)	всесвітня мережа
Web page	веб-сторінка
E-mail	електронна пошта
Transmission	передача
Subscriber	абонент
Message	повідомлення, посилання
Electronic mail box	електронна поштова скринька
Identifier	ідентифікатор, ім'я користувача
Domain name	ім'я домена, тобто тип організації, якій належить комп'ютер

Read the text

The **Internet** is a network of networks. A computer network is a group of computers that have been connected so they can communicate with each other. They can send messages to each other and can share information in the form of computer files.

There's nothing astounding about computer networks. Many small companies have networks that connect anywhere from two or three computers to thousands of them.

But the Internet isn't just a network. It's a network of networks. The Internet might make it possible for you to communicate with all these people on all these computer networks through electronic "mail".

When you connect to the Internet, you have the opportunity to connect to thousands of different systems. Those computers contain government archives, university databases, local-community computing resources, library catalogs, messages about any subject you can imagine, and millions of computer files (over two million at last count) containing photographs, documents, sound clips, video, and whatever else you can put into digital form. Business people can doing business on the Internet.

Companies can use their presence on the Web to access the growing number of websites of interest. There are different ways in which businesses can benefit from its functions:

- ◆ Businesses use e-mail to deal with customers, to make and respond to enquiries quickly and to communicate with employees.

- ◆ A corporate website may be used for publicity, for selling or for sharing information.

- ◆ E-commerce or “online trading” has proved to be very successful for some companies. One of the advantages of this form of trading is that users can come to the website 24 hours a day.

- ◆ Marketing on the Web can be achieved by setting up a website and making it attractive to visitors.

- ◆ The Internet is a powerful tool for gathering data. Companies can use it to look up other companies and their products, access financial information, find market information, foreign exchange rates and so on.

- ◆ Using computer networks to transmit audio and video data between two or more people in different locations (video-conferences) is a time-saving method of communication.

- ◆ Many companies place their recruitment needs on their own websites or on the websites of recruitment agencies.

- ◆ Large corporations place their annual reports on their websites in order to provide a service to their shareholders.

Exercise 1. Answer the following questions.

1. How can companies use their presence on the Web?
2. What do businesses use the e-mail for?
3. What may a corporate website be used for?
4. What is one of the advantages of the E-commerce?
5. Which way can marketing be achieved on the Web?
6. What is a time-saving method of communication?
7. Which way can companies use the Web for recruitment purposes?

Exercise 2. Give the Ukrainian versions for:

presence, response, publicity, trading, location, recruitment, quickly, successful, advantage, attractive, “brick and mortar” trade, network, transmission, electronic mail box, corporate website, E-commerce, browser, computer modem, user, download, PC, hardware, laptop, software, virus.

Exercise 3. Give the English versions for:

робити запит, спілкуватися з працівниками, корпоративна веб-сторінка, ділитися інформацією, електронна торгівля, перевага, збирати

дані, валютний курс, комп'ютерна мережа, відеоконференція, метод, що заощаджує час, річний звіт, надавати послугу, акціонери.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

network –
Internet –
intranet –
browser –
web page –
World Wide Web –
electronic mail –
Internet service –
computer modem –
group of users –

Exercise 5. Put the following words in the correct order to make complete sentences and learn some basic ideas about “Doing Business on the Internet”.

1. The Internet / millions / the world / ever / opens up / been / communication / makes / vast / and / users / the easiest / opportunities / resources / business / for / of / around / and / it / has.

2. The Internet / from / you / is / holding / of data / can / a worldwide / vast / access / a PC / network / directly / that / quantities / of computers.

3. An intranet / which / the same / as / is / uses / a network / the Internet / technology.

4. The World Wide Web / the most / users / as the Web (WWW) / to be / also / considered by / aspect / is / of / referred to / the Internet / many / exciting.

5. The pages / form / interesting / a vast / of the Web / accessible / of topics / cover / and easily / presented in / range / an attractive.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

The most widely-used function on the Internet is _____ (electronic mail).

E-mail is the transmission and distribution of information through personal computers linked to the telephone system, which allows _____ to send a message directly to another subscriber that will appear in their _____.

Using e-mail, you can _____ to anyone with an Internet account, and most businesses today have an electronic mailing address.

E-mail is cheap and easy to use. In business, e-mail provides cheap and rapid _____ between the employees of an organization, and between a company and its clients and suppliers.

An e-mail address contains _____, i.e. the user name. After that comes the symbol “@” (pronounced “at”), followed by the domain name, which identifies the server that is used to send your mail, the category of organization and the _____. The different elements of the _____ are separated by dots. There is no _____ at the end.

Example: chef@coral.com.cy

chef	@	coral	.com	.cy
identifier	“at” symbol	name of organization	type of organization	country

This _____ is said in the following way: chef, at coral, dot com, dot Cy.

country code, electronic mail box, communication, e-mail, full stop, an identifier, send messages, subscribers, domain name, e-mail address.

Exercise 7. Comment on the following:

“Everybody’s business is nobody’s business”.

Exercise 8. Agree or disagree with the following statements.

1. Both toy companies are doing well; their sales are neck and neck.
2. She is a very active manager and has a finger in every pie.
3. The Internet system is very much like the phone system.
4. The Internet is becoming more and more popular here.
5. It is very easy and inexpensive to connect to the Internet.
6. Computer use continues to grow and develop in all spheres of our life.
7. A PC is a personal computer which is the standard computer for most individual users.
8. Hardware is the actual machinery of a computer, the circuits, wires, and drives.
9. Software contains the instructions that tell a computer what to do at every step along the way.
10. A virus is an error that is introduced into a program with the intention of causing a malfunction.

Exercise 9. Say what you have learned about:

1. doing Business on the Internet;
2. the Internet as a powerful tool for gathering data;
3. the information on the Web as it is displayed in websites;

4. e-mail as a cheap and easy thing to use;
5. companies which use the Web for recruitment purposes.

Exercise 10. Give a free translation of the following text.

Проблеми охорони інтелектуальної власності сьогодні вийшли в світ на перший план і стали вже не просто юридичними або комерційними питаннями. Унаслідок всеосяжної інтелектуалізації сучасної світової економіки вони дедалі більше стають політичною проблемою, пов'язаною з економічною безпекою та вимагають стратегічних підходів до їх вирішення.

Процеси інтелектуалізації досягли надзвичайно високої інтенсивності, немислимої ще десятиліття тому. Нині у світі діють понад 4 млн. патентів; щороку подається приблизно 700 тис. заявок на патентування; у 2006 році дохід від продажу ліцензій на запатентовані об'єкти становив 100 млрд. дол., що вдесятеро більше, ніж 2005 року.

Слід підкреслити, що протягом останнього десятиліття в Україні відбувався досить інтенсивний процес становлення системи охорони інтелектуальної власності.

На сьогодні система органів регулювання сфери охорони інтелектуальної власності в Україні перебуває в завершальній фазі формування й уже спроможна виконувати свої основні функції. Її регулюють 37 законів і понад 100 підзаконних актів, дія яких поширюється щонайменш на 16 самостійних об'єктів авторського права в галузі науки, літератури й мистецтва, три види об'єктів суміжних прав, дев'ять видів промислової власності й на сферу захисту від недобросовісної конкуренції. Однак ефективність системи знижує цілий комплекс проблем, що вимагають невідкладного розв'язання.

Exercise 11. Write an essay on one of the following topics.

1. Advantages and disadvantages of online services.
2. When do we use E-commerce?
3. The popularity of the Internet system today.

Exercise 12. Read the following texts and discuss it.

The Internet is a network of networks. A computer network is a group of computers that have been connected so they can communicate with each other. They can send messages to each other and can share information in the form of computer files. The Internet connects more than 18,000 of these networks, and more are being added all the time. On those networks are millions of computers, computer terminals and users – about two million computers and as many as 30 million users, according to some estimates. And it's growing by around 1,000 computers a day. It's no wonder that the president of ISOC (the Internet Society)

recently suggested that the Internet could reach 1 billion people in the not-too-distant future.

There's nothing astounding about computer networks. Many small companies have networks that connect anywhere from two or three computers to thousands of them.

But the Internet isn't just a network. It's a network of networks. Lots of different networks have been joined to produce the world's largest group of connected computers. Some of the networks are run by government bodies, some by universities, some by businesses, some by local community library systems, and some are even run by schools. Most are in the United States, but many are overseas, in countries ranging from Australia to Zimbabwe. The Internet might make it possible for you to communicate with all these people on all these computer networks through electronic "mail".

When you connect to the Internet, you have the opportunity to connect to thousands of different systems. Those computers contain government archives, university databases, local-community computing resources, library catalogs, messages about any subject you can imagine, and millions of computer files (over two million at last count) containing photographs, documents, sound clips, video, and whatever else you can put into digital form.

When you log on or log in to a computer system, you tell the system who you are and it decides if it wants to let you use its services. A log-on (or log-in) procedure usually entails providing some kind of account name and a secret password.

In law, **intellectual property** (IP) is an umbrella term for various legal entitlements which attach to certain names, written and recorded media, and inventions. The holders of these legal entitlements are generally entitled to exercise various exclusive rights in relation to the subject matter of the IP. The term *intellectual property* reflects the idea that this subject matter is the product of the mind or the intellect, though the term is a matter of some controversy.

Intellectual property laws and enforcement vary widely from jurisdiction to jurisdiction. There are inter-governmental efforts to harmonise them through international treaties such as the 1994 World Trade Organization (WTO) Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPs), while other treaties may facilitate registration in more than one jurisdiction at a time. Enforcement of copyright, as well as disagreements over medical and software patents, have so far prevented the emergence of a cohesive international system.

Intellectual property laws confer a bundle of exclusive rights in relation to the particular form or manner in which ideas or information are expressed or manifested, and not in relation to the ideas or concepts themselves. The term "intellectual property" denotes the specific legal rights which authors, inventors and other IP holders may hold and exercise, and not the intellectual work itself.

Intellectual property laws are designed to protect different forms of subject matter, although in some cases there is a degree of overlap. *Copyright* may subsist in creative and artistic works (e.g. books, movies, music, paintings, photographs, and software) and give a copyright holder the exclusive right to control reproduction or adaptation of such works for a certain period of time. A *patent* may be granted for a new, useful, and non-obvious invention, and gives the patent holder an exclusive right to commercially exploit the invention for a certain period of time (typically 20 years from the filing date of a patent application). A *trademark* is a distinctive sign which is used to distinguish the products or services of different businesses. An industrial design right protects the form of appearance, style or design of an industrial object (e.g. spare parts, furniture, or textiles). A *trade secret* (which is sometimes either equated with, or a subset of "confidential information") is secret, non-public information concerning the commercial practices or proprietary knowledge of a business, public disclosure of which may sometimes be illegal. Patents, trademarks, and designs rights are sometimes collectively known as **industrial property**, as they are typically created and used for industrial or commercial purposes.

Various schools of thought are critical of the concept and treatment of "intellectual property"; indeed, some argue that use of the term "property" in this context is itself misleading. Some characterise IP laws as intellectual protectionism. There is ongoing debate as to whether IP laws truly operate to confer the stated public benefits, and whether the protection they are said to provide is appropriate in the context of innovation derived from such things as traditional knowledge and folklore, and patents for software and business methods. Furthermore, due to the non-rivalrous nature of intellectual property, defining the unauthorized use of intellectual property as a crime of theft presents its own unique problems. In common law, theft requires deprivation of the rightful owner of his or her rights to possess, use, or destroy property. Example: When Joe steals Jane's bicycle, Jane cannot use or have access to it. But since intellectual property, i.e., ideas, and various transcriptions into written words, audible sounds, or electronic media, are so easily reproduced, no such deprivation to the owner occurs. Example: When Joe steals a copy of the music Jane recorded, Jane is not denied access to enjoy her copy. In this sense, many forms of intellectual property meet the non-rival test for public goods: the use of the good by one individual does not reduce the consumption of that good by others.

UNIT 8. BUSINESS CORRESPONDENCE

Key words and phrases

Business letter	Діловий лист
Envelope	Конверт
Lay-out	План (листа)
Margin	Поле (сторінки)
Connectives	Зв'язуючі слова
Colon	Двокрапка
Reference	Посилання, довідка
Conclusion	Висновок
To inquire	З'ясувати
Body text	Текст листа
Heading	Заголовок листа
Advertisement	Рекламне оголошення
Subsequent	Наступний
Remark	Зауваження
Complementary close	Комплементарне закінчення

Read the texts

The **business letter** is the basic means of communication between two companies. It is estimated that close to 100 million business letters are written each workday. It is a document typically sent externally to those outside a company but is also sent internally to those within a company.

Most business letters have a formal tone. You should write a business letter whenever you need a permanent record that you sent the information enclosed. Because you generally send business letters to other professionals, always include a formal salutation and closing.

Purpose of a Business Letter

You will write business letters to inform readers of specific information. However, you might also write a business letter to persuade others to take action or to propose your ideas. Business letters even function as advertisements at times. Consider the letters long-distance phone companies send to those not signed up for their services or the cover letter to your resume. Both of these serve to promote or advertise

Business letters can be challenging to write, because you have to consider how to keep your readers' attention. This is particularly the case if your readers receive large amounts of mail and have little time to read.

Writing business letters is like any other document: First you must analyze your audience and determine your purpose. Then you gather information, create an outline, write a draft, and revise it. The key to writing

business letters is to get to the point as quickly as possible and to present your information/ clearly.

Determining your Audience Type

Writers determine their audience types by considering:

Who they are (age, sex, education, economic status, political/social/religious beliefs);

What level of information they have about the subject (novice, general reader, specialist or expert);

The context in which they will be reading a piece of writing (in a newspaper, textbook, popular magazine, specialized journal, on the Internet, and so forth).

You'll need to analyze your audience in order to write effectively.

Structure and Presentation

Business letters in different countries are identical. As a rule a business letter written on the firm form, consists of such elements: sender's address; date; references; inside address (or receiver's address); salutation; subject; introductory paragraph; body of the letter; complimentary close; signature; connectives.

Let's examine some features of a simple business letter.

Sender's address. In correspondence that does not have a printed letterhead, the sender's address is written on the top right-hand side of the page. In the UK, in contrast to the practice in some countries, it is not usual to write the sender's name before the sender's address.

Date. The date is written below the sender's address, sometimes separated from it by a space. The month in the date should not be written in figures as they can be confusing; for example, 11.1.93 means 11th January 1993 in the UK but 1st November 1993 in the USA. In the USA the date may indicate the month first, then the date and then the year, so 15 April 2002 will look as 04.15. 2002 or 04/15/2002. Nor should you abbreviate the month, e.g. Nov. for November, as it simply looks untidy.

Inside (or receiver's) address. This is written below the sender's address and on the opposite side of the page. If you know the surname of the person you are writing to, you write this on the first line of the address, preceded by a courtesy title and either the person's initial(s) or his/her first given name, e.g. Mr J.E. Smith or Mr John Smith, not Mr Smith.

Courtesy titles used in addresses are as follows: Mr is the usual courtesy title for a man. Mrs is used for a married woman. Miss is used for an unmarried woman. Ms is used for both married and unmarried women and it is a useful form of address when you are not sure whether the woman you are writing to is married or not.

Receiver. Writing and translation of addresses used to make some difficulty since Slavic and English layouts are not the same. Now one should

mind that they have become almost the same for both home and international correspondence in Ukraine

Compare the following:

ІВАНОВУ А. А.

ГОЛОВІ КОМПАНІЇ „Сантана-Трейдінг”

45, вул. Данилевського

61007, Харків-7

Україна

Ms Paul Smith

(The) Sales Manager of

Union Trading LTD

7 Carswood Street

Redhill

Surrey TQ1 6 BD

Great Britain

In English the number of the building precedes the name of the street without comma. In translation it is not recommended to render Ukrainian or Russian вулиця, площа, улица, площадь by English street, square, etc. and vice versa to avoid confusion in mail delivery. So, вулиця Данилевського in English will be Vulytsia Danylevskogo, not Danylevsky or Danylevskogo Street as well as Carswood Street will be Карсвуд Стріт, not вулиця Карсвуд.

Salutations. A letter written to a man should be addressed to, for example, Mr. D. Smith or to D. Smith Esq. (Esquire). A letter to a woman, should be addressed to, for example, Mrs. C. Jones or Miss C. Jones. *Dear Sir* opens a letter written to a man whose name you do not know. *Dear Sirs* is used to address a company. When you do not know the name of the person for whom your letter is intended, the salutation takes the form of *Dear* followed by a courtesy title and the person's surname. Initials or first names are not generally used in salutations: *Dear Mr Smith*, not *Dear Mr J. Smith* or *Dear Mr John Smith*. If the person you are writing to is known to you, you should begin with, for example, Dear Mr. Thompson, Dear Mrs. Warren, etc. Otherwise you should begin Dear Sir(s), Dear Madam, or Gentlemen: (Am.). Note that Gentlemen is followed by a colon. **Co.** and **Ltd.** are the usual abbreviations for **Company** and **Limited**. However it's better to address your letter to some individual—The Managing Director, The Personnel Manager, The Secretary, The Branch Manager, The Export Manager — followed by the name of the company.

The body of the business letter usually includes:

- a) Reference,
- b) Information,
- c) Purpose,
- d) Conclusion.

You should begin your letter with a **reference** to a letter you have received, an advertisement you have seen, or an event which has prompted the writing of your letter.

e.g.: Thank you for your letter of May 3 rd. In your letter of January 13th you inquire about

It was a great pleasure to receive your letter of July 1st that ...I recently called your agent in this country to ask about.... but he was unable to help me.

It is sometimes necessary to add some detailed **information** related to the

reference, in a subsequent paragraph.

Purpose is the most important part of the letter, where you are expected to state clearly and concisely what you want and answer carefully and clearly all the questions that you have been asked.

Conclusion usually consists of some polite remark to round the letter off.

e.g.: I look (I am looking) forward to hearing from you soon.

I sincerely hope you will be able to help me in this matter.

I should greatly appreciate an early reply.

Please accept our sincere apologies for the trouble this mistake has caused you.

We apologize sincerely for the trouble caused to you, and will take all possible steps to ensure that such a mistake does not occur.

Then usually follows **the complementary close**. If you begin your letter with Dear Sir(s) or Dear Madam you may end it with the words "Yours faithfully". If you address a person by name the words "Yours sincerely" are preferable. There is a modern tendency however to use "Yours sincerely" even to people you have never met.

The signature: sign your name clearly, in full, as it should appear on the envelope of the letter addressed to you. Always type your name after your handwritten signature and your position in the firm after your typed signature.

The connectives play an outstanding role in writing a business letter. They are used for better comprehension of the contents.

e.g.: Owing to, Unfortunately, However, We should be delighted, We do hope, It is possible that, We should be pleased, For this reason, We regret about, Taking into account that, Hopefully.

Summarizing all the above said it should be stressed that any business letter can be written using the following general scheme:

1. Heading (writer's address, date of the letter)
2. Inside address (name and address of the person or company receiving the letter)
3. Greeting (Dear Sir:)
4. Body of the letter (reference, information, purpose, conclusion)
5. Closing or complimentary close (saying good-bye)
6. Signature.

Exercise 1. Answer the following questions.

1. How often do you write business letters?
2. What are the main parts of any business letter?
3. How should the letter be signed?
4. What is the accepted form of salutation?
5. What are language requirements for letter writing?
6. Why is it important to make clear the purpose of writing a letter?
7. What is the difference between the formal and informal letter?

Exercise 2. Give the Ukrainian versions for:

to receive the letter, the body of the business letter, to cause trouble, salutation, to take steps, advertisement, to be unable, purpose, to take into account, the body text.

Exercise 3. Give the English versions for:

мати намір, посилення, чітко сформулювати, висновок, прийняти вибачення, підпис, вжити заходів, конверт, комплементарне закінчення, щиро Ваш.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

business letter –
address –
salutation –
connectives –
signature –
conclusion –
heading –
sender –
envelope –
title –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about the rules of writing the business letters.

1. Advertisement/ job/ people/ and/ If/ sitting/ home/ you/ want/ write/ you/ letters/ read/ it's/ at/ a/ ring/ should/ use/ no.
2. Information/ me/ require/ hesitate/ please/ If/ to/ any/ not/ additional/ contact/ do/ you.
3. Accept/ Manager/ I/ offer/ Sales/ pleased/ the/ am/ your/ of/ post/ to/ of/.
4. In/ personal/ lay-out/ differs/ The/ respects/ the/ letter/ of/ some/ letter/ that/ the/ from/ business/ of/.
5. Some/ round/ consists/ off/ Conclusion/ the/ usually/ polite/ letter/ remark/ of/ to.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

A LETTER OF INVITATION

United States Department of Commerce
International Finance Conference
Washington, D.C.,
20658, USA,
June 2nd, 2008,
Prof. Petrov,

Finance Manager,
Zepter Inc., Kyiv branch,
63, Volodymirska Str,
Kyiv
Ukraine

Dear Professor Petrov:

_____ of the American Finance Society it is an honour for us to welcome you and to be your _____ in Washington during the International Finance Conference, May 20-27.

It is a pleasure for us not only _____ you to a conference of the highest _____ standard but also to present Washington and, if you wish, other exciting _____ in the USA.

The scientific planning of the _____ has resulted in the most exciting program with more than 40 major and assembly symposia not including the numerous _____ communication sessions.

I am glad _____ you that your abstract _____ by our Committee, N 256 for poster _____.

We attach with the _____ Reservation and Registration Form. The _____ for its submission: March 15, 2008. If you have any questions or need additional _____ please contact us without hesitation.

Jim Smith
Chairman

To inform, host, Yours sincerely, the letter of invitation, on behalf, information, to invite, conference, deadline, scientific, free, place, to be accepted, presentation
--

Exercise 7. Comment on the following

“If a man doesn’t make new acquaintances as he advances through life, he

will soon find himself left alone”

Exercise 8. Agree or disagree with the following statements.

1. In business letter print your signature and your name with the big letters.
2. There are no contractions in a formal letter.
3. It is becoming more frequent to address women as Ms in business letters, whether you know they are married or not.
4. The complimentary close is the most important part of the business letter.
5. The connectives are used for better comprehension of the contents.
6. The Letter Heading usually consists of two or three words, not more.
7. There is no any difference in writing the formal and informal letter.
8. If you do not know the name of the person for whom your letter is intended you may write as Mr. X or Mrs. X.
9. There are five parts which are necessary in any business letter.
10. It is not so important to observe the rules in writing business letters.

Exercise 9. Say what you have learned about:

1. the purpose of business letters as one of its component;
2. the rules of writing business letters;
3. the phrases which are used at the beginning of business letters, in the middle and at the end;
4. the usual abbreviations used in business letters.

Exercise 10. Give a free translation of the following text.

1) Шановні добродіі!

Торговельне представництво України в США повідомило нас, що Ви є єдиними імпортерами бавовняної тканини у західному регіоні України. Наша компанія займається протягом багатьох років продажем такої продукції фірмам з пошиття постільної білизни на східному узбережжі США. Ми зацікавлені в закупівлі таких товарів безпосередньо на місцях їх виробництва. Ми хотіли б встановити з Вами ділові стосунки, та, за умов Вашого бажання, наш директор містер А. Бранстоун був би готовий виїхати до Києва, щоб вести з Вами перемовини щодо купівлі різного асортименту бавовняних тканин.

2) Шановні добродіі!

Щиро вдячні за Ваш лист з повідомленням про Вашу зацікавленість нашими товарами. Ми будемо раді зустрітися з містером А.Бранстоуном в будь-який зручний для нього час. Ми будемо також вдячні, якщо Ви заздалегідь повідомите про день прибуття містера А. Бранстоун до Києва для того, щоб ми зустріли його в аеропорту. У відповідності до Вашого

прохання ми надіслали Вам сьогодні окремим пакетом взірці з нашого останнього каталогу готової продукції.

Task 11. Write an essay on one of the following topics:

1. You work at a big chemical plant as a Product Manager. Inform the well-known company-producer of chemical equipment that you would like to receive their quotation and the latest catalogue. Use the words and word combinations provided below.

Company: Blake & Co, Conduit Street, 40, London, Great Britain.

We are the leading manufacturers for this article

We should be much obliged if

to consider our request

to contact

in this context

Yours sincerely

We heard that your company is a reliable partner

2. You work at a big bank as a Computer Specialist. Let the company-supplier of the computers know that their terms of payment and delivery suit you, but you cannot place an order with them as their prices are too high. Use the following words and word combinations.

Company: Apple Computers, Inc., 32 5th Avenue, New York, USA.

Further to our discussion.....

We wish to inform you. We highly appreciate...

full contract value

to make a decision

unfortunately ...

competitive prices

terms of delivery

to reduce the prices

Yours sincerely

3. You are working at a big company as a Personal Assistant to Managing Director. In a month two representatives of your company will arrive in Vermont, the USA and plan to be there for a week. Try to write your own letter of inquiry to the best hotel in the city and the letter of inquiry to book seats on a plane.

Exercise 12. Read the text to find out the types of English business letter.

Here are some basic business letters which you will find useful for typical English business correspondence: Official letters, Informal letter, Letters of Thanks, Letters of Congratulation, Letters of Condolence, Letters of Introduction, Making a Sale, Placing an Order, Making a Claim, Adjusting a Claim, Making an Enquiry. Writing a Cover Letter when Applying for a Job.

There are some examples of these letters.

Letters of Thanks

If you have received the hospitality of a friend, for a weekend or longer, courtesy

requires you write a note of thanks within two or three days after your return home. The fact that you soon and enthusiastically thanked your hostess before leaving does not count. You must express your appreciation in writing. This is a so-called «duty» note which is expected of you (which you must write). It has become known as a «bread-and-butter» letter because it thanks hostess for the hospitality she has provided.

Here is an example:

Dear Mr Deksen,

Thank you very much for assisting Michael Hobbs while he was in Oslo.

I know he was already written to you expressing his gratitude, but I would like to add my own appreciation. The introductions you made for him and the contacts and information he gained will be extremely usefull in our Scandinavian export programme.

If I can offer you any similar service in the future, please contact me.

Yours sincerely.

Letters of Congratulation

Letters of congratulation should be cheerful messages. They may be brief and formal, or they may be chatty and informal – depending on the circumstances. It may be congratulation on winning an honour or distinction, etc.

Dear Mr. Walley,

My warm congratulations to you on your election as President of the State Medical Association. It is a fine tribute from your colleagues, and a reward you richly deserve for your many years of splendid service to the profession and to the people of the state.

My very best wishes to you.

Sincerely yours,

Peter Rasin

Letters of Condolence

A letter of condolence should be written promptly as soon as you hear the news and before shock of it has worn off. Put down simply and truthfully what

you think and feel at that moment. Remember that the three most essential qualities of a good condolence letter are tact, sincerity and brevity.

Dear Mr Stanton,

I was shocked to hear about the death of your partner, Mr John Brendon, and offer my condolences. He was a fine person and a well-liked man who will be sadly missed by all who knew him.

Please pass my sincerest sympathies on to his family, and assure them that all his associates will have only the fondest memories of him.

Yours sincerely.

Letters of Introduction

Note that a letter of introduction is offered, not requested. Make it a point never to write a letter of introduction unless you know both persons intimately and well.

Write the letter briefly and to the point. The letter should give the name of the person being introduced, the reason or purpose for the introduction, and any other information that is relevant or important. A letter of introduction may either be handed to the person for whom it is written, to be presented personally, or it may be sent through the mail. If it is to be delivered personally, the envelope should be left unsealed. However a second and private letter may be written and sent by mail, giving more information about the person who is on the way with a letter of introduction.

For example: to be presented in person.

Dear Mr Deksen,

The bearer of this letter is Mr Michael Hobbs, our overseas sales manager, who is visiting Oslo on our behalf to investigate our export possibilities to Norway.

Thank you for your letter of 10 April in which you offered to help him. I will appreciate any assistance you can give, or suggestions you make.

Yours sincerely.

Official letter

Dear Mr Bright,

A mutual friend, Mr. George Splint, has advised me to get in

touch with you.

I am working on a thesis on English history of the seventeenth century. As you are an expert on this period I would be most grateful if we could meet.

I should be very glad if you would have dinner with me at the Kensington Garden Hotel at 7 p.m. on Wednesday, June 27th.

Yours faithfully,
Peter Resin.

UNIT 9. NEGOTIATIONS

Key words and phrases

Negotiations	перемовини
To negotiate a contract	укласти контракт
Negotiator	учасник перемовин
Chief negotiator	керівник делегації
To settle	вирішувати, домовлятися
To carry on (to conduct, to hold) negotiations	вести перемовини
Business meeting	ділова зустріч

Read the text

Negotiation is an interaction of influences. Such interaction, for example, include the process of resolving disputes, agreeing upon courses of action, bargaining for individual or collective advantage, or crafting outcomes to satisfy various interests. Negotiations is thus a form of alternative dispute resolution.

Negotiation involves two basic elements: the process and the substance. The process refers to how the parties negotiate: the context of the negotiations, the parties to the negotiations, the relationships among these parties, the communication between these parties, the tactics used by the parties, and the sequence and stages in which all of these play out. The Substance, however, refers to what the parties negotiate over: the agenda, the issues, the options, and the agreement(s) reached at the end.

A negotiation process can be divided into six steps in three phases:

Phase 1: Before the Negotiation

Step 1: Preparing and Planning: In this step, first you should determine what you must have and what you are willing to give (bargaining chips). Gather facts about the other party, learn about the other party's negotiating style and anticipate other side's position and prioritize issues.

Phase 2: During the Negotiation

Step 2: Setting the Tone: You should never speak first because the other party might offer you more than you would have asked for.

Step 3: Exploring Underlying Needs: It is also important to listen for facts and reasons behind other party's position attentively and explore underlying needs of the other party. If conflict exists, try to develop creative alternatives. If you are in a difficult situation, don't say anything. Take time out. Remember, you will not give anything away if you don't say anything.

Step 4: Selecting, Refining, and Crafting an Agreement: It is a step in which both parties present the starting proposal. They should listen for new ideas, think creatively to handle conflict and gain power and create cooperative environment.

Step 5: Reviewing and Recapping the Agreement: This is the step in which both parties formalize agreement in a written contract or letter of intent.

Phase 3: After Negotiation

Step 6: Reviewing the Negotiation: Reviewing the negotiation helps one to learn the lessons on how to achieve a better outcome. Therefore, one should take the time to review each element and ask oneself, “what was going well?” and “what could be improved next time”.

Briefly, negotiation is a process in which two or more parties try to reach a satisfactory solution to a shared problem. To be more specific, it is a process where the actors define their own obligations, costs, and benefits to achieve a common result. Negotiation is a process of exchange (information, threats, favours, etc.) that goes on until compromises beneficial for all parties involved start to become apparent.

Exercise 1. Answer the following questions.

1. What does the term “negotiations” mean?
2. Name two basic elements of negotiations.
3. What is the objective of any negotiations?
4. What steps does a negotiation process include?
5. What step in a negotiation process is the most important one?

Exercise 2. Give the Ukrainian versions for:

resolving disputes, bargaining for advantage, agenda, issues, options, agreement, negotiating style, needs, starting proposal, better outcome, process of exchange the information, satisfactory solution.

Exercise 3. Give the English versions for:

перемовини, взаємодія, суперечки, досягнути домовленостей, стиль перемовин, пропозиції, залагоджувати конфлікт, письмовий контракт, лист про наміри, досягнути результату, обмін інформацією, стати явним.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- negotiations –
- disputes –
- agreements –
- solution –
- proposal –

bargaining –
party (in negotiations) –
business meeting –
contract –
objective –
benefits –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about Ukrainians business dealings.

1. When / of / Americans / Ukrainians, / making business decisions, / tend / contracts and prices / to focus on / personal relationships. / comparing, / on the other hand, / compare / the depth /

2. Most Ukrainians / are / with / friends. / prefer / people / to do business / who / close /

3. For Americans, / is / the centre / sessions. / the contract / usually / piece of / negotiating /

For the Ukrainian, / often / the relationship / is / and / are / merely thought of / as polite ceremonies, / and starting points / contracts and protocols / for further negotiation. / the focal point, /

4. Because Ukrainians / have trouble / (or do not want to) / often / consider / to be friends, / saying no, / their business partners / and will promise things / they cannot / deliver. / Ukrainians business leaders /

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Meeting is an _____ part of your work in business. They are held for three main _____: 1) to carry out training, 2) to transmit information, 3) to solve a problem.

Read the following _____ and try to follow them in your life.

Before you call the meeting:

- decide if the meeting is the _____ method of achieving the objective;
- put the objective in writing;
- collect all the information necessity;
- select _____ items for discussion;
- anticipate difficulties, _____ members and prepare documents and courses of notion to overcome the difficulties expected;
- prepare the agendas with no more than 5 objectives.

During the meeting:

- state the purpose of the meeting;
- outline the objectives it is hoped to achieve;

- do not impose your views on the group;
- direct _____ toward the objectives;
- develop participation by contrasting different viewpoints;
- watch the clock and note _____ of members who appear to be losing interest;
- where opinion is divided a vote is to be taken.

After the meeting:

- the secretary of the meeting prepares “minutes”;
- minutes must be an _____ account of the substance of the meeting. No opinions, no discussions, no irrelevant talk. They should be _____;
- minutes should follow the agenda of the meeting.

Reasons, recommendations, specific, best, accurate, essential, discussion, awkward, reaction, brief

Exercise 7. Comment on the following.

“Necessity never made a good bargain”. (B. Franklin)

Exercise 8. Agree or disagree with the following statements.

Tips for better meeting:

1. Hold meetings early in the day and don't allow phone calls to interrupt the proceedings.
2. Pay particular attention to meeting; chairs should not be plastic-covered but fabric-covered and firm.
3. If you know you are going to have a difficult person at the meeting, sit that person on your right or left. If this person is allowed to sit opposite you, the meeting will often be split into two.
4. Get everyone to contribute to the discussion but don't put people on the spot by asking: “What do you think, Jane?”.
5. Place your watch on the table in front of you so that people can see you are going to run to time; start on time; finish when you say you will.
6. Avoid letting people know what you think before they have made their views known.

Exercise 9. Say what you have learned about:

1. a negotiation as an interaction of influences;
2. three phases of negotiations;
3. a negotiation as a process of six steps;
4. rules of successful meetings;
5. Ukrainians business dealings.

Exercise 10 . Read and act the dialogue out.

Mr. White: Good afternoon, gentlemen. Mr. Black, glad to see you again.

Mr. Black: Good afternoon, Mr. White. Good afternoon, gentlemen.

Mr. White: Well, Mr. Black, let's get down to our business.

Mr. Black: O.K. You are sure to get acquainted with our draft of the contract for buying your equipment. We'd like to know whether you agree with all the clauses of the contract. As soon as we make the final version of the contract we can sign it and come to practical implementation.

Mr. White: I fully agree with you, Mr. Black. My experts and I have thoroughly studied the clauses of the contract. Mr. Green, our sales manager, will speak about our proposals as to come alterations.

Mr. Green: Thank you. Gentlemen, having analyzed the proposed draft contract and taking into account our methods of work, I'd like to stress the following. First, the price per unit of equipment also includes the price of all parts providing the efficient functioning of the equipment, as it is pointed out in the appendix to the contract. So the unit price will be \$ 5,879 instead of \$5,240, which changes the total contract price respectively.

Mr. Black: (Looking through the catalogue and appendix): well, I think we are not going to have any problems with this.

Mr. Grey (Buyer's representative): I think the same, but I have a counter offer. As you are so strict on the quality of your equipment, couldn't you prolong the guarantee period from 24 to 36 months?

Mr. Green: dear Mr. Grey, the matter is that the 24 months period is your confirmed term. However, having analyzed all the data, we decided that we could meet your requirement.

Mr. Grey: Thank you.

Mr. White: Are there any other points in the contract you'd like to clear up?

Mr. Black: No, I think we have settled all the points quite clearly.

Mr. Green: If we come across any problems later, we shall solve them there and then.

Mr. Black: Fine. Then our contract may be prepared for signing. We'll ask our experts and lawyers to do it. I don't think it will take them long to come up with it.

Mr. White: All right, let it be so.

Exercise 11. Write an essay on one of the following topics.

1. Successful negotiations and their principles.
2. Your experience in carrying the negotiations or business meeting.
3. Main drawbacks of the meetings you've been present at.

Exercise 12. Read the following text and discuss it.

While trade restrictions and tariffs continue to affect the flow of global commerce, the overall trend has been toward free trade.

The General Agreement on Tariffs and Trade (GATT) is an international trade accord that has sponsored a series of negotiations that have reduced world wide tariff levels: it has 96 members, including industrialized, less developed, and formerly communist nations. Clearly, GATT is more than a regional effort to share trade benefits among a small group of countries, it is a global effort at economic integration to enhance the gains generated by trade.

GATT has been used as a forum to negotiate multilateral reductions in trade barriers. It was formed as a multilateral institution for improving trade relations among its members, specifically seeking to avoid bilateralism, in which pairs of countries negotiate trade agreements that exclude other countries. A fundamental concept in GATT negotiations is the most-favored-nation principle, which requires that any tariff reduction negotiated between any two members of GATT be extended to all members of GATT.

Many exceptions have been made to GATT's basic rules. For example, countries facing a balance of payments crisis are permitted to erect temporary restrictions on import until the balance of payments crisis ends. In addition, countries that form a regional bloc for economic integration are allowed to create trade policies that are more favourable to members of the bloc than to outsiders, as long as the block does not raise new trade barriers against other members of GATT.

UNIT 10. CONTRACT

Key words and phrases

To conclude a contract	укладати контракт
Buyer (purchaser, consumer)	покупець, споживач
Seller	продавець
Goods	товари
Delivery	постачання
Payment	оплата
Insurance	страхування
Packing and Marking	пакування і маркування
Arbitration	арбітраж
Disputes	обговорення
Consent	згода
Legal address	юридична адреса

Read the text

CONTRACT № 012.008

Chicago 2006, July 24

The company Kline Corporation, Chicago, USA, represented by Mrs. J.P. Kline, General Manager, hereinafter referred to as the "Seller"
and

the company Smith Ltd. Marketing, Reno, USA, represented by Mr. L.C. Parker, Commerce Director, hereinafter referred to as the "Buyer",
have concluded the present Contract to the effect that:

1. Subject of Contract

The Seller sells and the Buyer buys the goods indicated in the Specification (Enclosure №1), which is an integral part of this Contract. The goods should be delivered in accordance with Terms of Delivery.

2. Prices and Total Sum of Contract

The price for the goods are in the US dollars as indicated in the Specification amount to \$5 000 (five thousand) for each set.

The total sum is 130 497 (one hundred thirty thousand four hundred ninety seven).

The prices as per this Contract have been fixed firmly and are not subject to alteration

3. Terms of Delivery

3.1. Delivery of the goods shall be made CIF San-Francisco, International Airport. The goods are delivered according to the terms printed in the Specification (see Enclosure №1) but not later then 20 days from the date signing of the Contract.

3.2. The representatives of the Buyer make the inspection of the delivered goods before accepting them in respect of quality and quantity.

3.3. Partial deliveries are authorized.

4. Terms of Payment

The buyer is obliged to make payment in US dollars. 100 per cent value of Contract is to be paid in advance to the Seller's bank in 10 days from the date of the Contract's signing (as indicated in Enclosure №1).

5. Insurance

The Seller shall insure goods to be delivered on CIF terms against usual transport risks in accordance with the Insurance Agreement.

6. Guarantees

The Seller guarantees the quality of the delivered goods for 36 months from the date of putting the equipment into operation.

If during the guarantee period the equipment proves to be defective, the Seller at his cost eliminates defects within the shortest possible time or replaces the defective equipment.

7. Packing and Marking

Each set of the goods shall be packed and marked according to the Buyer's inquiry. Marking Information is the following:

1. Name of the consignee;
2. Name of the consignor;
3. Contract № (Code);
4. Air way Bill №;
5. Gross Weight;
6. Net Weight;
7. Box №.

8. Arbitration

All disputes and disagreements, which may arise due to this Contract or in connection with it, shall be settled through friendly negotiations between the parties. Disputes and disagreements that cannot be settled by parties through negotiations are subject to settlement excluding the court in the federal Arbitration of California State in accordance with the law in force.

The awards shall be final and binding upon both parties.

9. Other conditions

All amendments and alterations to this Contract are valid only in written form and should be signed by both parties.

Upon signing this Contract, all preceding talks and correspondence on it lose their force.

Neither party is entitled to transfer rights and obligations to any third party without a written consent of the other contracting party.

The present Contract has been drawn up in 2 (two) copies; both copies having equal rights.

9.5. Enclosure №1 Specifications on 2 (two) pages.

10. Legal addresses of the Parties

The Buyer:		The Seller:
Company:	Smith Ltd.	Company: Kline Corporation,
Marketing,		2811, Pine Line
1867, Albert Road,		Chicago, NY, 57348, USA
Reno, CA, 31137, USA		Phone №
Phone №		Fax №
Fax №		Account №
Account №		

Exercise 1. Answer the following questions.

1. Who is referred to as the “Seller” in this contract?
2. Who is the “Buyer”? What post does he hold?
3. What is the subject of the contract?
4. What is the price for each set of equipment? Can it be changed?
5. When should the goods be delivered?
6. When should the goods be insured and who is to do it?
7. What should be done if the equipment proves to be defective?
8. Who is to eliminate the defects?
9. How should disagreements be settled?

Exercise 2. Give the Ukrainian versions for:

to conclude, delivery, price, signing of the Contract, dispute, award, amendment, insurance, packing and marking, consignee, consignor, to transfer rights and obligations, equal rights, enclosure, account.

Exercise 3. Give the English versions for:

продавець; покупець; посилатися на; кількість і якість; загальна сума; доставка товарів; підписувати контракт; укласти контракт; представник фірми; платити наперед; додаток; страхування товару; звичайний ризик; продавець усуває дефекти; замінити; найкоротший термін; пакування і маркування; розбіжності; шляхом переговорів; письмова згода.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

contract –
legal agreements –
to sign a contract –

buyer –
seller –
goods –
delivery –
insurance –
arbitration –
dispute –

Exercise 5. Make these sentences complete (Don't use the contract given above).

1. The price were ...
2. The goods should be delivered not later ...
3. Before accepting the goods the representatives of the Buyer ...
4. The goods should be insured against ...
5. Disputes that cannot be settled by parties ...

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

There are many exciting and challenging sectors in the world of business, such as marketing, accounting, and computers, but possibly none is quite so intriguing as the part that involves business law. Much of business law _____ with business transactions and the contracts that accompany them.

A contract is a binding agreement between two or more parties. The word "parties" _____ to the people or organizations involved in the contract. Most consumers _____ thousands of contracts in their lifetime. You will probably be involved in at least one today. For example, did you ride on the bus or subway to school this morning? Or did you purchase something in the cafeteria today? If you did, then you _____ in a contract.

You may have noticed from the examples that not all contracts are written on paper. Actually, there are three different types of legal agreements: **implied contracts**, which develop from certain actions that a person takes, such as getting on a bus; **oral contracts**, which are spoken agreements; and **written contracts**, which contain the details of the transaction and the signatures of the parties.

For a contract to be valid or enforceable in court, certain conditions must _____ present. There must be mutual agreement between the parties. There must be consideration involved in the transaction (each side gives up something of monetary value). All parties must be mentally competent and be able to understand the implications of the contract, and none must be a minor. The contract must not involve anything illegal. Certain contracts such as real estate deals and agreements lasting longer than one year must be in writing.

When one party _____ to fulfill any part of the contract, a breach of contract has occurred. When this _____, the other party is freed from all or part of the obligations under the contract.

People considering the purchase of a house or property should _____ legal advice from a lawyer. A lawyer's research may prevent the buyer from being involved in hidden costs, such as unpaid taxes, mortgages, or unpaid repair bills.

Most consumer transactions in retail stores are covered by the Sale of Goods Act. Those set of laws requires that three conditions exist before such transactions can _____ to court. There must be written evidence of the sale; part of the transaction must have already occurred; and value of the item must be above a certain amount, depending on the province.

Most major department stores, however, offer to handle product returns of any amount as long as the customer can produce the bill of sale and any manufacturer's warranty that might have come with the product. This customer policy _____ because the store management wants good public relations rather than because the law _____ the stores to accept the returns.

Most labour agreements _____ as master and servant relationships, in which the employer, the master, defines and directs the work that the employee, the servant, is expected to do. Civil court cases, over the years, have established basic guidelines that outline the duties of both parties. Government statutes and collective agreements often further define the relationship, depending on the group involved.

to be concerned, to be defined, to refer, to make, to exist, to enforce, to seek, to be brought, to be involved, to be, to fail, to happen

Exercise 7. List each of the following transactions and, beside each, state whether it represents an implied, oral, or written contract.

- * Taking a bus
- * Purchasing clothing on credit. Alterations are required.
- * Buying a house.
- * Bidding at an auction.
- * Buying a magazine at a variety store.
- * Purchasing life insurance.
- * Getting a bank loan.
- * Purchasing a bicycle from a neighbour.

Exercise 8. Agree or disagree with the following statements.

1. Contract is a legally binding agreement between two or more parties.
2. It is essential that the parties to a contract have legal capacity (power) and freedom of contract.

3. Legal contract is one that is for a purpose which is an offence against the law, or against the national interest.
4. Oral contracts are spoken agreements.
5. Written contracts contain the details of the transaction and the signatures of the parties.
6. Insurance is the practice of sharing among many persons risks to life or property, but contract mustn't be insured as a rule.
7. Disputes are strong disagreements which are tried in court.
8. It's not necessary for all the parties to be mentally competent and be able to understand the implications of the contract.
9. A buyer is a person who purchases something.
10. A seller is a vendor.

Exercise 9. Say what you have learned about:

1. implied contracts, oral and written contracts;
2. the composition of a written contract;
3. ways of solving problems concerning different disagreements in contracts.

Exercise 10. Give a free translation of the following text.

Контракт – юридично обов'язкова угода між двома або кількома особами, в якій визначаються певні економічні дії (постачання і придбання товарів, виконання робіт та ін.) з боку учасників і відповідальність за їх виконання. Контрактом вважається також особлива форма трудового договору, за яким наймають працівників державні, орендні, кооперативні підприємства та в інші організації й установи.

Основними елементами контракту є його предмет, базисні умови постачання товарів або виконання робіт чи надання послуг, кількість та якість товарів тощо, упаковка та маркування товарів, ціни й умови контракту, умови оплати, страхування.

Існують такі види контрактів:

- 1) гарантійні (надається гарантія на надання послуг упродовж періоду його дії);
- 2) зв'язані (угода продажу товарів забороняє укласти аналогічні угоди з іншими партнерами);
- 3) на термін (постачання товарів у певній кількості в обумовлений термін у майбутньому тощо).

Exercise 11. Write an essay on one of the following topics.

1. Compare the process of solving problems with a contract through friendly negotiations and in the Arbitration Court. What would you prefer to do to settle the disputes and disagreements between the parties of a contract?
2. Pros and cons of written and oral contracts.

3. The main principles of successful agreements while signing the contract.

Exercise 12. Read the following text and discuss it.

The currencies of the world's major economies have names and backgrounds that are as diverse as the countries themselves.

The dollar, used in many countries including the USA, Canada, Australia, gets its name from a silver coin minted during the Middle Ages in a small valley, or "Thai", in Bohemia called Joachimsthal.

Just as a sausage from Frankfurt came to be called a frankfurter, the coins from Joachimsthal were called "Joachimsthaler" or simply "Thaler", and came to be called "dollar" in English.

The *pound*, used in Britain, Egypt, and Lebanon among others, refers to the weight used in determining the value of coins, based on precious metals such as gold or sterling. The *penny* has the same origin as the word *pawn*, found in terms such as *pawn shop*, and originally meant "to pledge". A penny, like any currency, is a "pledge" of value. In Italy and Turkey, the currency is called *lira*. The word is based on the Latin *libra*, meaning "pound", and once again refers to the weight of the original coins.

In Spanish, the word meaning "weight", *peso*, is used to describe the coins that were based on a certain weight of gold or silver. Originally, there were gold coins called *peso de oro* and silver ones called *peso de plata*. In Spain, the currency is called *peseta*, meaning "small peso". The word *peso* is used to describe the currency in many Spanish-speaking countries in Latin America.

In Denmark, Norway, and Sweden, the word for crown – *krone* in Denmark and Norway, *krona* in Sweden – is used to describe the currency that was originally minted by the king and queen, with royal crowns stamped on the earlier coins. Today, the crown has been replaced by other symbols, but the name remains.

The *franc*, used in France, Switzerland, Belgium, and other countries and territories, is based on the early coins used in France that bore the Latin inscription *franconium rex*, meaning "king of the Franks". The coin, as well as the country, took its name from one of the original tribes that settled in the area, the Franks.

The German mark and Finnish *markka* derive their names from the small marks that were cut into coins to indicate their precious metal content. The German mark, *deutsche mark* in German, is often called by its shortened name, D-mark.

The *riyal*, in Saudi Arabia and Qatar, and the *rial* in Iran, are based on the Spanish word *real* – which, in turn, was derived from the Latin *regal(is)* – referring to earlier "royal" coins. The *dinar*, used in Iraq and Kuwait among others, derives its name from "denarius", a Roman coin that was worth "ten bronze asses", an item of considerable value in days of old. In India, Pakistan,

and other countries of the subcontinent, the currency is called *rupee* (in Indonesia, *rupiah*), based on the Sanskrit word *rupya*, meaning “coined silver”.

The ancient Chinese word *yiam* meant “round”, or “small round thing”. The name of the Japanese currency, the *yen*, and the name of the Chinese currency, the *yuan*, both derived from the old Chinese word, refer to the round shape of the original coins.

UNIT 11. ADVERTISING

Key words and phrases

Advertising	рекламна справа; реклама; рекламування
Target customer	цільовий споживач
Account	в практиці рекламних агенцій загальновізнана назва контракту між клієнтом, який платить за здійснення професійної послуги, та агенцією
Advertising campaign	рекламна компанія
Allocate	розміщати (капітал); асигнувати, приділяти
Brief	справа; короткий виклад
Message	повідомлення, послання
Advertisement (advert, ad)	реклама; оголошення
Advertising media	засоби розповсюдження реклами
Broadcasting	трансляція
Leaflet	листівка, невелика тоненька брошура
Display	показ, демонстрація; виставка
Display (advertising)	ілюстративна (реклама)
Poster	афіша; плакат; оголошення
Hoarding (BrE) / billboard (AmE)	щит, дошка для наклеювання оголошень, афіш, плакатів тощо
Point of sale	місце здійснення продажу
Trade fair	торговий ярмарок
Word-of-mouth (advertising)	усна (реклама)
Corporate advertising	реклама фірми
Brand image	імідж торгової марки
Public relations (PR) expert	експерт з питань організації громадської думки
Publicity	пабліситі; рекламна публічність

Read the following text

Advertising is one of the main methods of promotion. Its aim is to increase sales by making a product or service known to a consumer and to persuade that consumer to buy it.

Advertising is often designed and managed by advertising agencies.

Large companies usually use advertising agencies to promote their products and the company's image to the target customers.

The account is the contract between the client company and the agency to develop an advertising campaign. The client allocates a budget, an amount of

money, to the task. The agency and the client then discuss the brief, which is a statement of the client's objectives, as well as the message the company wishes to communicate to the consumers.

After that the agency is ready to start work. An advertising campaign consists of a series of advertisements (adverts, or ad's) which are run in various media.

The most common types of advertising media include: broadcasting (TV, cinema, radio), press (newspapers, magazines), printed material (brochures, leaflets, catalogues, flyers), electronic (Internet), display (posters, hoardings / billboards, vehicles, point of sale), others (trade fairs, word-of mouth, packaging).

Corporate advertising is not concerned with increasing sales of a particular product or service. Its aim is to present to the public the brand image.

Don't forget about promotion. Promotion covers the variety of techniques used to communicate with customers and potential customers – and this is where advertising comes in. Along with personal selling, public relations, and sales promotion, advertising is one of the four main categories of promotion. Public relations (PR) experts organize activities which generate positive publicity for companies. Personal selling is face-to-face sales contact in which a salesperson tries to persuade someone to buy a product; it plays a big role in major purchases such as automobiles and airplanes. Public relations are the relationship between a business and the media, including press conferences to announce political candidacies, media announcements to support fundraising events, and press releases to bolster a company's image. Sales promotion is increasingly important for many organizations today; coupons and rebates are just two sales promotion techniques that advertisers use to reach customers. And, of course, advertising is the non personal communication of information about products to customers.

Exercise 1. Answer the following questions.

1. What is advertising? What is its aim?
2. Who is advertising managed by?
3. What do large companies use advertising agencies for?
4. What do we call a statement of the clients' objectives?
5. What does an advertising campaign consist of?
6. What do the most common types of advertising media include?
7. What is the aim of corporate advertising?
8. What do public relations experts do?

Exercise 2. Give the Ukrainian versions for:

advertisement, information, persuasion, management, promotion, development, allocation, discussion, statement, communication, agreement,

corporate advertising, public relations, brand, image, trade fairs, public relations, advertising agencies, flyer, statement, communicate, media.

Exercise 3. Give the English versions for:

головні методи сприяння у продажу товару, інформувати споживача, реклама, рекламна агенція, цільовий споживач, розробити рекламну кампанію, повідомляти споживача, розпочати роботу, засоби розповсюдження реклами, торговий ярмарок, усна реклама, ілюстративна реклама, реклама фірми, експерт з питань організації громадської думки, збільшувати продаж.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

main –
amount –
vehicle –
start –
allocate –
contract –
inform –
advertise –
word-of-mouth –
advertising campaign –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about “Advertising”.

1. all / the growth / in / advertising / of / countries / is / for / essential / prosperity.
2. is / of / advertising / promotion / of / one / methods / the main.
3. the biggest / in / agency / my / of / Ukraine / for / friend / one / works / advertising.
4. but / of / an expensive / is / promotion / television / method / effective / advertising.
5. have / started / already / we / the campaign / advertising.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

Within the broad category of _____ are four distinct classifications. _____ targets people who buy or use the materials and services needed to

conduct business or to manufacture other products. _____ targets intermediaries such as wholesalers and retailers who buy goods for resale to customers.

Most trade advertising is placed _____ who want to distribute their goods or services. _____ is directed toward licensed professional practitioners such as lawyers, accountants, doctors, dentists and engineers. This category of advertising may be used _____ professionals to buy a particular product useful in their work.

They can also _____ that product to their clients.

Another category of business advertising targets the _____. _____ is used to sell products such as tractors or insecticides (пестициди).

recommend, trade advertising, professional advertising, agricultural advertising, business advertising, to persuade, by producers, industrial advertising, agricultural industry

Exercise 7. Comment on the following:

“Doing business without advertising is like winking at a girl in the dark. You know what you are doing, but nobody else does.” (Anonymous)

Exercise 8. Agree or disagree with the following statements.

1. Advertising is the process of client's wants and goods promotion.
2. Advertising is developed or delivered in a vacuum.
3. Marketers have to analyze advertising environment.
4. Advertising is one element – key-element – in the process of marketing.
5. Business advertising sometimes appears in consumer- or oriented media such as television or newspapers.
6. Advertising can be used to promote some products or services.
7. Advertising agency is an organization that creates advertising material for its clients.
8. The most common type of advertising media includes broadcasting, press, printed material etc.
9. Public relations experts don't organize activities which generate publicity for companies.
10. It is possible to do business without advertising.

Exercise 9. Say what you have learned about:

1. the main methods of promotion;
2. product advertising;
3. advertising agencies and advertising campaigns;
4. corporate advertising;

5. different types of business advertising.

Exercise 10. Give a free translation of the following text.

Реклама – відкрите повідомлення, адресоване потенційним покупцям, споживачам товарів і послуг, про їхню якість, переваги, а також заслуги фірми, компанії чи конкретної людини. Реклама існує у формі окремих видань (проспекти, каталоги, листівки, плакати), періодичних видань (статті в газетах, журналах, оголошення, вкладки), кіно-, теле-, радіо матеріалів, прямих поштових повідомлень та ін.

Реклама є однією з важливих складових маркетингу. Її дієвість залежить від цілеспрямованості, влучності, врахування особливостей предмета реклами та її споживачів (рекламної аудиторії).

Найдієвішою вважається розробка рекламної кампанії, тобто комплексу ретельно спланованих заходів, які здійснюються впродовж певного періоду в окремих регіонах щодо певних видів товарів і послуг.

Exercise 11. Write an essay on one of the following topics.

- 1) The best and the worst adverts in Ukraine at the moment.
- 2) What do you think: advertising agencies should or shouldn't do?
- 3) Our world would (wouldn't) be better without advertising.

Exercise 12. Read the following texts and discuss them.

Some critics claim advertising adversely affects our value system by suggesting that the means to a happier life is in the acquisition of more material things instead of spiritual or intellectual enlightenment. Advertising, they say, encourages people to buy more automobiles, more clothing, and more appliances than they need – all with the promise of greater status, greater social acceptance, and greater sex appeal. For example, critics point out that millions of Americans own 20 or more pairs of shoes, several TV sets, and often more than one vehicle. But these critics fail to realize that they often tend to force their own values on others.

Frankly, we all have needs and desires beyond the basics of food, clothing, and shelter. One benefit of a free society is that we can choose the degree to which we wish to indulge our desires, needs, and fantasies. Some people prefer a simple life without an elegant house, fancy cars, and trips abroad. Others enjoy the material pleasures of a modern, technological society. There are advertising sponsors at both ends of that spectrum. Food companies offer natural products as well as convenience packaged goods. Shoe companies offer simple sandals as well as formal footwear.

Proponents of advertising also point out that material comfort or security is necessary before a person can devote time to higher cultural and spiritual

values. Therefore, the stress on material things doesn't rule out spiritual and cultural values. In fact, it may create a greater opportunity for attaining such values, since the satisfaction of a person's higher desires is more likely when that person's lower, more basic desires have been met. Proponents also point out that, through its support of the media, advertising has brought literature, opera, drama, and symphonies to millions who otherwise might never have experienced them.

An off-heard criticism is that advertising forces people to buy things they don't need by playing on their emotions. Some critics believe advertising's persuasive techniques are so powerful that consumers are helpless to defend themselves. Those who accuse advertising of manipulating consumers – assuming that people can't resist advertising's hypnotic messages – have little respect for their decision-making abilities or common sense. Another aspect of the manipulation argument is that advertising creates artificial needs.

Many people argue whether young children (under 10-12) should be the targets of advertising appeals at all, and whether some products (like sugary cereals) present sufficient health hazards to kids that they should also be banished from the airwaves. Some people argue that basically, any advertising to a 6-year-old is unfair and deceptive because the child is too young to understand it. Little children don't have the natural defenses some adults have. And when it comes to television advertising, they really don't understand the selling intention of the advertiser.

Where children are concerned, we must be absolutely sure that no dangerous or misleading impressions are left with our youngest consumers. Children are not qualified to decide for themselves whether they need vitamins, and probably can't tell the difference between an ad message and program content where one of their favorite superheroes was involved.

The advertising industry's argument is, basically, that parents themselves should be the ones responsible for what their kids see and what they don't. Another interesting point is that pressure groups like Action for Children's Television (USA), which call for more restrictions on kids' advertising, are made up of upper-middle-class parents who may not like those commercials because they induce their kids to want toys and foods associated with lower-middle-class consumption patterns. The same techniques of persuasion are lauded when they appear on Sesame Street (which borrows heavily from kid commercial techniques) because the program is seen as educational, thus more desirable by those parents.

UNIT 12. MONEY

Key words and phrases

Money	гроші, платіжний засіб
Coin	монета
Paper bills, bank-notes	банкноти
Money market	грошовий, валютний ринок
Money order	грошовий переказ
Cash (ready) money	готівкові гроші
Pocket money	кишенькові гроші
Checking account money	гроші на рахунку
Active money	обігові гроші
Bogus money	фальшиві гроші
Currency	валюта
Exchange rate	курс обміну
Payment	платіж.
Medium	засіб
Legal tender	офіційний платіжний засіб

Read the text

In songs and popular language “money” stands for many things. It’s a symbol of success, it’s a source of crime, and it makes the world go round.

Money is anything that generally accepted by people in exchange for the things they sell or the work they do. Gold and silver were once the most common forms of money. But today money consists mainly of paper bills, coins made of various metals, and checking account deposits.

Each country has its own basic unit of money. The money in use in a country is called its currency.

Money has three main uses. First, and the most important, it is a **medium of exchange** – that is, something people will accept for their goods or services. Without a medium of exchange, people would have to trade their goods or services directly for other goods or services. Such trading called barter can take much time. A modern industrialized country could not function without a medium of exchange. To be an efficient medium of exchange, money should be divisible (for small transactions), have a high value-to-weight ratio (to make it easy to carry about), be readily acceptable, and not easily counterfeited.

A second use of money is that it serves as a **measure of value**. People state the price of goods and services in terms of money. In principle, any commodity can serve as a unit of account. It used to be pieces of metal, fruits or vegetables for barter, animals’ bones etc. In modern times, paper money is taken a measure of value. For example, in the United States people use dollars to

specify price, just as they use hours to express time and miles or kilometers to measure distance.

Normally, the same item serves as the measure of value and the medium of exchange: the dollar in the USA; the yen in Japan; the euro in Europe. In abnormal times, however, societies divorce the two functions of money, often unofficially. For example, although the hryvnia is the measure of value in Ukraine, some Ukrainians use foreign currencies, such as the dollar and the euro, as the unofficial medium of exchange. Many Ukrainians, without access to foreign currencies, resort to barter. Invariably, the reason for the divorce of the medium of exchange from the measure of value is a deterioration of the currency as a store of value, which takes us to the third function of money.

Money also functions as means of credit and a **store of value**, for which purposes its value must remain stable. People can save money and then use it to make purchases in the future. Other stores of wealth include gold, jewels, paintings, real estate, and stocks and bonds. Any object or substance that serves as a medium of exchange, a unit of account, and a store of value is money.

Exercise 1. Answer the following questions.

1. What is money?
2. What are the main characteristics of money?
3. What functions must money perform?
4. Why is money used as a medium of exchange?
5. Why does money serve as a measure of value?
6. Why can money be characterized as a store of value?

Exercise 2. Give the Ukrainian versions for:

paper bills, coins, account deposits, currency, medium of exchange, goods or services, barter, measure of value, store of value, means of credit, gold, jewels, paintings, real estate, stocks and bonds.

Exercise 3. Give the English versions for:

символ успіху, гроші, обмін речей, золото, срібло, монети, застосування, засіб платежу, засіб обміну, продукція, послуги, бартер, ціни на товари та послуги, ювелірні прикраси, нерухомість, облігації, засіб заощадження.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

money –
 paper bills –
 currency –
 medium of exchange –
 barter –
 measure of value –
 store of value –
 wealth –
 value –
 bribery –
 fraud –
 money laundering –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about money.

1. Money / used / to purchase / goods / is / by / anything / a society / services / resources / or.
2. A bank / that / with / and / other / financial / is / an institution / deals / services / money / provides.
3. The money / is / that / is / pay / e.g. / paid for / to a school or a lawyer, / called / you / the money / for services, / a journey / a fare / usually / a fee or fees.
4. Sometimes / lend / a bank loan / the bank / money, / that is / may / you
5. For / to have value, / certain / must be easy / and / must be trusted / it / must perform / to use / it / money / functions / it .

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Money _____ one of man's greatest inventions and the fact that all but the least developed of human societies use money indicates that it is an essential tool of civilization. The first coins may _____ during the 600's B.C. in Lydia, a country in what is now western Turkey. The coins were bean-shaped lumps of electrum, a natural mixture of gold and silver. The coins _____ a stamped design to show that the King of Lydia guaranteed them to be of uniform value. The designs _____ people the trouble of weighing each coin to determine its value. Traders _____ these coins instead of cattle, cloth, gold dust, or other goods as a medium of exchange. Other countries _____ the advantages of the Lydian coins and _____ to make their own coins. Many historians believe that coins _____ also _____ independently in ancient China and in India. At first, the Chinese _____ knives, spades, and other metal tools as medium of exchange. As early as 1100 B.C., they began to use miniature bronze tools instead of real ones. In time, the little tools _____ into coins.

To be, to be made, to have, to save, to see, to begin, to be invented, to use, to develop.

Exercise 7. Comment on the following.

Money spent on the brain, is never spent in vain (proverb).

Exercise 8. Agree or disagree with the following statements.

1. A barter system is a system of exchange in which goods or services are traded directly for other goods and services.
2. Primitive societies use the barter system to exchange goods and services.
3. Whale's teeth were once used as a medium of exchange.
4. Money is a common denominator that is used to compare products for purchase.
5. Spending money for a new car is an example of how money services are a store of value.
6. When money retains its value over time, it has stability.
7. Exchanging goods for goods is called a measure of value.
8. Governments spend taxpayers' money.
9. Wealth is a large amount of money, goods or property.
10. The most commonly used objects of payment are metal coins and paper bills.

Exercise 9. Say what you have learned about:

1. money as a medium of exchange;
2. money as a measure of value;
3. money as a store of value;
4. barter as a system of exchange;
5. money as a symbol of success.

Exercise 10. Give a free translation of the following text.

Гроші – особливий товар, який є загальним еквівалентом при обміні товарів, їхньою формою вартості. Гроші виникають із суспільним поділом праці й необхідністю регулярного обміну між товаровиробниками, які виробляють продукти для обміну. Поступово з усього розмаїття товарів виокремлюється особливий товар, що набуває рис загального еквівалента. Всі інші товари виражають у ньому свою вартість, що дає змогу порівнювати їх між собою.

Гроші виражають витрати суспільно необхідної праці, втіленої в товарі, і завдяки цьому забезпечується їх обмінюваність на всі інші товари. У давніх греків загальним еквівалентом була худоба, у скандинавських

народів – хутро і шкіри, у Київській Русі – хутра білок. У IX-XI ст. 25 шкірок білок дорівнювали одній гривні, а у XII ст. 1 гривня була еквівалентом 50 одиницям хутра білок. Назва української валюти, гривні, походить від прикраси із золота чи срібла певної ваги (до 200г). З того часу гривня стала означати і масштаб цін в Україні.

Exercise 11. Write an essay on one of the following topics.

1. My understanding of three functions of money.
2. Financial barriers as a confronting factor of communication among people.
3. If I possessed a large sum of money, I would ...

Exercise 12. Read the following texts and discuss them.

Money is one of man's greatest inventions and the fact that all but the least developed of human societies use money indicates that it is an essential tool of civilisation. In the absence of some form of money, exchange may take the form of barter which is the direct exchange of goods and services for goods and services. Barter will serve man's requirements quite adequately when he provides most of his needs directly and relies upon market exchanges for very few of the things he wants. As the extent of specialisation increases, the barter system proves very inefficient and frustrating. In the simplest societies each family will provide by its own efforts most of its needs and perhaps some small surpluses. A farmer will exchange any small surplus of food, wool or hides for the surpluses of other producers. But this system of exchange becomes very cumbersome as economic activities become more specialised. A specialist metal worker must seek out a large number of other specialists in order to obtain, by barter, the variety of goods he needs to satisfy his daily wants.

The great disadvantage of barter is the fact that it depends upon a "double coincidence of wants". A hunter who wants to exchange his skins for corn must find, not merely a person who wants skins, but someone who wants skin and has a surplus of corn for disposal. The alternative is to exchange his skins for some other article and they carry out a series of similar exchanges until he finally gets his corn. Time and energy which could be devoted to production is spent on a laborious system of exchange.

Quite early in his history man discovered a much more convenient arrangement. The use of some commodity as a medium of exchange makes exchange triangular and removes the major difficulty of the barter system. If a commodity is generally acceptable in exchange for goods and services, it is money. A producer now exchanges his goods for money and the money can be exchanged for whatever goods and services he requires.

Types of loans made by banks

Bank loans may be divided into seven broad categories of loans, delineated by their purposes.

Real estate loans, which are secured by real property - land, buildings, and another structures - and include short-term loans for the construction of buildings and land development and long-term loans to finance the purchase of farmland, family homes, apartments and other multifamily structures, commercial (nonfarm and nonresidential) structures, and foreign properties.

Financial institutions loans, which include both long- and short-term credit to banks, insurance companies, finance companies, and other financial institutions to help them meet their obligations to customers and to expand their services and operations.

Agricultural loans, extended to farm operations to assist in planting and harvesting crops and to support the feeding and care of livestock.

Commercial and industrial loans, granted to businesses to cover such expenses as purchasing inventories, paying taxes, meeting payrolls, and to cover other operating costs.

Loans to individuals, which include credit to finance the purchase of automobiles, mobile homes, home appliances, and other retail goods and loans to repair and modernize homes, cover the cost of vacations, medical care, and other personal expenses, either extended directly to individuals or indirectly through the purchase of consumer installment paper from retail dealers.

Miscellaneous loans, which include all those loans not classified above, including securities loans made to brokers, dealers, and other investors desiring to purchase stocks, bonds, and other securities.

Lease **financing receivables**, where the bank buys equipment or vehicles and leases them to its customers.

Of the loan categories shown, the largest in dollar volume is real estate loans, accounting for nearly one-third of total bank loans. These loans are made to both individuals and businesses in order to construct and purchase homes, apartments, office buildings, retail shops, and industrial structures. The next largest category is commercial and industrial loans (C&I), also representing close to one-third of the total. These loans include credit to purchase inventories of goods and raw materials, to cover operating expenses, and to finance new equipment. Next in importance are loans to individuals and families for living costs, medical expenses, automobile purchase, home appliances, vacations, education, and so on, accounting for about one-fifth of all loans made by federally insured U.S. commercial banks.

UNIT 13. INFLATION

Key words and phrases

Inflation	інфляція
Deflation	дефляція
Relative price	відносна ціна
Nominal income	номінальний дохід
Real income	реальний дохід
Money illusion	грошова ілюзія
Consumer Price Index	індекс споживчих цін
Inflation rate	темп інфляції
Price stability	стабільність цін
Demand-pull inflation	інфляція, спричинена попитом
Cost-push inflation	інфляція, спричинена вартістю

Read the following text

Most people associate **inflation** with price increases on specific goods and services. The economy is not necessarily experiencing an inflation, however, every time the price of a cup of coffee goes up. We must be careful to distinguish the phenomenon of inflation from price increases for specific goods. Inflation is an increase in the average level of prices, not a change in any specific price.

We first determine the average price of all output — the average price level — then look for changes in that average. A rise in the average price is referred to as inflation.

The average price level may fall as well as rise. A decline in average prices — a deflation — occurs when price decreases on some goods and services outweigh price increases on all others. Relative price is the price of one good in comparison with the price of other goods.

Because inflation and deflation are measured in terms of average price levels, it is possible for individual prices to rise or fall continuously without changing the average price level. Nominal income is the amount of money you receive in a particular time period; it is measured in current dollars. Real income, by contrast, is the purchasing power of that money, as measured by the quantity of goods and services your dollars will buy. If the number of dollars you receive every year is always the same, your nominal income doesn't change — but your real income will rise or fall with price changes.

There are two basic lessons about inflation to be learned:

- Not all prices rise at the same rate during an inflation. Typically, some prices rise very rapidly, others only modestly, and still others not at all.
- Not everyone suffers equally from inflation. Those people who consume the goods and services that are rising faster in price bear a

greater burden of inflation; their real incomes fall more. Other consumers bear a lesser burden, or even none at all, depending on how fast the prices rise for the goods they enjoy.

Money illusion is the use of nominal dollars rather than real dollars to gauge changes in one's income or wealth.

The most common measure of inflation is the Consumer Price Index (CPI). As its name suggests, the CPI is a mechanism for measuring changes in the average price of consumer goods and services.

Inflation Rate is the annual rate of increase in the average price level.

Price stability is the absence of significant changes in the average price level; officially defined as a rate of inflation of less than 3 percent. Our goal of «full» employment is defined as the lowest rate of unemployment consistent with stable prices.

The most familiar form of inflation is called demand-pull inflation. Demand-pull inflation is an increase in the price level initiated by excessive aggregate demand. The name suggests that demand is pulling the price level. If the demand for goods and services rises faster than production, there simply won't be enough goods and services to go around.

Cost-push inflation is an increase in the price level initiated by an increase in the cost of production. In 1979, for example, the Organization of Petroleum Exporting Countries (OPEC) sharply increased the price of oil. For domestic producers, this action meant a significant increase in the cost of producing goods and services. Accordingly, domestic producers could no longer afford to sell goods at prevailing prices. They had to raise prices. The result was a cost-push inflation.

Exercise 1. Answer the following questions

1. What is inflation?
2. What is deflation?
3. What is referred to as inflation?
4. What do we call the price of one product in comparison with the price of other goods?
5. What product is the influence of price changes on your nominal and real income?
6. What are the two basic lessons about inflation?
7. What phenomenon do economists call money illusion?
8. What phenomenon do we observe when speculative profits become too easy?
9. What is the most common measure of inflation?
10. How can we calculate the inflation rate?
11. What do we call the absence of significant changes in the average price level?
12. What do we observe when the demand for goods and services increases faster than production?

Exercise 2. Give the Ukrainian versions for:

to experience an inflation, nominal income and real income, to be measured in terms of average, inflation rate, price levels, to mean, to be the most familiar form of inflation, money illusion, to be initiated by excessive aggregate demand, to be initiated by an increase in the cost of production, price stability, to suggest, deflation, OPEC, domestic producers, significant changes.

Exercise 3. Give the English versions for:

інфляція, нестабільна економіка, проблеми інфляції, темп інфляції, підвищення ціни, середній рівень цін, отримати великий прибуток, стабільні ціни, перебувати в пригніченому настрої, відрізнити явище інфляції від підвищення цін на окремі товари, мати сенс, купувати речі на продаж (для перепродування), темп інфляції, виробництво йде на спад.

Compose your own sentences using the words and word combinations above.

Exercise 4. Translate into English:

1. Явище інфляції треба відрізнити від підвищення цін на окремі товари.
2. Впродовж останнього місяця інфляція на споживчі товари зросла на 5 відсотків.
3. Відносна ціна — це ціна одного товару в порівнянні з ціною інших товарів.
4. Інфляція найчастіше спостерігається в країнах із нестабільною економікою.
5. Номінальний дохід — це кількість грошей, які ви отримаєте за певний період.
6. Він досліджує проблеми інфляції у цій країні вже протягом двох років.
7. Не всі ціни підвищуються однаково під час інфляції: деякі зростають дуже швидко, інші — помірно, а деякі зовсім не змінюються.
8. Темп інфляції — це щорічний середній темп підвищення рівня цін.

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about inflation.

1. Average / price / level / will / fall / next / month.
2. His / every / nominal / income / changes / year.
3. She / will / on inflation / finish / report / her / tomorrow.
4. Inflation / every / rate / changes / month.
5. Prices / will / on / next / specific services / goods / and / increase / week.

Exercise 6. Complete the following text with the words and phrases from the box below using them in the appropriate form.

There are several ways of defining _____. In some context it refers to a steady _____ in the supply of money. In others it is seen as a situation where _____ persistently exceeds supply. It seems best, however, to _____ in terms of its basic symptom-rising prices. Inflation is a situation in which the general _____ is persistently moving upwards.

In the extreme form of inflation, prices rise at a phenomenal rate and terms such as _____, runaway inflation, or galloping inflation have been used to explain the situation.

Under conditions of hyperinflation people lose confidence in the currency's ability to carry out _____. It becomes _____ as a medium of exchange and other commodities, such as cigarettes, are used as money.

Another type of inflation is described as _____.

The most common type of inflation is that experienced since the war in Britain and other _____. This is _____ where the general price level rises at an annual rate between 1 and 6 percent.

its functions, developed countries, increase, hyperinflation, unacceptable, define inflation, inflation, price level, suppressed inflation, demand, creeping inflation

Exercise 7. Comment on the following:

The shortest way to do many things is to do only one thing at once.
(Samuel Smiles)

Exercise 8. Agree or disagree with the following statements.

1. Inflation is an increase in the average level of prices, not a change in any specific price.
2. Deflation occurs when price decreases on some goods and services outweigh price increases on all others.
3. Nominal income is the amount of money you receive in a particular time period.
4. Real income is the purchasing power of that money as measured by the quantity of goods and services your dollars will buy.
5. There are two basic lessons about inflation to be learned: not all prices rise at the same rate during an inflation and not everyone suffers equally from inflation.
6. Some prices rise very rapidly, others only modestly and still others not at all.

7. Those people who consume the goods and services that are rising faster in price bear a greater burden of inflation; other consumers bear a lesser burden, or even none at all, depending on how fast the prices rise for the goods they enjoys.
8. The most common measure of inflation is the Consumer Price Index.
9. The CPI is a mechanism for measuring changes in the average price of consumer goods and services.
10. Cost-push inflation is an increase in the price level initiated by an increase in the cost of production.

Exercise 9. Say what you have learned about:

- 1.the phenomenon of inflation;
- 2.what is deflation;
- 3.nominal and real income;
- 4.demand-pull inflation;
- 5.cost-push inflation.

Exercise 10. Give a free translation of the text.

Як економічне явище інфляція існує вже тривалий час. Вважається що її поява пов'язана з виникненням паперових грошей, з функціонуванням яких вона нерозривно пов'язана.

Термін інфляція (від лат. Inflatio - надування) вперше почав вживатися в Північній Америці в період громадянської війни 1861 - 1865 рр. І означав процес збільшення паперово - грошового обігу. В ХІХ столітті цей термін вживається також в Англії і в Франції. Широкого розповсюдження в економічній літературі поняття інфляції одержало в ХХ столітті відразу після першої світової війни.

На початок 90-х років ХХ сторіччя не було жодної постсоціалістичної країни, яка б не відчула руйнівного впливу інфляції. У класичній економічній теорії інфляція трактується як частина теорії грошей. Вона є процесом підвищення загального рівня цін та зниження купівельної спроможності грошей. Дж.М.Кейнс вперше проаналізував інфляцію як елемент макроекономічної теорії.

Найефективнішим індикатором «здоров'я» економіки країни є її фінансовий стан. Адже фінансова система не лише забезпечує необхідні взаємозв'язки в економіці, вона є одним з найвпливовіших важелів макроекономічного регулювання, інструментом, за допомогою якого уряди мають змогу регулювати економічний розвиток. Саме тому діяльність виконавчої влади кожної країни спрямована на забезпечення стабільності фінансово-кредитної системи та фінансового стану в цілому. Запорукою цього, серед іншого, має бути стан "керованості" інфляційними процесами. Необхідність у цьому викликана тим, що інфляція не лише призводить до тяжких соціально-економічних наслідків – за умов інфляції втрачається

ефективність дії та відбувається деформація інструментів макроекономічного регулювання.

Exercise 11. Write an essay on one of the following topics.

1. Can you identify any groups of who are particularly helped or hurt by inflation? Explain.
2. Does an increase in the price level automatically lower society's real income? Explain.
3. Would it be advantageous to borrow money if you expected prices to rise? Why, or why not? Provide a numerical example.

Exercise 12. Read the following text and discuss it.

Demand inflation may be defined as a situation where aggregate demand persistently exceeds aggregate supply at current prices so that prices are being 'pulled' upwards. This type of inflation is usually associated with conditions of full employment. If there are unemployed resources available, an increase in demand can be met by bringing these resources into employment.

Supply will increase and the increase in demand will have little or no effect on the general price level. If the total demand for goods and services continues to increase, however, a full employment situation will eventually be reached and no further increases in output are possible (i.e. in the short run). Once the nation's resources are fully employed, an increase in demand must lead to an upward movement of prices.

A situation of excess demand may arise when a country is trying to achieve an export surplus, in order, perhaps, to pay off some overseas debt. Exports are inflationary because they generate income at home but reduce home supplies. Imports, of course, can make good this deficiency of home supply, but if exports are greater than imports there will be excess demand in the home market unless taxes and savings are increased to absorb the excess purchasing power.

Demand inflation might develop when, with full employment, a country tries to increase its rate of economic growth. In order to increase the rate of capital accumulation, resources will have to be transferred from the production of consumer goods to the production of capital goods. Incomes will not fall since the factors of production are still fully employed, but the supply of the things on which these incomes may be spent will fall. Unless taxation and / or savings increase there will be excess demand and rising prices.

UNIT 14 . BANKING BUSINESS

Key words and phrases

To open account with (in) a bank	відкрити рахунок в банку
To deposit money with (in) a bank	покласти гроші в банк
To draw money from a bank	брати гроші в банку
Branch bank	відділення банку
Settlement account	розрахунковий рахунок
Long-term credit	довготерміновий кредит
Short deposit	короткотерміновий вклад
To grant a loan	надати позику
Loan without interest	безвідсоткова позика
Public loan	державна позика
Safe investment	надійне розміщення капіталу
To cash a cheque	отримати готівку за чеком
Traveller's cheque	дорожні чеки

Read the text

Banker's services cover an enormous range of activities today. A full list would include:

Current account services

They are extended to anyone whom banks regard as reliable. A new depositor should be recommended by his employer or should present a reference. If this proves satisfactory the bank will accept a deposit from him which will be entered in his current account.

A cheque book will then be issued free of charge. Once a customer has received his cheque book he may use the cheques to order the banker to pay out sums of money from his current account. Money is being paid into and paid out of the account as often as the customer finds convenient.

Deposit account services

Companies and individuals can deposit cash resources that are not needed at present. They can withdraw the money either any day they need it or after a certain period in case of time deposits.

Savings account services

It enables small savers to put money away for particular purposes, for example for holidays.

Other services

- foreign exchange;
- foreign exchange transactions;
- services in foreign trade payments;
- discounting bills of exchange;
- granting loans;

- investment management services;
- cash dispensers and automated teller machines;
- safe custody;
- economic information;
- banker's credit cards;
- and many others.

Exercise 1. Answer the following questions.

1. What most important services of banks do you know?
2. What is the procedure of getting a cheque book?
3. How can you deposit your money?
4. What are the ways of saving money?
5. Differentiate credits and deposits.

Exercise 2. Give the Ukrainian versions for:

current account, to deposit, depositor, deposit account, savings account, cash dispensers, safe custody, free of charge, to enter the sum in the account, to issue a cheque book, foreign exchange transaction, to discount bills of exchange, to grant loans, investment management.

Exercise 3. Give the English versions for:

банківські послуги, рахунок, заощадження, чекові книжки, чеки, класти гроші на депозит, брати кредит, обмін валюти, кредитна картка, картковий рахунок, поточний рахунок, інвестиції.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- cheque book –
- account –
- to deposit –
- credit cards –
- money exchange –
- free of charge –
- long-term savings –
- short-term deposits –
- loan –
- interest –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about banks.

1. Bank / added / is / your account / monthly / interest / and / to / every / calculated / month.
2. Using / you / transact / all your business / over / can / the telephone / and / night / day / bank service / by Net.
3. You / bills / can / call / with just / pay / one / telephone.
4. You / receive / a cheque book / and a 100\$ / cheque / guarantee card.
5. I / like / credit / buying / would / to take / a flat.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Why are most banks so closely regulated? A number of reasons for this heavy burden of government _____ have been offered over the years, some of them centuries old. First, banks are among the leading repositories of the public's savings – especially the savings of _____ and families. Many savers lack the financial expertise and depth of _____ to correctly evaluate the riskiness of a bank. Therefore, regulatory agencies are charged with the responsibility of gathering all the information needed to assess the financial condition of banks in order to protect the public against loss. Cameras and guards patrol bank lobbies _____ the risk of loss due to theft. Periodic bank examinations and audits are aimed at limiting losses from embezzlement, _____, or mismanagement. Government agencies stand ready to loan funds to banks faced with unexpected short-falls of spendable reserves. While most of the public's _____ are placed in relatively short-term highly liquid deposits with ready access, banks also hold large amounts of long-term savings for retirement in pension _____. The loss of these funds due to bank failure or bank _____ would be catastrophic in many cases. Banks are also closely watched because of their power to create money in the form of readily spendable deposits by making loans and _____ (extending credit). Moreover, changes in the volume of money creation appear to be closely correlated with economic conditions, especially the creation of _____ and the presence or absence of inflation.

individuals, supervision, jobs, to reduce, programs, information, fraud, savings, investments, crime.

Exercise 7. Comment on the following.

A bank is a place where they lend you an umbrella in fair weather and ask for it back when it begins to rain. (Robert Frost)

Exercise 8. Read the dialogue and try to reproduce it in class.

Cashier: Good afternoon, sir.
Man: I'd like to open an account, please.
Cashier: Certainly, sir. Do you live in Geneva?
Man: Yes. I'm at the Interpreters' School.
Cashier: Are you a student?
Man: Yes.
Cashier: What sort of account would you like?
Man: A current account.
Cashier: Have you got any large sums to deposit?
Man: No, only a thousand francs or so a month.
Cashier: Well, we can open a current account with a cheque book for you as long as the initial sum is at least three thousand francs. But I'd advise you in your case to take an account that gives you more interest and which is more practical. We normally advise students to open deposit accounts.
Man: Can I take out money whenever I like?
Cashier: Yes. There are two or three types of account. They permit you to withdraw up to ten thousand francs a month.
Man: Can I receive money directly from abroad?
Cashier: Certainly.
Man: And can I withdraw at a branch office?
Cashier: Certainly, though it may be more convenient to open your account in our branch near the University.
Man: No, I live quite near here. Do you need a passport?
Cashier: Yes.
Man: I'm afraid I haven't got it on me/ Will my student card do?
Cashier: No, I'm afraid not.
Man: I'll come back later, then.
Cashier: Very good, sir.

Exercise 9. Say what you have learned about:

1. types of banking activities;
2. ways of saving money;
3. government regulations of banks;
4. process of issuing a cheque book;
5. process of opening an account.

Exercise 10. Give a free translation of the following text.

Депозит – гроші або цінні папери, внесені до кредитних установ (банків, ощадних інститутів) на зберігання підприємствами, організаціями і громадянами. Грошові депозити – джерело позичкового фонду банків, використовуються для надання кредитів. За грошові депозити вкладникам виплачують певний відсоток. Розрізняють два основних види грошових

депозитів: до запитання (повертаються на першу вимогу клієнта) і термінові (вносяться на певний термін під вищий відсоток).

Кредит – позика в грошовій або товарній формі на умовах повернення у певний термін з виплатою відсотка. Існують дві основні форми кредиту – комерційний і банківський. Комерційний кредит надають одні бізнесмени іншим під час реалізації товарів з відстроченням платежів. Банківський кредит (його надання опосередковується банками, як свідчить сама назва) є позикою грошей на певні потреби.

Exercise 11. Write an essay on one of the following topics.

1. Banking business in Ukraine.
2. International banking business today.
3. Save money ... ! (Your advice to the owner of a large sum of money).

Exercise 12. Read the following text and discuss it.

National Bank of Ukraine

Prior to the collapse of the USSR, the National Bank of Ukraine was a branch of the Central Bank of the USSR. Officially, the National Bank of Ukraine acted as the Central Bank of Ukraine since early 1992. Like institutions of many newly independent nations, it faced dire financial straits during the 1990s, leading to a prolonged period of hyperinflation.

On March 20, 1991, the Verkhovna Rada of Ukraine adopted the resolution "On Banks and Banking Activity", which became Law on May 1. The resolution declared ownership by the Ukrainian SSR of the Ukrainian Republican Bank of the State Bank of the USSR, the Ukrainian Republican Bank (affiliate) of the State Commercial Industrial-Constructional Bank of the USSR, the Ukrainian Republican Bank of the Savings Bank of the USSR, and the Ukrainian Republican Bank of the ForeignEconombank of the USSR as well as the Ukrainian Republican Department of Encashment of the State Bank of the USSR. The National Bank of Ukraine was resolved to be created on the basis of the Ukrainian Republican Bank of the State Bank of the USSR.

The legal status of the National Bank of Ukraine and the principles of its organization and activities are determined by the Constitution of Ukraine and the Law of Ukraine "On the National Bank of Ukraine".

The National Bank of Ukraine is a legal entity with separated property, which is the object of the state property. Its authorized capital amounts to UAH 10 million and is the state-owned property which is in the full economic competence of the National Bank.

According to Article 99 of the Constitution of Ukraine, adopted in 1996, the main function of the country's central bank is to ensure stability of monetary unit - the Hryvnia. To carry out its main function, the National Bank shall foster the stability of the banking system and, within its competence, the price stability.

According to the Law of Ukraine "On the National Bank of Ukraine", the National Bank is the central bank of Ukraine, a specific central body of the state administration, its issuing center which pursue common state policy in money circulation, credit, strengthening of monetary unit; it coordinates functioning of the banking system in general; determines exchange rate of the monetary unit against foreign currencies. The National Bank determines a kind of bank notes, their denomination, distinctive features and their protection system. The National Bank of Ukraine ensures the accumulation and custody of the gold and currency reserves and the conduction of transactions with them and the banking metals. The National Bank of Ukraine sets up the order of determining a discount rate and other interest rates; it gives permission for commercial banks' registration and licenses banking business; determines the standard of emergency funds for commercial banks and other financial and credit institutions.

According to the Constitution of Ukraine, the main function of the National Bank is to ensure the stability of Ukraine's monetary unit. To carry this out the National Bank fosters the stability of the banking system and, within its competence, price stability.

The National Bank also carries out the following functions:

- to determine and pursue the monetary policy in accordance with the General Principles of the Monetary Policy developed by the Council of the National Bank of Ukraine;
- to issue the national currency of Ukraine on a monopoly basis and to organize its circulation;
- to establish the rules of conducting banking transactions, accounting and reporting, protection of the information, funds and property for the banks and other financial and credit institutions;
- to organize and to provide the methodological support to the system of the monetary, crediting and banking statistical information and the statistics of the balance of payments;
- to determine the areas of the development of modern electronic banking technologies, to establish, co-ordinate and control the creation of electronic means of payment, payment system, banking automation and the banking information protection facilities;
- to exercise the banking regulation and supervision;
- to keep a Register of banks, their branch and representative offices, currency exchanges and financial and credit institutions, to license banking business and transactions, if provided for by the laws;
- to compile, analyze and forecast the balance of payments;
- to represent Ukraine's interests in central banks of other states, international banks and other crediting institutions, where the cooperation takes place at the level of central banks;
- to exercise the currency regulation with the competence to be defined by a special law, to determine the procedure of effecting payments in the foreign currency, to organise and exercise the

currency control over the commercial banks and other credit institutions which are in possession of a National Bank's license for the transactions with currency values;

- to ensure the accumulation and custody of the gold and currency reserves and the conduction of transactions with them and the banking metals;
- to analyze the status of the monetary, crediting, financial, pricing and currency relations;
- to organize the collection and transportation of bank notes, coins and other values;
- to implement the national policy of the protection of state secrets within the system of the National Bank;
- to take part in the training of personnel for Ukraine's banking system;
- to exercise other functions in the monetary and crediting sphere.

UNIT 15. TRADE

Key words and phrases

Trade	торгівля, галузь торгівлі, торговельні кола, <i>амер.</i> обмін
Home trade	внутрішня торгівля
Foreign trade	зовнішня торгівля
Illicit trade	контрабандна торгівля
Business trade	комерційна діяльність
Buying	покупка, процес купівлі (товару)
Selling	продаж
Sale	розпродаж
Wholesaling	гуртовий продаж
Retailing	роздрібний продаж
To sell	продавати
To buy	купувати
Purchaser (buyer, consumer)	покупець, споживач
Seller	продавець
Benefit	перевага, прибуток
Balance of trade	торговий баланс

Read the following text

Trade is the willing exchange of goods, services, or both. Trade is also called commerce. A mechanism that allows trade is called a market. The original form of trade was barter, the direct exchange of goods and services. Modern traders instead generally negotiate through a medium of exchange, such as money. As a result, **buying** can be separated from **selling**, or earning. The invention of money (and later credit, paper money and non-physical money) greatly simplified and promoted trade. Trade between two traders is called bilateral trade, while trade between more than two traders is called multilateral trade.

Trade exists for many reasons. Due to specialization and division of labor, most people concentrate on a small aspect of production, trading for other products. Trade exists between regions because different regions have a comparative advantage in the production of some tradable commodity, or because different regions' size allows for the benefits of mass production. As such, trade at market prices between locations benefits both locations.

Pattern of organizing and administering trade include:

- State control – trade centrally controlled by government planning.
 - Laws regulating Trade and establishing a framework such as trade law, tariffs, support for intellectual property, opposition to dumping.

- Guild control - trade controlled by private business associations holding either de facto or government-granted power to exclude new entrants.
 - In contemporary times, the language has evolved to business and professional organizations, often controlled by academia. For example in many states, a person may not practice the professions of engineering, law, law enforcement, medicine, and teaching unless they have a college degree and, in some cases, a license.
- Free enterprise - trade without significant central controls; market participants engage in trade based on their own individual assessments of risk and reward, and may enter or exit a given market relatively unimpeded.
- Infrastructure in support of trade, such as banking, stock market, etc.
- Technology in support of trade such as electronic commerce, vending machines.

According to the United Nations Statistics Division, "**wholesale**" is the resale (sale without transformation) of new and used goods to retailers, to industrial, commercial, institutional or professional users, or to other **wholesalers**, or involves acting as an agent or broker in buying merchandise for, or selling merchandise to, such persons or companies. Wholesalers frequently physically assemble, sort and grade goods in large lots, break bulk, repack and redistribute in smaller lots. While wholesalers of most products usually operate from independent premises, wholesale marketing for foodstuffs can take place at specific wholesale markets where all traders are congregated. **Retailing** consists of the sale of goods or merchandise from a fixed location, such as a department store or kiosk, or by post, in small or individual lots for direct consumption by the purchaser.^[1] Retailing may include subordinated services, such as delivery. Purchasers may be individuals or businesses. In commerce, a **retailer** buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells smaller quantities to the end-user. Retail establishments are often called shops or stores. Retailers are at the end of the supply chain. Manufacturing marketers see the process of retailing as a necessary part of their overall distribution strategy.

Exercise 1. Answer the following questions.

1. What does the term "trade" mean?
2. What types of trade do you know?
3. What are the advantages and disadvantages of buying and selling?
4. What does the term "bilateral trade" mean?
5. Why does wholesaling differ from retailing?
6. What five main items must be included in a pattern of organizing and administering trade?
7. What way are the state and guild controls exercised?

Exercise 2. Give the Ukrainian versions for:

trade, market, goods and services, buying, selling, production of tradable commodity, market prices, state control, guild control, free enterprise, infrastructure, technology.

Exercise 3. Give the English versions for:

торгівля, гуртова торгівля, роздрібна торгівля, покупка, продаж, ринкові ціни, товари та послуги, вільне підприємництво, кінцевий споживач, стратегія розподілу (розповсюдження).

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

trade –
trading –
wholesale –
retail –
international trade –
home trade –
market prices –
buying –
selling –
shops –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about shopping.

1. Shopping / refers to / buying/ products / the act / generally /of.
2. Shops / or in a shopping center / may be / shopping streets / houses, / or mall / on residential streets, / with few or no.
3. Sometimes / as a recreational activity / to obtain necessities / shopping / is done / such as / food and clothing; / it is done / sometimes.
4. Recreational shopping / (just looking, not buying) / and browsing, / and does not always result / window shopping / in a purchase /often involves.
5. The invention / promoted / money / simplified / greatly / of / and / trade.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Ukraine's trade is still heavily oriented towards the CIS (Commonwealth of Independent States) and especially to Russia. Its _____ trading partners are

CIS countries, the EU nations, Central Europe, China, and the United States. Most _____ of oil and gas are from Russia and Turkmenistan, while imports of technologies are mainly from Western countries. _____, which are minimal for a developed country, consist mainly of raw materials and agricultural goods.

In 2000, exports totaled \$14.6 billion and imports totaled \$15 billion. Ukraine's main _____ are in Russia (24 percent), the European Union (30 percent), and the United States (5 percent). Its main _____ are Russia (42 percent), the European Union (29 percent), and the USA (3 percent).

Ukraine remains interested in bilateral trade and _____ with Russia and the CIS, but is careful to pass up any larger political or security relationship. As an Associate Member of the CIS, Ukraine has rejected all _____ to transform the CIS into a _____ organization. As a result, Ukraine has refrained from joining the Russia-Belarus Union, the CIS Customs Union, and the Payments Union. However, mindful of the _____ for bilateral relations with the CIS countries, in March 1998, Ukraine and Russia concluded an Interstate Economic Treaty.

Imports, importers, preference, economic cooperation, major, exports, export markets, attempts, supra-national

Exercise 7. Comment on the following.

“Finance is, as it were, the stomach of the country, from which all the other organs take their tone”. (W. Gladstone)

Exercise 8. Agree or disagree with the following statements.

1. Trade is believed to have taken place throughout much of recorded human history.
2. Trade is the process of exchange of goods, services, or both.
3. Trading was the main facility of prehistoric people, who bartered goods and services from each other before the innovation of the modern day currency.
4. The balance of trade (or net exports, sometimes symbolized as *NX*) is the difference between the monetary value of exports and imports in an economy over a certain period of time. It is the relationship between a nation's imports and exports.
5. A buyer is a person who purchases something.
6. A seller is a vendor.
7. A retailer buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler.
8. Wholesale is the resale of new and used goods to retailers, to industrial, commercial, institutional or professional users, or to other wholesalers.
9. Goods sold to other countries, such as food, cars, machines, books, medicines, discs and many others are invisible exports.

10. Services, such as insurance, freight, tourism, medical operations and others sold to other countries are visible exports.

Exercise 9. Say what you have learned about:

1. pattern of organizing and administering trade.
2. wholesaling and retailing as a process of trade.
3. foreign trade of Ukraine.
4. shops and shopping.
5. visible and invisible exports.

Exercise 10. Give a free translation of the following text.

Торгівля – форма обміну продуктами праці й послугами, що характеризується відносинами між її учасниками – продавцями й покупцями – на основі вартісного обміну. Торгівля є самостійною галуззю, що здійснює посередницьку діяльність із купівлі-продажу товарів через угоду між продавцем і покупцем в усній чи письмовій формі, в якій обумовлюють обсяги закупівель товарів, їх якість, надання передпродажних чи після продажних послуг, порядок розрахунків за куплений товар і послуги.

Торгівля вважається посередником між виробництвом і споживанням, який дає змогу основну масу створених товарів і послуг довести до споживачів. Отримуючи від торгівлі кошти за продані товари, промислові і сільськогосподарські підприємства мають змогу відновити, розширити і вдосконалити виробництво.

За ринкових відносин конкуренція капіталу сприяє створенню торгових фірм у зовнішній торгівлі, відтак – у гуртовій та роздрібній. Відбувається злиття торгового капіталу з банківським і промисловим, що зумовлює появу фінансових корпорацій.

Exercise 11. Write an essay on one of the following topics.

1. A speculator is a man who observes the future, and acts before it occurs.
2. Competition is the life of a trade, and the death of the trader.
3. Pros and cons of Internet trading.

Exercise 12. Read the following text and discuss it.

International trade is essential for the maintenance and growth of prosperity in all countries.

One of the major reasons why international trade takes place is that of economic advantage. International trade creates value. It increases the efficiency of resource allocation worldwide, reduces production costs, lowers input costs

and through the international division of labour, lowers prices paid by consumers and increases product variety and availability.

Nations are usually better off if they specialize in certain products or commercial activities. By doing what they do best they are able to exchange products not needed domestically for foreign-made goods that are needed. This allows a higher standard of living than would be possible if the country tried to produce everything itself.

The concepts of absolute advantage and comparative advantage play a critical role in international trade.

A country has an absolute advantage in the marketing of a product if it has a monopolistic position or if it produces the item at the lowest cost. Examples of absolute advantage are rare, because few countries are sole suppliers and because economic conditions rapidly alter production costs.

A more practical approach to international specialization is that of comparative advantage. A country has a comparative advantage in an item if it can supply that item more efficiently and at a lower cost than it can supply other products. Nations usually produce and export those goods in which they have the greatest comparative advantage or the least comparative disadvantage. Countries tend to import those items in which they have the least comparative advantage or the greatest comparative disadvantage.

For example, American exports tend to be those in which the US has a comparative advantage over its trading partners. Being a highly industrialized nation with good natural and agricultural resources, the US tends to export manufactured items (aircraft parts), food products (grain, wheat), and some natural resources (coal). By contrast, countries with low-cost labour often specialize in products that require a significant amount of labour, such as shoes and clothing.

Some countries refuse to specialize their productive efforts because they want to be self-sufficient. Other countries subscribe to the self-sufficiency viewpoint only for commodities that they regard as strategic to their long-run development.

In most cases countries who seek to be self-sufficient do so for reasons of military preparedness, fear of economic reprisal from other countries and nationalism. They see noneconomic advantages as being more important to the national welfare than the economic advantages of specialization. Israel and South Africa are examples of countries that seek to be self-sufficient.

UNIT 16. TAXATION

Key words and phrases

Tax (direct, indirect)	податок (безпосередній, непрямий)
Taxation	оподаткування
Expenditure	видатки, витрати
Income tax	податок на прибуток
Earnings	заробіток, надходження, дохід, прибуток
Legal entity	юридична особа
Fiscal revenue	бюджетні надходження
Tax rate	ставка податку
Sales tax	податок з обороту
Excise duty	акцизний податок
To levy a tax (on), to assess a tax	обкладати податком
Value added tax	податок на додану вартість
To exempt from a tax	звільнити від оподаткування
To collect taxes	стягувати податки
Taxable income	дохід, що підлягає оподаткуванню
Tax deductions	відрахування податків
Single tax	єдиний податок

Read the following text

In poetry, spring is a time when a young person's fancy turns to thoughts of love. But in economics, spring is much less romantic period. It is the season when millions of people in many countries begin to sort their previous year's income and expense records – the first step in determining their personal income tax.

In calculating this tax, you are allowed to take specific types of deductions and exemptions. Some deductions that may be made (within limits) from your income are donations to your alma mater and to various non-profit organizations.

The amount of income tax you must pay at a given income level depends on several things. These include whether you are single or married and what the particular tax rates happen to be at the time. The rates are usually revised by the government every few years.

Taxation is used to finance government expenditure. It represents a transfer individuals, groups and organizations to the government.

Tax is money compulsory levied by the state or local authorities on individuals, property, or businesses. In modern economies taxes are the most important source of government revenues. Taxes can be levied and classified in many ways. In many countries there are three principal types of taxes:

Taxes on income (personal income taxes and corporate income taxes);

Taxes on wealth (property taxes; death and gift taxes);

Taxes on activities (sales and excise taxes; social security taxes).

Because the power to tax is so weighty a matter, economists have developed several broad standards for judging the merits of a tax:

1. *Equity*. Tax burdens should be distributed justly.

2. *Efficiency, Stability, and Growth*. A tax should contribute toward improving resource allocation, economic stabilization, and growth in the total output of goods and services.

3. *Enforceability*. A tax should be adequate for its purpose and acceptable to the public, or else it will be impossible to enforce.

Taxes are considered to have three functions:

(a) fiscal or budgetary, to cover government expenditure, to provide the public authorities with the revenue required for meeting the cost of defence, social services, interest payment on the national debt, municipal services, etc.;

(b) economic, to give effect to economic policy, to promote stable economic growth, to influence the rate of economic growth of the nation;

(c) social, to increase the economic welfare of the community, to lessen inequalities in the distribution of income and wealth.

Businesses and individuals are subject to many forms of taxes. The various forms of business are not taxed equally. The tax situation is simplest for proprietorships and partnerships; corporations or companies are treated differently.

Exercise 1. Answer the following questions.

1. What is taxation used for?
2. What can taxes be classified according to?
3. What is tax?
4. What are the main function of taxation?
5. What are the principal types of taxes?

Exercise 2. Give the Ukrainian versions for:

tax, taxation, taxes on income, taxes on wealth, taxes on activities, government revenues, fiscal or budgetary functions, economic welfare, to promote economic growth, proprietorships, partnerships, corporations.

Exercise 3. Give the English versions for:

оподаткування, податки, оподатковуваний дохід, податкова функція, добробут, стабільний економічний ріст, розраховувати обсяг податку, без обмежень, витрати.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- taxation –
- income tax –
- legal entity –
- fiscal revenue –
- tax rate –
- sales tax –
- excise duty –
- to assess a tax –
- to exempt from a tax –
- to collect taxes –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about taxation.

1. Taxation / income / from / groups / organizations / the government / represents / a transfer / individuals, / of / and / to.
2. Income / at source / tax / collected / usually / is.
3. Profitable / are / alike / unprofitable / and / firms / taxed.
4. Basically / can / taxes / indirect / any / be divided / tax system / into / direct / and.
5. The / (VAT) / tax / is / value-added / best / kind / sales / of / known / tax.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Ukraine's tax system is undergoing _____, which are expected to be completed when a new tax code is introduced. A major reform of the tax system was undertaken in 1997. The reform aimed at increasing government revenues by reducing the number of special tax exemptions and simplifying and streamlining compliance procedures. At the time of writing, the _____ and compulsory payments in Ukraine were as follows:

* **corporate profits tax** (a uniform tax at the rate of 30 % applies to taxable profits earned by _____ entities and permanent establishments of foreign companies);

* **personal income tax** (is levied at a number of marginal rates up to a maximum of 40 %. Employers are required to deduct personal income tax and state pension and social security charges from employees' _____ and pay them to the state authorities);

* **value added tax** (AT, is charged as percentage of the selling price of an article and commodity, is added to the _____ as output tax at each stage of production and distribution);

* **payroll tax** (is based on gross salary and _____ to the Pension Fund, the Social Security Fund, the Employment Insurance Fund);

* **excise tax** (is applied to certain goods imported into, or produced in, Ukraine. The list of _____ includes alcoholic, beverages, beer, tobacco, cars, petrol, diesel fuel and jewellery);

* **land tax** (is paid monthly by the owners or users of land only);

* **tax on owners of motor vehicles** (is paid by legal entities and individuals that own _____ registered in Ukraine);

* **import duties** (is charged for the purpose of raising money, or protecting industry against foreign_____).

Other taxes and charges include stamp duty, royalties on oil and gas extraction, charges for the exploitation of natural resources and environmental pollution, and charges for _____ patents. In addition, there are 16 different local taxes that may be levied at the discretion of the local authorities.

principal taxes, excisable goods, competition, wages and salaries, reforms, is paid, resident, invoice, motor vehicles, retail trade

Exercise 7. Comment on the following.

He who pays the taxes sleeps better.

Exercise 8. Read and try to reproduce learn the following dialogue.

A: Have you been notified that your company will be found for not having paid the tax?

B: Yes, we have. But we're going to fine an appeal.

A: But what are the grounds? Your company has heavy tax liabilities. We regard it is an attempt to dodge the tax. Even if you find somebody who helps you in the Fiscal Administration, we'll not cut down the tax. Nobody should be exempted from taxation.

B: We cannot agree with it. We're being overtaxed. We've consulted a specialist on taxation and he says it's a violation of the tax legislation. We're acting in accordance with the regulations.

A: We are sure every taxpayer should get acquainted with the tax legislation in force. But believe us your taxation is not expropriatory!

B: We have a right to check it. See you in court.

A: No problem. This is your choice.

Exercise 9. Say what you have learned about:

1. principal types of taxation;

2. basic functions of taxation;
3. standards for judging the merits of a tax;
4. compulsory taxes and payments in Ukraine;
5. tax form.

Exercise 10. Give a free translation of the following text.

Податкова декларація (tax form) - документ, на основі якого обчислюється особистий подохідний податок. Вона містить інформацію про доходи, отримані платниками податків з усіх джерел за певний період, як правило, за рік. У США, наприклад, податкова декларація містить такі основні відомості: 1) адреса платника податків; 2) номер платника податків у системі державного соціального страхування; 3) вид занять, професія; 4) сімейний стан; 5) кількість утриманців; 6) вік; 7) сума сукупного доходу, отриманого з усіх джерел: заробітна плата службовців, отримані відсотки, підприємницький дохід, доходи від капіталу та його приросту, пенсії, виплати з фондів соціального страхування (через безробіття, хворобу тощо); 8) податкові пільги: неоподаткований мінімум, стандартна знижка, пільги для підприємців; 9) оподатковуваний дохід; 10) підпис платника податків; 11) дата заповнення. Перед підписом і датою зазначають достовірність і повноту інформації. У податковій декларації є попередження для платника податків, що в разі не достовірності інформації він підлягає переслідуванню в судовому порядку.

Уряд України продекларував необхідність впровадження податкових декларацій ще у 1994, однак цей важливий засіб формування справедливої податкової системи втілюється в життя повільно, і на початку 1995 поширювався здебільшого на керівників підприємств, установ, структури влади. У 2000 податкові декларації заповнили приблизно 2 млн. осіб

Exercise 11. Write an essay on one of the following topics.

4. My understanding of functions of taxation.
5. Taxes as a confronting factor between society and people.
6. If I possessed a large sum of money, I would (wouldn't) pay taxes, because ...

Exercise 12. Read the following text and discuss it.

BUSINESS TYCOONS

America once idealized the businessman who amassed a vast financial empire: the business "tycoon," the entrepreneur who not only made it big but made it very big. His epoch — and that of thousands of lesser entrepreneurs — was the second half of the 19th century. It began with the spread of the railroad networks in the 1850s, and it included the growth of Northern industry in the

1860s and the rise of investment banking in the 1870s. Throughout this period, business interests had significant influence over government.

The great tycoons were fierce competitors, single-minded in their pursuit of financial success and power. Among the giants were Jay Gould, J. P. Morgan, Andrew Carnegie, John D. Rockefeller and Henry Ford. Some of these men were honest according to business standards of their day; others used force, bribery and guile to achieve their wealth and power. Business spirit was not indigenous to the United States: rather, it grew from the soil of European capitalism. But huge industrial enterprises such as railroads, with their extensive managerial hierarchies, became more prevalent and more powerful in the United States than elsewhere.

Unlike most other countries, in the United States industrial bureaucracies, particularly railroads, grew faster and became larger than the government's own bureaucracy: in 1890, a dozen railroads employed over 100,000 workers, while the US Civil Service in Washington numbered just 20,000.

J. Pierpont (J. P.) Morgan, perhaps the most flamboyant of the entrepreneurs, operated on a scale of magnificence. He displayed ostentation and grandeur in his private and business life. He and his companions gambled, sailed yachts, gave lavish parties, built palatial homes and bought the art treasures of Europe.

In contrast, such men as John D. Rockefeller and Henry Ford demonstrated puritanical qualities. They retained their small-town values and lifestyles. As church-goers, they felt a sense of responsibility to others. They demonstrated that personal values could bring success; theirs was the gospel of work and thrift. Later their heirs would establish the largest philanthropic foundations in America.

While upper-class European intellectuals generally looked on commerce with disdain, most Americans, — living in society with a more fluid class structure — embraced the idea of moneymaking with enthusiasm. They enjoyed the risk and excitement of business enterprise, as well as the higher living standards and potential rewards of power and acclaim that business success brought.

By the time of the Great Depression of the 1930s, however, the image of the entrepreneur as an American ideal had lost much of its luster. The crucial change came with the rise of the corporation, the railroads first, then others. Few business barons remained. They were replaced by "technocrats", who became the heads of corporations. These executives, expert in every phase of corporate activity, became the indispensable cogs in the industrial machine. The high-salaried manager replaced the business tycoon.

Big business leaders today are often involved in many areas of public life. They not only direct the fate of corporations, they serve on boards in their communities and as university trustees. These new corporate leaders fly to Washington to confer with governmental officials on national economy and America's relationship with other nations. They influence, but do not control the US government — "neither openly nor behind the scenes."

UNIT 17. FOREIGN INVESTMENT

Key words and phrases

To transfer capital	переводити капітал
Stock	акція
Bond	облігація, боргова розписка
Return	прибуток, відшкодування
Commitment	зобов'язання
Purchase	купівля
Management	управління, керівництво
Investor	інвестор
Equity	капітал компанії, акціонерний капітал
Personnel	персонал
Interest rate	процентна ставка
Substitute	замінник
Output	продукція
Restriction	обмеження
Access	доступ
Management skills	уміння керувати, адміністративні навички
Environment	навколишнє середовище

Read the text

Foreign investment may be divided into two components: portfolio investment, which is the purchase of stocks and bonds solely for the purpose of obtaining a return on the funds invested, and direct investment, by which the investors participate in the management of the firm in addition to receiving a return on their money.

Foreign Direct Investment (FDI) is a complex form of international business. It involves ownership and control of a company in a foreign country by an organization based in another country.

Contrary to portfolio investments, foreign direct investments mean a long-term commitment where capital funds will be tied up for a long time.

Although a direct investment usually is acquired by transferring capital from one country to another, capital is not usually the only contribution made by the investor or the only means of gaining equity. The investment firm may supply technology, personnel and markets in exchange for an interest in a firm located abroad.

Companies engage in direct investment abroad for the same reasons they pursue international trade:

1. To expand markets by selling abroad

2. To acquire foreign resources (e.g. raw materials, production efficiency, and knowledge).

Financial considerations are also the most important and sometimes decisive factors. What is the expected return on an investment? What are interest rates? What are the sources of working capital?

When governments are involved in direct investment, an additional motive may be to attain some political advantage.

Although a direct investment may be a substitute for trade it also may stimulate trade through sales of components, equipment etc.

Since most direct investments are intended for selling the output in the country, where the investments are located, governmental restrictions that prevent the effective importation of goods are probably the most compelling force causing firms to establish their direct investments.

Direct investment sometimes has chain effects: when one company makes an investment, some of its suppliers follow with investments of their own, followed by investments by their suppliers, and so on.

One explanation for direct investment is that investors perceive a monopoly advantage over similar companies in the countries to which they go. The advantage is due to the ownership of some resource that is unavailable at the same price or terms to the local firm. The resource may be in the form of access to markets, patents, management skills, or the like. Because of the greater cost usually incurred by transferring resources abroad and the perceived greater risk of operating in a different environment, the firm will not move unless it expects a higher return than at home.

In many countries there is resistance to foreign direct investment. Some strategic industries (such as food, computers, nuclear reactors, and energy) will find it increasingly difficult to expand abroad. But direct investment is likely to continue its adventurous course in many areas. The economic integration of the US, Europe, and Japan will stimulate its development.

Exercise 1. Answer the following questions

1. What components is foreign investment divided into?
2. What is portfolio investment?
3. What is direct investment?
4. Is capital the only contribution made by the investor?
5. Why do companies engage in direct investment abroad?
6. How can a direct investment stimulate trade?
7. What do investors perceive through direct investment?
8. Why won't the firm start operating abroad unless it expects a higher return than at home?
9. What is the difference between portfolio investment and direct investment?

Exercise 2. Give the Ukrainian versions for:

foreign investment; ownership and control of a company; long-term commitment; gaining equity; in exchange for an interest; pursue international trade; the expected return; to attain political advantage; to stimulate trade; governmental restrictions; to make an investment; to perceive a monopoly advantage; unavailable; access to markets; cost

Exercise 3. Give the English versions for:

купівля товарів виробничого призначення, заробляти гроші, мета інвестування, спільний фонд, зменшувати ризик, інвестор, залучати фінанси, випускати облігації, пропонувати цінні папери за фіксованою відсотковою ставкою, гарантований цінний папір, купувати цінні папери за фіксованою ціною, влаштовувати обидві сторони, інвестиції, іноземні інвестиції, купівля, прямі іноземні інвестиції, фонди капіталу, фінансові угоди, економічна інтеграція, фонди інвестування.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need)

direct investment –
portfolio investment –
equity –
capital –
management –
purchase –
return –
interest rate –
investor –
personnel –
environment –

Exercise 5. Explain the meaning of these statements.

1. Foreign investment may be divided into two components: portfolio investment and direct investment.
2. Capital is not usually the only means of gaining equity by the investors.
3. When governments are involved in direct investment, an additional motive may be to attain some political advantage.
4. Direct investment sometimes has chain effects.
5. In many countries there is resistance to foreign direct investment.
6. There is a difference between portfolio investment and direct investment.

Exercise 6. Complete the following text with the words and phrases from the box below using them in the appropriate form.

When we speak about _____ we mean the purchase by a business of new capital or of capital goods such as new machinery. In the most general sense, _____ is to earn money with money. When an _____ holds the collection of financial securities we say that he holds portfolio.

Unit Trust (BrE) or Mutual Fund (AmE) is a _____ that spreads its investors' capital over a variety of securities. Investment in a unit trust / mutual fund reduces the _____ for the small investor.

Apart from stocks and shares there are many _____, opportunities available. When a company or government wishes to _____ it can issue bonds. These are _____ offered at a fixed rate of interest. _____ issued by the government are called gilt-edged securities or gilts in the UK, and treasury bonds in the US.

Derivatives or derivative instruments are financial _____ such as futures, options and swaps. Futures are contracts that give the right to buy and sell currencies and commodities at an agreed time in _____ at a price agreed at the time of the deal.

securities, company, products, types of investment, bonds, the future, investments, investor, risk, the objective of investing, raise finance

Exercise 7. Comment on the following:

Who moves picks up, who stands still dries up.

Exercise 8. Ask questions to fit these answers.

1. Foreign direct investment involves ownership and control of a company in a foreign country.

2. Controrary to portfolio investments, foreign direct investments mean a long-term commitments where capital funds will be tied up for a long time.

3. The investing firm may supply technology, personnel, and markets in exchange for an interest in a firm located abroad.

4. Most direct investments are intended for selling the output in the country where the investments are located.

5. Direct investment sometimes has chain effects.

6. One explanation for direct investment is that investors perceive a monopoly advantage over similar companies in the countries to which they go.

7. The advantage the investor perceives may be in the form of access to markets, patents, management skills.

8. Governmental restrictions are probably the most compelling force

causing firms to establish their direct investments.

9. The economic integration of the US, Europe, and Japan will stimulate foreign direct investment.

10. Foreign Direct Investment (FDI) is a complex form of international business.

Exercise 9. Say what you have learned about:

1. foreign direct investment;
2. portfolio investment;
3. direct investment;
4. advantages and disadvantages of foreign direct investment;
5. the problems of foreign investors.

Exercise 10. Give a free translation of the text.

Економічна природа інвестицій обумовлена закономірностями процесу розширеного відтворення і полягає у використанні частини додаткового суспільного продукту для збільшення кількості і якості всіх елементів системи продуктивних сил суспільства.

Відповідно до закону України "Про інвестиційну діяльність" від 18.09.1991р., під інвестиціями розуміються усі види майнових і інтелектуальних цінностей, що вкладаються в об'єкти підприємницької та інших видів діяльності, в результаті чого створюється прибуток, або досягається соціальний ефект.

Джерело інвестицій - фонд накопичення, або частина національного доходу, що зберігається та спрямовується на збільшення і розвиток засобів виробництва, і фонд відшкодування, що використовується для відновлення зношених засобів виробництва у вигляді амортизаційних відрахувань.

Інвестиції в широкому розумінні можна визначити як витрати ресурсів, що здійснюються з метою одержання в майбутньому користі або прибутку. У такому розрізі рішення про вкладання інвестицій відрізняються від рішень, спрямованих на споживання, для яких характерним є те, що витрати ресурсів спрямовані на одержання тільки негайної користі.

Інвестиційні пропозиції (проекти) є специфічними видами інвестицій, що здійснюються окремими особами і фірмами в приватному секторі, а також урядами різних країн і організаціями державного сектора.

Exercise 11. Write an essay on one of the following topics.

1. the major motivations for direct investment;
2. explain why direct investments and portfolio investments are viewed differently by investors and governments;
3. the main principles of investment policy in Ukraine.

Exercise 12. Read the following text and discuss it.

The venture capital industry reflects the fortunes of a vital area of the economy: small and medium-sized enterprises. These businesses play a key role in wealth creation and job creation in the UK, in the European Union, in the United States and in the "tiger economies" of South East Asia.

In the UK, 3i is the leading specialist investor in such businesses, which are in the main private and unquoted companies. Increasingly they also invest in this type of business in continental Europe.

Their goal is not only to respond to the investment needs of small and medium-sized businesses but to inspire entrepreneurs to take on the challenge of building independent businesses.

PRINCIPLES

In seeking to do this 3i adopts a number of principles: a long-term approach to investment; a commitment to support but not to direct the management of the businesses in which they invest; and involvement in the local business community through their regional net-work of offices. These principles have proved successful through differing economic circumstances in the UK and are proving successful outside the UK. They have put 3i at the leading edge of the venture capital industry.

Investment in small businesses always carries special risks - as well as special rewards. Assessing these risks and rewards and managing them is an integral part of business.

MANAGEMENT

This is very much a people business. In all their investments they are making judgements about the ability of management. Whatever the stage in the life cycle of a business their aim is always to bring together two valuable resources - management skills and risk capital. 3i is proud of its leading role in the development of both management buy-outs and management buy-ins. They were a pioneer of these in the UK. Their skills are being exported to continental Europe and beyond.

Their overall objective is to back high quality management teams which will grow their businesses successfully, thus creating wealth. 3i today has investments in over 3,200 businesses ranging from new companies which started last month to established businesses looking for acquisitions. Their success is 3i's success.

Notes:

- "tiger economies" – економіка Південно-Східних Азіатських країн (країн-"тигрів");
- unquoted companies – компанії, акції яких не зареєстровані на біржі;
- entrepreneur – підприємець;
- differing economic circumstances – різні економічні обставини;

- management buy-out – купівля менеджерами і службовцями контрольного пакету акцій своєї компанії;
- management buy-in – купівля менеджерами контрольного пакету акцій іншої компанії;
- acquisition – придбання (інших компаній).

TEN GOLDEN RULES FOR EXPORTERS

For any business considering exporting, here are ten golden rules which should be thoroughly learned and applied:

1. Set out a clear mission statement before you send even a parcel overseas.

2. Get plenty of advice. This comes in many guises but check the following to find out what help they can provide: Institute of Export (membership body), Chambers of Commerce and Trade Associations.

3. Do your homework and research the market / s thoroughly and continuously. Visit the markets and learn from first-hand experience. Check the competition.

4. Concentrate initially on just a few markets. Spreading your efforts too thinly is a recipe for a costly failure.

5. Try to build long-term relationships and work with those agents, end-users and distributors with whom you feel most comfortable.

6. Make sure you can meet the needs of the market: plan properly and recruit the right-calibre staff.

7. Consider the risk of overseas trade and regularly monitor your progress against your plan.

8. Make sure training programmes for staff are held regularly and reflect what your business needs.

9. Understand the cultures and customs of the markets / countries where you plan to do business, thereby avoiding making gaffes.

10. Never take short cuts. Lay down procedures for everything and stand by them, control costs and risks and cut out costly waste and errors.

UNIT 18. INSURANCE

Key words and phrases

insurance	страхування
insurer	страхувач
insured	страхувальник
life insurance	страхування життя
insurance company	страхова компанія
health insurance	страхування здоров'я
accidental losses	втрати через нещасні випадки
term insurance	страхування на певний період життя
unemployment insurance	страхування безробіття
consumer	клієнт, замовник

Read the following text

Insurance is protection against loss. The biggest losses to a person or a family are loss of life and loss of income resulting from the death of a person with dependants. Many people purchase life insurance to provide an income for their dependants when they die.

Everyone hopes to live a long, healthy life. Modern science and medicine have found cures for many diseases and have lengthened life expectancy. But suppose that something unexpected happened to you, such as a serious illness or an accident. You might not have enough income to pay your bills if you are unable to work for many months. When one income stops in a two-income family, the remaining income might not be sufficient to support the family. Your savings might have to be used to meet your expenses. Your comfortable lifestyle would be greatly altered. Life and health insurance provide a means to protect family financial security and a means to protect families against accidental losses.

Life insurance is an important source of personal and family security for most Canadians. According to the Canadian Life and Health Insurance Association Inc., almost 14 million Canadians are covered by some form of life insurance. Today, the average amount of life insurance owned per Canadian household exceeds \$68 000. That is more than triple the amount owned in 1970.

Everybody's needs are different, and these needs are constantly changing. That is why there is such a wide range of insurance plans available today. Insurance companies continue to create new products and new rates to appeal to different groups of consumers.

Many of these consumers are women. Some are single parents and working mothers, while others are childless career women. They also are recognizing the need for income protection in case of an accident or death. Other plans are offered for non-smokers, who are now the majority of the Canadian

population. Lower insurance rates are being offered by many insurance companies to these people.

All of the various choices available to consumers make the purchase of life insurance seem like a complex decision to many people. Yet, the basic principles of life insurance are really quite simple to understand.

In making your financial plans, you have two choices to make in dealing with death. You can gamble that you will live and keep earning and saving long enough to make adequate provision for a solid, financial future, or you can share the financial risk by pooling some of your money with a group of other people. The purchase of life insurance involves a large number of people, each paying a premium on a regular basis to an insurance company that provides individual protection against loss of life and, therefore, income for dependants. Such personal protection would be very expensive for any one person the risk were not shared. Premiums are collected and invested from 'this large group of insured people, and the insurance for those who die is paid from this fund of money.

Life insurance is divided into two main classes — individual and group. Individual insurance is an agreement between one person and a life insurance company. Group insurance is insurance provided to a group of people under a contract between the insurance company and, for example, an employer. Many families purchase both forms of insurance in establishing their program for financial security.

Life insurance is available in many different forms, with a wide variety of options. Yet there are really only two basic types available — term and whole life. Other plans are patterned on one of these basic types.

Exercise 1. Answer the following questions

1. Why do people purchase life insurance?
2. Why is it so important for an insurance company to know a person's age?
3. What is the difference between individual and group life insurance?
4. What are the two main types of life insurance?
5. What basic factors should a person consider buying life insurance?
6. Is life insurance an important source of personal and family security for most people of the world? Why?
7. What do you know about the problems of insurance in our country?

Exercise 2. Give the Ukrainian versions for:

insurance, life insurance, health insurance, serious illness, accident, savings, financial security, insurance plans, groups of consumers, insurance companies, personal property.

Exercise 3. Give the English versions for:

страхування, термін страхування, страхування життя і здоров'я, страхові компанії, страхувач, захист проти ризику, страхування майна, постійні доходи й заощадження, індивідуальне страхування життя, колективне страхування життя.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

forms of life insurance –
personal security –
insurer –
insured –
unemployment –
insurance –
home insurance –
term insurance –
group insurance –
medical insurance –
individual insurance –

Exercise 5. Explain the meaning of these statements.

- 1) Group insurance is issued to a group of people under one common policy.
- 2) The amount of insurance purchased is often based on the amount of salary.
- 3) Group insurance is often purchased by an employer, who may share the cost of the insurance with the employees.
- 4) One benefit of group insurance is that a medical examination is seldom required before you can be insured.
- 5) Group insurance is temporary, and ends when you leave the company or group.

Exercise 6. Complete the following text with the words and phrases from the box below using them in the appropriate form.

Most of us have to pay money _____ some of the financial consequences of taking risks, so insurance companies can _____ us a guarantee against risk for a fee that _____ large enough _____ their claims and operating costs and still permit a profit. No one can _____ whose house _____ next, yours or your neighbour's. Thus, all

insurance policy buyers _____ small contributions toward a fund that can (to be used) (to compensate) the person whose house (to go up) in flames.

Insurance companies can provide this service and _____ to make profits as long as the premium _____ greater than the amount they might have to pay, multiplied by the probability of payment. Vast amounts of money _____ to insurance companies as premiums for life, auto, and health insurance, or as contributions to pension funds, many of which are administered by insurance companies. These funds _____ available for loans to business firms or (to invest) directly by the insurance companies.

Insurance relies heavily upon the “law of large numbers”. In large homogeneous populations it _____ possible to estimate the normal frequency of common events such as deaths and accidents. Losses can _____ with reasonable accuracy, and this accuracy increases as the size of the group expands.

From the standpoint of the insurer, an insurable risk must meet the following requirements.

The objects insured must _____ numerous enough and homogeneous enough to allow a reasonably close calculation of the probable frequency and severity of losses.

The insured object must not subject to simultaneous destruction. For example, if all the buildings insured by one insurer being in an area subject to flood and a flood occurs, the loss to the insurance underwriter may be catastrophic.

The possible loss must be accidental in nature, and beyond the control of the insured. If the insured could _____ the loss, the element of randomness and predictability would be destroyed.

There must be some way to determine whether a loss has occurred, and how great a one. This is why insurance contracts _____ very definitely what events must take place, what constitutes loss, and how it is to be measured.

to avoid, to be (4), to sell, to predict, to make (2), to specify, to burn down, to cover, to expect, to pay, to be predicted, to cause

Exercise 7. Comment on the following:

“Business is like riding a bicycle – either you keep moving or you fall down” (Anonymous).

Exercise 8. Agree or disagree with the following statements.

1. The purchase of life insurance is an important source of personal and family security for most Canadians.
2. Life insurance is simply a means of sharing a financial risk among a large number of people.

3. All life insurance can be purchased on an individual or a group basis, and two basic types are available – term and whole life.
4. Term insurance provides temporary coverage and pays benefits only if you die within a certain period of time.
5. Whole life coverage pays benefits when you die or when you surrender the insurance for its cash value.
6. Whatever the type of policy you buy, there are a number of extra-cost options that you can build into your basic coverage.
7. As in the case of life insurance, people buy health and income insurance to help pay for hospital and medical care.
8. Private plans are available to cover additional costs not covered by provincial plans.
9. Unemployment insurance is an income insurance plan provided by the federal government to protect workers against loss of income.
10. Medical insurance covers the cost of the doctor's services.

Exercise 9. Say what you have learned about:

1. insurance as a protection against loss;
2. the basic of life insurance;
3. the importance of health insurance;
4. classes of life insurance;
5. main types of insurance.

Exercise 10. Give a free translation of the following text.

В Україні періодом створення страхового ринку вважають початок 90-х років. Саме тоді виникли перші приватні страхові компанії, які поклали край тотальній монополії Держстраху. У травні 1993 року був виданий Декрет Кабінету Міністрів України "Про страхування", який поклав початок створенню цивілізованої системи страхування в державі. Відповідно до Декрету було введено ліцензування страхової діяльності, систему звітності страховиків і методи державного регулювання страхового ринку. Було створено Державний комітет у справах нагляду за страховою діяльністю з наданням йому відповідних функцій і повноважень.

Закон України "Про страхування" захищає вітчизняного страховика, обмежуючи частку іноземних юридичних осіб та громадян у статутному фонді страхових спільних компаній до 49% та піднімаючи планку статутного фонду для спільного підприємства до 500 тисяч ЕКЮ.

Фактично на ринку України діють два види страхових компаній:

а) кептивні — створені міністерствами, відомствами, потужними фінансово-промисловими союзами для обслуговування ризиків своїх підприємств;

б) створені на приватному капіталі, що функціонують на

конкурентній основі.

За масштабами своєї роботи, обсягом відповідальності недержавні страхові компанії важко порівняні з організаціями колишнього Держстраху, економічна база яких формувалась впродовж 70 років, завдяки чому їх представництва було створено практично в усіх населених пунктах України.

Exercise 11. Write an essay on one of the following topics.

1. Life insurance is an important source of personal security. Prove it.
2. Different types of insurance in our country.
3. Insurance companies must maintain a good public image. Prove it.

Exercise 12. Read the following text and discuss it.

Assume that you are one of a hundred people who are members of a neighbourhood recreation centre. During the weekend, there is a serious fire in the centre that results in \$30 000 worth of damages to the building and its contents. If this were your own private centre, the loss would be yours entirely. However, if all 100 members had earlier agreed to share the cost of any possible damages equally, all of you would have to contribute only \$300 each to cover the fire losses. The loss suffered by each individual is therefore much less.

When people pool their money or resources in this way, they share an economic risk. Naturally, this sharing does not eliminate the risk, but it does spread the loss over a large number of people, because only a few of them will suffer a loss at the same time. Insurance is a means of sharing that economic risk.

Someone has to receive the money that is pooled and to make sure that the money is used to pay for genuine losses only. This service is provided by insurance companies; the different plans they provide allow large groups of people to share various economic risks.

Car, home, life, and health insurance are the four main types that are available. When people purchase any type of insurance, they are contributing a sum of money (a premium) on a regular basis to a fund that will pay them if they suffer a loss in the future. The insurance company pools together all of the premiums its policyholders pay. Your parents, for instance, pay money to insure their car against theft or damage from an accident. If no theft or damage occurs, your parents do not get their money back. However, some of the money is used to pay the individual claims of other insured people who have had an accident. Thus, payments from the fund or pool are made only to those who actually suffer loss or damage.

For example, consider the case of David Phippen's sailboat, which was completely destroyed when fire gutted the building in which his and other boats

were stored during the winter. Without insurance, Phippen would have had to pay the complete cost of a replacement sailboat himself. With insurance, he — and other boat owners who purchased property insurance — received payment to cover this loss from the common fund of the insurance plan. If each of 400 sailboat owners had paid \$100 for insurance, there would be \$40 000 in a central fund to cover any possible losses. The \$3000 necessary to replace Phippen's sailboat would be paid from this fund. The sharing of risk by spreading possible future losses over a large number of people is the main purpose of buying insurance.

Main Types of Losses

The most serious loss is the death or inability to work of the main wage earner in the family. In addition to this economic loss, the family undergoes an emotional loss too.

Losses also occur to the property of families or individuals. These losses can be permanent — the total destruction of a home or car by fire, flood, or explosion. Less severe is loss caused by property damage. Whatever the loss, you and your family should consider what is most important to you and determine what insurance protection is needed.

Each year millions of Canadians purchase some type of insurance. Two parties are involved in the purchase of insurance. A person or a business, the insured, purchases protection against risk of a loss from an insurance company, the insurer. If the company has a representative acting on its behalf, this person is called an “agent” or “broker”.

When insurance is purchased, an insurance policy is prepared. This detailed policy is a legal contract between the insured policyholder and the insurer. It describes the kind of risks covered and not covered by the policy, the conditions of the contract, and the term or period of time over which the insurance protection is to be in effect. Any conditions that could lead to the cancellation of the insurance are also included.

For the protection offered by the insurance company, the insured pays money on a regular basis — usually once a month or once a year. This payment is the premium. All premiums are pooled, and this money, together with investment earnings on the money held before paying out the claim, is available to pay for any losses suffered by an insured individual. A request for payment for loss by an insured person is a claim.

There are many different kinds of insurance plans that a person might consider buying. Car insurance is the biggest single type of general insurance sold in Canada today. Home and property insurance is increasing in importance because more and more families want protection against possible losses from fire, storms, and theft. Nearly all families also have some form of health

insurance because of high medical and hospital costs. Finally, many families have some type of life insurance on one or more members of the family.

Insurance companies sell protection against almost any type of loss that you can imagine. Musicians insure their voices; fashion models insure their faces and hands. Because these items represent unusual potential losses not shared by many other people, the cost of such insurance plans is very expensive for the insured.

The Canadian life insurance industry is made up of some 160 companies, which provide a variety of services to almost 14 million policy-holders. Because of the number and different sizes of insurance organizations, a variety of career opportunities is available.

An insurance agent or broker is probably the person with whom you are most likely to come in contact. The agent is the person who represents the insurance industry in its daily contact with policyholders. But insurance companies require managers, general office workers, and claims officers. A claims officer is responsible for the approval and payment of benefits from policies. Many clerical employees — file clerks, Secretaries, and receptionists — are also needed.

With accounting procedures becoming more technological, experts in the accounting and computer field are necessary. Insurance companies are major users of computer services in Canada. Computer operators, programmers, and systems analysts are all vital to the computer section of an insurance company. A computer programmer is the connection between the systems analyst, the person who applies the computer to a problem, and the computer operator, the person who operates the programmed problems through the computer.

Insurance companies also must maintain a good public image, so people are required to work in advertising and public relations departments. Artists are needed to design information booklets for consumers, company guides, and newsletters. Marketing specialists try to determine people's needs so that products and policies are available to meet these needs.

Specialists called actuaries are essential; they prepare data on which insurance premiums are based. The actuary measures insurance risks and then calculates how much people will have to pay in premiums for their insurance coverage. For people interested in law, there are positions in the legal department. Every insurance policy is a legal contract and must meet the conditions of federal and provincial laws.

UNIT 19. ECONOMIC SOCIETY

Key words and phrases

Economics	економіка як наука, навчальний предмет
Economy	господарство, економіка держави
Economic society	економічне суспільство
Market economy	ринкова економіка
Command economy	командна економіка
Mixed economy	змішана економіка
Black economy	«тіньова» економіка
Argue	сперечатись, суперечити
Carry out	виконувати, здійснювати
Distribution	розподіл
Division	поділ, розподіл
Exist	існувати
Process of trial and error	метод / шлях спроб та помилок
Share	доля, акція
To share on	розподіляти

Read the text

To an economist, **economic society** presents itself as a mechanism for survival – a means whereby people are able to carry out the tasks of production and distribution.

In fact, in spite of the appearance of great varieties of economic systems it is possible to group these different economic structures into four broad categories. These basic types of economic organisation are usually described as Traditional economies, Market economies, Command economies and Mixed economies, and also Black economics.

Traditional economies

The oldest and until fairly recent times by far the most common way of solving economic problem was that of tradition. In traditional societies, people use methods of production and distribution that were devised in the distant past and which have become the accepted ways of doing things by a long process of trial and error.

In these societies we find that the division of land among the families in the village or tribe, the methods and times of planting and harvesting, the selection of crops, and the way in which the produce is distributed among the different groups are all based upon tradition. Year by year, little is changed; indeed a change in working procedures may well be regarded as an affront to memory of one's ancestors or as an offence against the gods.

The basic economic problems do not arise as problems to be discussed and argued about. They have all been decided long ago. One follows the path

that one was born to follow; a son follows in the footsteps of his father and uses the same skills and tools. A caste system provides a good example of the rigidity of a traditional society. The production problems (i. e. What? and How?) are solved by using land as it has always been used and the worker carrying out the traditional skills according to his or her fixed place in social structure. The distribution problem (i. e. For Whom?) is solved in a similar manner. There will be time-honoured methods of sharing out the produce of the harvest and hunt. The elders, the heads of families, the women and the children will receive shares according to ancient custom.

Traditional solutions to the economic problems of production and distribution are encountered in primitive agricultural and pastoral communities. But, even in advanced countries, tradition still plays some part in determining how the economy works.

The definitions of different kinds of economy

Economy is the system by which a country's wealth is produced and used:

- ◆ command economy – an economic system in which production levels are controlled by a central authority;
- ◆ market economy – a system of producing wealth based on the free operation of business and trade without government control;
- ◆ mixed economy – the operation of a country's money supply, industry, and trade by a mixture of the governmental principles and the principles of private entrepreneurs;
- ◆ black economy – business activity that is carried on unofficially, especially in order to avoid taxation /

Exercise 1. Answer the following questions.

1. What does economic society present itself to an economist?
2. What broad categories can different economic systems be grouped into?
3. What methods of production and distribution do people in traditional societies use?
4. What example does a caste system provide?
5. How are the production problems (What? And How?) solved in traditional societies?
6. What part does tradition play in advanced countries? Give examples.

Exercise 2. Give the Ukrainian versions for:

receive, fixed, different, broad, common, fairly, selection, error, choice, constant, mistake, rather, basic, produce, wide, get, general, make, various, different, rigidity, broad, old, distant, long, receive, advanced, true, ancient, narrow, same, near, backward, false, lose, modern, young, short, flexibility.

Exercise 3. Give the English versions for:

механізм виживання, завдання виробництва та розподілу, найбільш поширений шлях / спосіб вирішення економічних проблем, у далекому минулому, основні економічні проблеми, у той же спосіб, згідно з стародавнім звичаєм, в передових країнах, однакова оплата праці жінок, командна економіка, ринкова економіка, економічна система, економічний ріст.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

economic -
economics -
economist -
national economy -
economic system -
economically -
economic advantage -
national welfare -
production problems -
economic organizations -

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about economic society.

1. societies / were / the past / use / of / that / in / people / in / methods / devised / traditional / production / distant.
2. the same / and / he / tools / uses / skills.
3. traditional / provides / a example / a system / good / of / a society / caste / of / the rigidity.
4. the problem / in / distribution / a manner / is / similar / solved.
5. basic / are / to / some / societies / problems / common / all / economic.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

A specialized field of economics called _____ investigates how industries are organized, how they work, and how their organization affects how they work. _____ who study industrial organization concentrate on three main areas:

- _____, which describes the way in which individual businesses together form an industry. It includes such factors as the _____, their sizes,

and how difficult it is for new firms to enter the industry.

An important characteristic of industrial structure is called _____ – that is, the proportion of an industry’s total output supplied by a few firms.

- _____ refers to how businesses act in relation to one another and in response to economic conditions. It includes such factors as what prices companies charge, what advertising and other sales promotion they do, and how much each business spends in order _____.

- _____ refers to the results of industry behaviour and structure. It refers to how well _____ in producing high-quality products, setting low prices, and providing employment. The performance of all industries together determines the performance of a _____.

to develop new products, structure, performance, concentration, industrial organization, number of firms in an industry, nation’s economy, economists, behaviour, an industry meets the needs of a society.

Exercise 7. Comment on the following:

“The best entrepreneurs are risk avoiders. They identify the risk, and then they take actions to minimize the effects of it.” (Paul Hawken)

Exercise 8. Agree or disagree with the following statements.

1. Investors watch the rate of economic growth closely.
2. That car burns so much gasoline that it is not economical.
3. Economics is at the center of most governmental concerns.
4. In the long run it is an economy to buy good quality goods.
5. Despite the efforts of the government, the black economy continues to grow.
6. The government should stop making candle-end economies which only annoy the public.
7. Traditional solutions of the economic problems are important in our country now.
8. We live in the conditions of Market economy
9. We have economic crisis now.
10. The black economy is an economic system in which production levels are controlled by a central authority.

Exercise 9. Say what you have learned about:

1. peculiarities of economic society;
2. basic types of economic systems;
3. traditional solutions of economic problems;
4. economics as a term;

5. the principles of economic development.

Exercise 10. Give a free translation of the following text

Економічний розвиток – процес функціонування та еволюції економічної системи в довготерміновому періоді, що відбувається під впливом економічних суперечностей, потреб та інтересів. Він характеризується зміною ринкової і виробничої кон'юнктури за тривалий період часу, впродовж якого значну роль відіграють інвестиційні, інноваційні, технічні й технологічні чинники розвитку економіки, а також фактори економічної власності та господарського механізму.

У процесі економічного розвитку економічна система суспільства переходить від однієї стадії чи етапу до іншої (наприклад, від нижчої стадії капіталізму до вищої), або від одного стану (наприклад, до індустріального чи аграрного) до іншого (індустріального).

Основними чинниками економічного розвитку є технічні, технологічні, екологічні, економічні, трудові, соціальні, політичні, духовні, географічні, демографічні, соціально-економічні, правові, інформаційні, інтелектуальні та ін. Їх називають ще інгредієнтами суспільної системи, які посилюють чи послаблюють економічний розвиток суспільства.

Exercise 11. Write an essay on one of the following topics.

1. Ideal National Economy for Ukraine.
2. Strong and weak points of each kind of economy.
3. Searching of the ways out from the economic crisis in Ukraine.

Exercise 12. Read the following text and discuss it.

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

1. Which goods shall be produced and in what quantities? This problem concerns the composition of total output. The community must decide which goods it is going to produce and hence which goods it is not going to produce. Having decided the range of goods to be produced, the community must then decide how much of each good should be produced. In reality the choices before a community are rarely of “all or nothing” variety. They usually take the form: more of one thing and less of another. The first and major function of any economic system is to determine in some way the actual quantities and varieties of goods and services which will best meet the wants of its citizens.

2. How should the various goods and services be produced? Most goods can be produced by a variety of methods. Wheat can be grown by making use of

much labour and little capital, or by using vast amounts of capital and very little labour. Electrical appliances can be made by using large and complex machines operated by relatively few senior unskilled workers. Alternatively they might be produced in hosts of small workshops by highly skilled technicians using relatively little machinery. Different methods of production can be distinguished from one another by the differences in the quantities of resources used in producing them. Economists use the term capital-intensive to describe the alternative methods just outlined. The total output of the community depends not only on the total supply of resources available but on the ways in which these resources are combined together. A community must make decisions on the methods of production to be adopted.

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

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

UNIT 20. MANAGEMENT. INTERNATIONAL MANAGEMENT

Key words and phrases

To foster	сприяти, заохочувати
Challenge	складне завдання
To assess	оцінювати
Regulations	правила
To guide	керувати, спрямовувати
To prevent	запобігати, заважати
Ethnocentric management	етноцентричний менеджмент
Polycentric management	поліцентричний менеджмент
Geocentric management	геоцентричний менеджмент
Suitable	відповідний
To select	відбирати
A managerial approach	керівний підхід
Management	менеджмент, управління
Inferior (country)	країна, що має менше значення
The environment's current state	поточні дані умов, в яких компанія має працювати
The business attitudes of its government	відношення уряду до бізнесу в своїй країні

Read the following text

The economic independence of nations fosters the growth of multinational firms that conduct business on a global scale where markets are more important than political boundaries.

Managers operating in an international environment deal with a variety of unique challenges growing out of such factors as politics, economics, and cultures.

Each foreign country is different from all other countries where a firm might do business. So, when a company is first getting established in a foreign country it is the environment's current state that gets more attention. It has to learn local laws, customs, languages. It must learn to deal with foreign patterns of economic growth, investment, and inflation. The company must also concern itself with various aspects of international trade, such as the value of a country's currency relative to other currencies (the foreign – exchange rate) and its balance of payments, as well as the extent of controls on imports and exports, on foreign investors.

Firms that wish to expand into a foreign country must also assess its political stability; the business attitudes of its government, ruling party and opposition. Both a country's internal and foreign policies can influence the business environment.

A multinational company must adjust to a multinational legal environment, which includes laws and regulations dealing with taxes, tariffs, quotas, copyright laws.

A company's main resource is its people. Their attitudes guide its internationalization, or prevent it. There are three primary attitudes among the managers of international companies: ethnocentric, polycentric, and geocentric.

Ethnocentric managers see foreign countries and their people as inferior to those of the home country. These managers believe that the practices of the home country can be exported along with its goods and services.

A polycentric manager sees all countries as different and as hard to understand. Believing that a company's foreign offices are likely to understand their needs, such managers leave them alone.

Geocentric managers recognize similarities as well as differences among countries. Such managers attempt to draw on the most effective techniques and practices, wherever they originate.

Firms with foreign interests are likely to have managers with each of these perspectives. But it is considered that polycentric attitudes are the most suitable kind for managers of multinational companies, but they are also the hardest to learn and accept.

Operating in the international environment also affects the ways in which the basic management functions of planning, organizing, leading, and controlling are carried out.

There is currently much debate over selecting a managerial approach for a multinational enterprise. Probably no single method of managing works for all cultures; however, many arguments have asserted that the success of Japanese firms indicates the existence of a successful approach to managing that is effective between cultures.

Exercise 1. Answer the following questions.

1. What do managers operating in an international environment deal with?
2. What does a company operating in an international environment have to learn?
3. What must firms that wish to expand into a foreign country assess?
4. What does a multinational legal environment include?
5. What characterizes ethnocentric managers?
6. What is typical for a polycentric manager?
7. What do geocentric managers recognize?
8. What are the basic management functions?
9. Is there any single method of management for all cultures?
10. Which approach to management is considered to be effective between two cultures?

Exercise 2. Give the Ukrainian versions for:

political boundaries, unique challenges; to do business; attention; local laws; inflation; balance of payments; political stability; to adjust to; resource; to prevent; primary attitudes; inferior; the practices of the home country; hard to understand; needs; similarities; effective techniques; perspectives; suitable; to affect; debate; a successful approach.

Exercise 3. Give the English versions for:

міжнародний менеджмент, керівний підхід, етноцентричний менеджмент, поліцентричний менеджмент, геоцентричний менеджмент, економічний ріст, організація, планування, політична та економічна стабільність, міжнародна торгівля, звичаї, мова.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

boundary –
debate –
suitable –
inferior –
pattern –
attitude –
legal –
to guide –
to assess –
to prevent –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about management.

1. primary / companies / the managers / there are / among of / three / international / attitudes.

2. learn / operating / in / must / international / about / managers / an environment / effectively.

3. trade / the need / most / world / nations / to expand / recognize

4. and lends / to less / countries / the World Bank / the more / from / countries / borrows / at rates / developed / prosperous / favourable.

5. internal / is / a group / have / regional / no / a Common market / that / tariffs / of / countries.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

One of the most important assignments of a _____ is to coordinate all of the business functions. A management has several different _____, including planning, organizing, directing, and controlling.

Planning allows _____ to set short- and long-term goals for themselves as well as for the business. A short-term goal for managers could be to attend conferences that aid their _____. A long-term business goal could be to devise a plan to reduce by five percent the cost of _____ over the next three years.

Organizing is a management function that deals _____.

Directing is another management function that is mainly concerned with the _____. New and long-term employees benefit from on-the-job training that will prepare them for future promotions.

The last management function is that _____. This involves setting standards for the goods produced or the services offered to consumers. Managers _____ this control to ensure the quality of goods or services.

Managing people is not _____ – there are times when a manager must criticize the way in which an employee is doing a job.

training and professional development of employees, must maintain, producing goods, functions, personal professional growth, of controlling, with defining responsibilities, management team, managers, an easy job.

Exercise 7. Comment on the following:

“When you hire people that are smarter than you are, you prove that you are smarter than they are”. (Anonymous)

Exercise 8. Agree or disagree with the following statements.

1. The economic independence of nations fosters the growth of multinational firms.
2. When a company is first getting established in a foreign country it is the environment's current state that gets more attention.
3. The company must concern itself with various aspects of international trade.
4. A multinational company must adjust to a multinational legal environment.
5. The international manager must know the language, culture, laws, and customs of the host countries in which he or she operates.
6. Geocentric managers attempt to draw on the most effective techniques and practices, wherever they originate.

7. Operating in the international environment also affects the ways in which the basic management functions are carried out.

8. There is currently much debate over selecting a managerial approach for a multinational enterprise.

9. Management should never appoint a man who considers integrity more important than intelligence.

10. All international organizations depend on a number of factors, such as the size, scale of operations, line of business or manufacture, etc.

Exercise 9. Say what you have learned about:

1. running business with international companies;
2. management principles and functions which foreign business environment demands;
3. the peculiarities of ethnocentric, polycentric and geocentric management;
4. the management basic functions which are important in international business environment too;
5. a managerial approach for a multinational enterprise.

Exercise 10. Give a free translation of the following text.

Менеджмент – це наука про управління сучасним підприємством, установою, основним змістом якої є комплекс наукових принципів, методів стимулювання та організаційних важелів впливу на дії людей, використання різноманітних ресурсів з метою досягнення тактичних і стратегічних цілей організацій.

Поняття “менеджмент” як наука і практика формувалося в США. Однак питання сутності управління, його принципів і методів досліджувалося ще в античності. Давньогрецький філософ Платон стверджував, що діяльність з управління є важливим засобом забезпечення життя суспільства, а управління суспільством – особливий вид мистецтва, яке має здійснювати політик на основі правильного розуміння і застосування законів.

Значення системи управління економікою посилюється із зростанням масштабів суспільного виробництва, в усіх трьох формах (загальній, частковій та одиничній).

Основні види управління – організаційний, кадровий, виробничий, інвестиційний, інноваційний, фінансовий.

Управління як цілеспрямований і активний процес складається з таких відносно самостійних, логічно послідовних елементів:

- 1) збирання, систематизація та передача інформації;
- 2) вироблення і прийняття рішення;
- 3) перетворення рішення на різні форми команд (усна, письмова, наказ) та забезпечення їх виконання;

4) аналіз ефективності прийнятого рішення й можливе наступне його корегування.

Exercise 11. Write an essay on one of the following topics.

1. The problems of managers who organize seeking to enter the international arena.
2. Different attitudes of managerial challengers of operating in the international environment.
3. Top-level managers get paid mostly for thinking, not for doing.

Exercise 12. Read the following text and discuss it.

Different scholars offer different sets of principles of management. The most famous are the following fourteen. But the main principle should be read as follows: “there is nothing rigid or absolute in management affairs, it is all a question of proportion.” Accordingly if you view the following list of these principles as a set of important topics and sometimes applicable guidelines for managers, you will be keeping close to the spirit in which they were originally suggested.

1. **Division of work.** Within limits, reduction in the number of tasks a worker performs or the number of responsibilities a manager has can increase skill and performance.

2. **Authority.** Authority is the right to give orders and enforce them with reward or penalty. Responsibility is accountability for results. The two should be balanced, neither exceeding nor being less than the other.

3. **Discipline.** Discipline is the condition of compliance and commitment that results from the network of stated or implied understandings between employees and managers. Discipline is mostly a result of the ability of leadership. It depends upon good supervisors at all levels making and keeping clear and fair agreements concerning work.

4. **Unity of command.** Each employee should receive orders from one superior only.

5. **Unity of direction.** One manager and one plan for each group of activities having the same objective is necessary to coordinate, unify, and focus action.

6. **Subordination of individual interests to general interest.** Ignorance, ambition, selfishness, laziness, weakness, and all human passion tend to cause self-serving instead of organization-serving behavior on the job. Managers need to find ways to reconcile these interests by setting a good example and supervising firmly and fairly.

7. **Remuneration of personnel.** Various methods of payment may be suitable, but amounts should reflect economic conditions and be administered to reward well-directed effort.

8. **Centralization.** Like other organisms, organizations need direction and coordination from a central nervous system. But how much centralization or decentralization is appropriate depends upon the situation. The degree of centralization that makes best use of the abilities of employees is the goal.

9. **Scalar chain** (line of authority). The scalar chain is the chain of command ranging from the top executive to the lowest ranks. Adhering to the chain of command helps implement unity of direction, but sometimes the chain is too long, and better communications and better decisions can result from two or more department heads solving problems directly rather than referring them up the chain until a common superior is reached.

10. **Order.** Both equipment and people must be well chosen, well placed, and well organized for a smooth-running organization.

11. **Equity.** Kindliness and justice will encourage employees to work well and be loyal.

12. **Stability of tenure of personnel.** Changes in employee assignments will be necessary, but if they occur too frequently they can damage morale and efficiency.

13. **Initiative.** Thinking through a plan and carrying it out successfully can be deeply satisfying. Managers should set aside personal vanity and encourage employees to do this as much as possible.

14. **Esprit de corps.** Build teamwork.

UNIT 21. WHAT IS A MANAGER

Key words and phrases

Manager	менеджер, керівник
Sales manager	менеджер з питань торгівлі
To head	очолювати
Board	рада, правління
Board of directors	рада директорів
To appoint	призначати
To be in charge of smth.	завідувати, відповідати за щось
To run the company	керувати компанією
To assist	допомагати
Deputy	заступник
Deputy director	заступник директора
Deputy minister	заступник міністра
To be subject to smth.	потрапляти під дію, під вплив чого-небудь
Restriction	обмеження
To be responsible to smb. for smth.	бути відповідальним перед ким-небудь за що-небудь
Sale / sales	продаж / продажі
Marketing manager	менеджер з питань маркетингу
Personnel	персонал
Business card (card, visiting card)	візитна картка
Managing director	директор-розпорядник
Finance	фінанси
Financier	фінансист

Read the following text

As a rule a private company has only one director.

A public company must have at least two directors. Usually there is no upper limit on the number of directors a public company may have. The company's note-paper must list either all or none of the names of its directors.

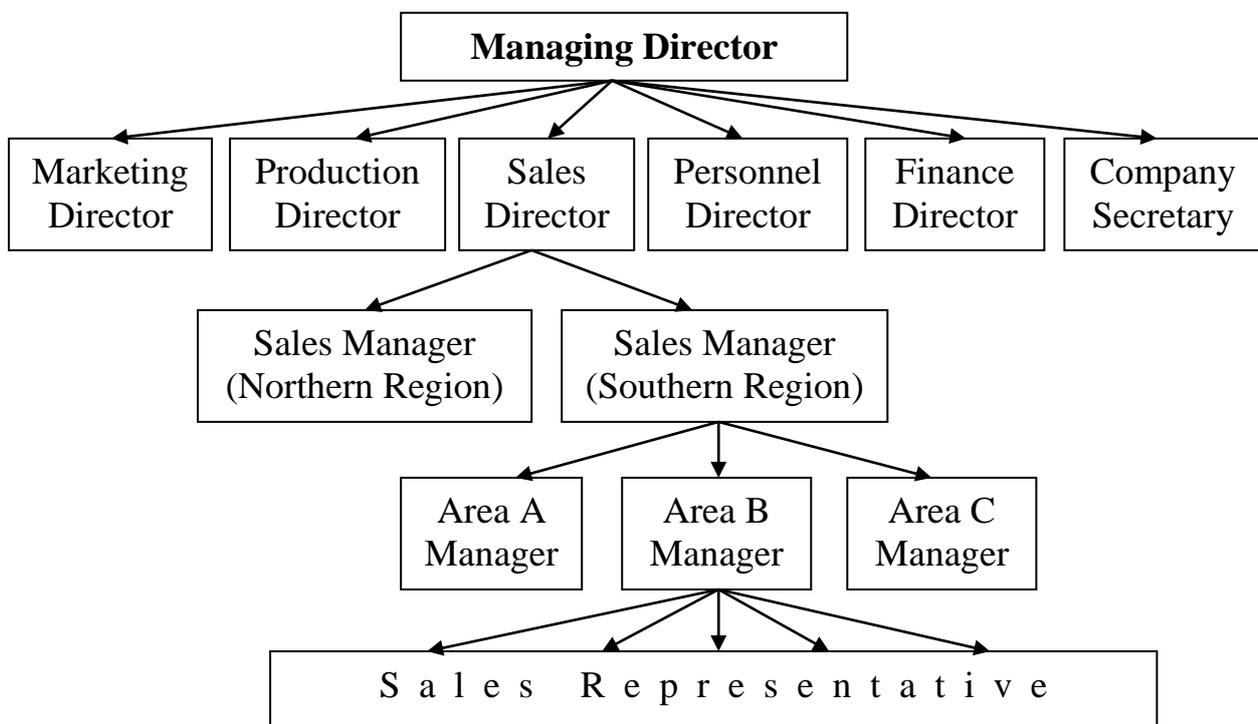
A limited liability company or a corporation is headed by the board of directors elected by shareholders. The directors appoint one of their number to the position of managing director to be in charge of the day-to-day running of the company. In large organizations the managing director is often assisted by a general manager. Some companies also have assistant general managers. Many directors have deputies who are named deputy directors.

Directors need not be shareholders. They are responsible for the management of a company's affairs. They are not subject to any residence or nationality restrictions.

Big companies have many managers heading departments. They are all responsible to the managing director. Among various departmental managers (directors) the following can be mentioned:

- sales manager
- personnel manager
- chief manager
- district manager
- sales and marketing manager
- industrial engineering manager
- etc.

Here is an organization chart for a typical manufacturing company:



Exercise 1. Answer the following questions.

1. How many directors can a private company have? And what about a public company?
2. Who heads a limited liability company?
3. How is a managing director appointed? What are his duties?
4. What is the status of a director?
5. What managers do many companies have?
6. Whose business cards were quoted? What information did they give?

Exercise 2. Give the Ukrainian versions for:

shareholders, private company, board of directors, manager, visiting card, management, deputy director, managing director, public company, district manager, executive manager, marketing manager, chief manager.

Exercise 3. Give the English versions for:

менеджер, представник, менеджер з продажу (зі збуту), фінансовий представник, менеджер для роботи з персоналом, рада директорів, заступник директора, персонал, обмеження, покупець (клієнт), директор (керівник).

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need)

company's note-paper –
limited liability company –
residence restrictions –
nationality restrictions –
sales manager –
personnel manager –
deputy director –
assistant general manager –
general director –
business card –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about "Directors and Managers".

- 1) different / and "president" / "director" / terms / for / including / are used / "manager" / a number of / "administrator".
- 2) the term / when / the system / for making / refers to / within / used / and carrying out / "management" / those people / decisions / collectively / who are responsible.
- 3) manager / a person / supervises / an individual / directly / people / who / is / in an organization.
- 4) decisions / a manager / almost / involves / everything / does.
- 5) and risk / there is / some / in decision-making / uncertainty / always.

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

There are two _____: company secretaries and private secretaries of executives.

Every company, both in Great Britain and the United States, is required, under the law, to have a _____.

In the case of private companies the directors are free to appoint any _____ for this position.

But in the case of public companies the company secretary must be a _____, a member of a recognized institute or association. He or she may be one of the _____. But if the company has only one director, the director cannot also be the secretary.

The company secretary is the _____ of the company. He or she _____ normally _____ for the company, to comply with company law.

As to private secretaries of executives they are practically _____. A secretary answers telephone calls, receives messages and makes telephone calls on the instruction of her boss.

A secretary also _____ in organization of meetings and conferences, entertainments of visiting customers, suppliers and other associates of the firm.

directors of the company, company secretary, is responsible, properly qualified person, types of secretaries, personal assistants of executives, suitable person, chief administrative officer, helps

Exercise 7. Comment on the following:

“Selective morality is not morality!” (Thomas Sowell)

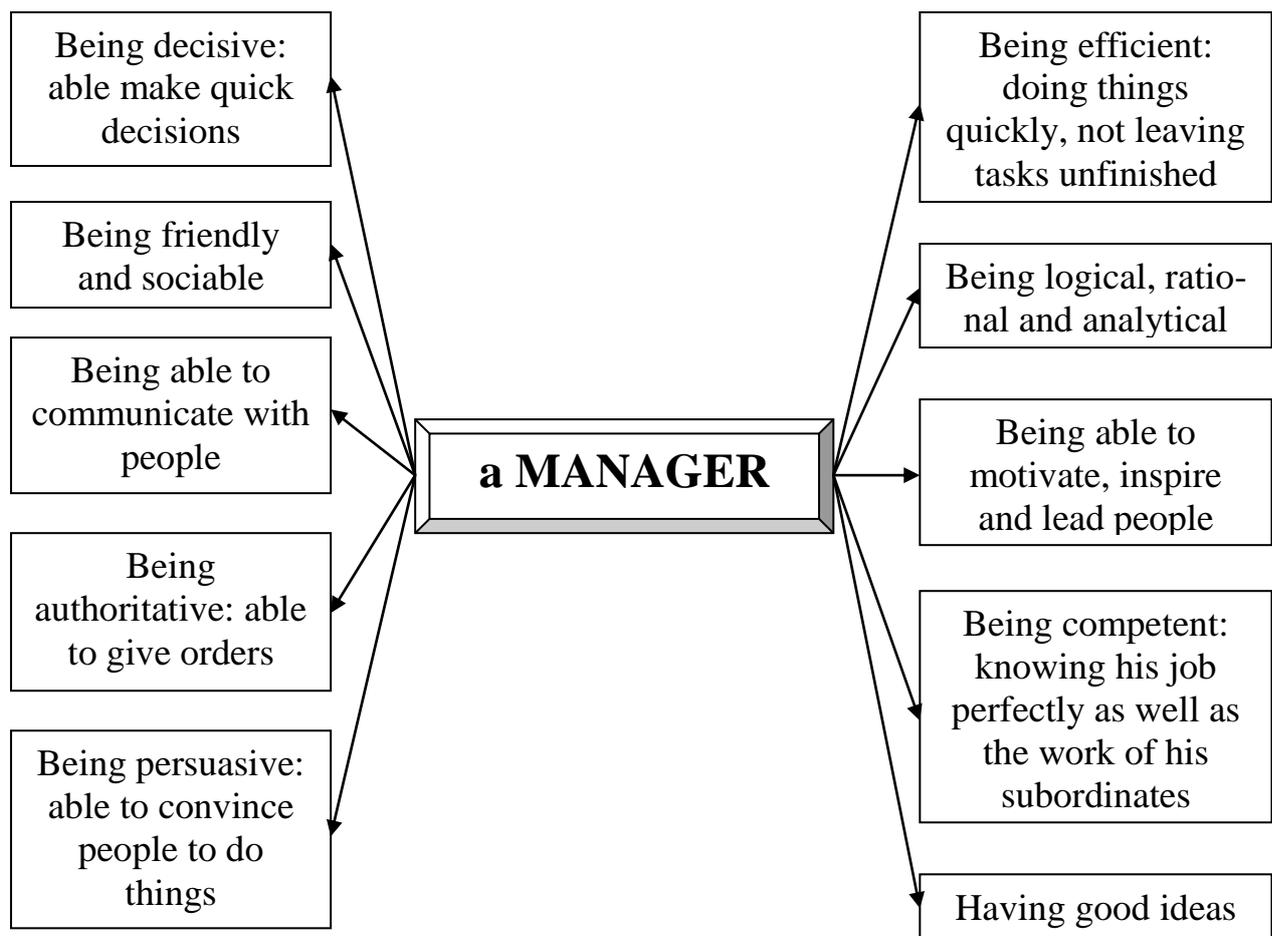
Exercise 8. Give a free translation of the following text.

Для ефективного управління людьми сучасний менеджер повинен володіти знаннями теорії менеджменту і мати здібності до цього виду трудової діяльності.

У практичній діяльності менеджера здібності до керівної роботи проявляються в умінні навчати і розвивати підлеглих, здатності розбиратися в людях і формувати ефективні робочі групи та спрямовувати їх діяльність.

У процесі своєї повсякденної діяльності менеджер приймає величезну кількість різноманітних рішень. Якість цих рішень у великій мірі залежить від особистості менеджера. Менеджер повинен мати також здібності управляти іншими: чітко ставити завдання, контролювати підлеглих та допомагати їм, добиватися практичних результатів.

Exercise 9. Have a look at the chart and agree or disagree with some qualities making a good manager.



Exercise 10. Say what you have learned about:

- a) different words which mean “manager”;
- b) the role of a personnel manager in a company;
- c) the main responsibilities of general managers;
- d) characteristic features common to all managers;
- e) the job of a manager.

Exercise 11. Write an essay on one of the following topics.

- 1) How to be a perfect manager.
- 2) Planning, organizing, staffing, directing, controlling ... Write about these main functions of manager’s work.
- 3) In decision-making there is always some uncertainty and risk. Your personal attitude to them.

Exercise 12. Read the following text and discuss it.

EMOTIONAL RESILIENCE must be developed by all those who rise to senior levels, to enable them to take difficult decisions and feel comfortable in any situation.

This is the view of Harriet Karsh, a psychologist and personal-development consultant.

Karsh, who spoke at the recent Women in Management conference, says of her Heart of Leadership programme: “I help people to deal with difficult situations where they have to do things that go against their own code of values.

“I help people to understand their values, how they want the world to be and how they want to be in that world, and compare that with their business approach, to find an integrity between what they believe in and what they do. Leaders who lack integration between a thought and deed lose the confidence of colleagues and subordinates.

If you understand what is happening inside you, physically, mentally, emotionally and spiritually, you are facing a dilemma that needs some resolution.

Those who ignore it find it comes out in different ways – illness or breakdown. I help them to check their choices against their values and see the consequences for the business and themselves. You might find a better way of doing what you must do, or you must find the courage to go against it.

“We support people when they work through choices. We help them to take responsibility for decisions they make and for the outcomes of their actions.”

“People in leadership roles begin to understand better what they need to do to live up to their highest aspirations.”

Susan Young, managing director of a big company, first worked with Karsh two-and-a-half years ago. “I’d just been recruited and wanted to strengthen my team of directors. Harriet helped us to understand what strengths each of us contributed and think about areas where there might be conflict. It encouraged us to rely on one another. She also helped me to recruit a very strong management team.”

“We’re also changing the culture of job so that people solve problems on their own and constantly seek to improve the way they do things, rather than just follow a set of procedures.”

“Harriet has enabled us to build strong relationships required when you are making major changes because there are lots of fears and difficulties associated with them. If you feel you have a strong team you can rely on, it gives you the courage to face things that are at the limits of your skills.”

“We recognize the value of the individual, but also understand that we are a team with complementary skills,” says Young.

Phil Besley, a management consultant, did the Heart of Leadership course two-and-a-half years ago. He now works with organizations on team and personal development.

“The workshop helped me to understand how open I am to others’ views and how ready I am to confront some of my own fears,” says Besley.

“I learnt the value of how we relate to ourselves and others, rather than tasks and achievements. If I know what my strengths are, how I feel and what’s important to me, I can begin to form some values about life, and that lets me relate more effectively to others.”

“I learnt to understand what is right for me.”

“Many people in my work have no understanding of themselves, so they are frightened and fragile; they have no sense of real purpose or value in what they do. They tend to do the least uncomfortable thing rather than the most honest thing.”

“It requires a deep understanding within leaders to admit that they’re as confused and sometimes as frightened and lost as everyone else,” says Besley.

“In the personal-development work I do for organizations, I ask people to say what they think and feel, so that they begin to create for themselves a climate where they can give each other support and feed-back. I try to develop a real connection between people, from the boss to the most junior person, so all can feel that they have a right to be heard.”

UNIT 22. LEADERSHIP AND MOTIVATION

Key words and phrases

Motivation	мотивація
Leadership	лідерство
To satisfy	задовольняти
Need	потреба
To supervise	наглядати, керувати
Desire	бажання
To require	вимагати
Promotion	підвищення по службі
Award	нагорода
Human potential	людський потенціал
Needs ladder	«сходинки» потреб
Career	кар'єра
Retirement	вихід на пенсію
Honours	нагороди
Achievements, accomplishments	досягнення

Read the following text

Leadership is the process of influencing people to direct their efforts toward the achievement of particular goal(s). What makes a leader effective? Some people believe the answer rests in leadership characteristics such as drive, originality, and the tolerance of stress. The greatest problem with this trait theory approach, however, is that it does not take the situation into account. A leadership style that is effective in one situation may not be effective in another.

In an effort to address the situational nature of leadership, many people have turned to personal characteristics. Some of the most commonly cited personal characteristics of leaders include superior intelligence, emotional maturity, motivation drive, problem-solving skills, managerial skills, and leadership skills. The degree and importance of each is situationally determined. For example, some situations require the leader to rely heavily on human skills, but others demand conceptual skills.

In order to lead personnel effectively, it is also necessary to form some opinions about them. Some managers are adherents of the Theory X philosophy, which holds that people are basically lazy and that in order to get them to work, it is often necessary to use coercion and threats of punishment. Other managers support Theory Y, which holds that people are interested in both lower-level and upper-level need satisfaction have untapped potential, and, if given the right rewards, exercise self-direction and self-control in attaining organizational objectives.

Leadership styles also vary. Some situations require authoritarian leadership behavior, but others call for a paternalistic leader; some are best handled with a

participative leadership style, and others require a laissez-faire manager. Each of the four styles can be described in terms of two dimensions: concern for work and concern for people. Every leader exercises some degree of each, and since they are independent dimensions, the individual can be high in one without having to be low in the other. The person can be high in both or, for that matter, low in both.

Today, we are in a contingency phase of leadership study. The best known contingency model is that of Fred Fiedler, who has found that task-centered leaders do best in very favorable or very unfavorable situations and relationship-oriented leaders are most effective in situations that are moderately favorable or moderately unfavorable. He recommends matching the leader to the situation rather than trying to change the individual's personality to fit the job.

The managerial grid approach is well liked by practicing managers. It is useful in helping participants to understand the basic styles of leadership and to close the gap between current and desired leadership styles.

Exercise 1. Answer the following questions

1. What is a leadership?
2. What makes a leader effective?
3. What are the differences between the Theory X and Theory Y philosophies?
4. What is the model of Fred Fiedler?
5. What is more important: concern for work or concern for people?

Exercise 2. Give the Ukrainian versions for:

leadership, influencing people, to direct particular goal(s), to lead personnel effectively, superior intelligence, emotional maturity, motivation drive, problem-solving skills, managerial skills, leadership skills

Exercise 3. Give the English versions for:

мотивація, лідерство, задовольняти, робота, потреба, наглядати, керувати, бажання, вимагати підвищення по службі, нагорода, людський потенціал, кар'єра.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need)

motivation –
leadership –
needs –

- demands –
- promotion –
- award –
- human potential –
- career –
- retirement –
- achievements –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about motivation and leadership.

1. Leadership / toward / a process / organizational / influencing / of / others / the achievement / of / is / goals.
2. Motivation / giving / a process / a strong reason / is / people / or / purpose / for action / of / in / a certain way.
3. Managers / certain / that / have / differentiate / traits / them / non-managers / from.
4. Different / can / ranging / / styles of leadership / which style / be used effectively, / is most effective / depends on/ the people / and / the situation, / from autocratic to laissez faire; /
5. A truly / has the ability / to use / most appropriate / to the situation / a managerial style / and / successful manager / the employee involved.

Exercise .6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Leadership _____ at all levels in an organization. It is likely, however, that the leadership qualities _____ by a supervisor or manager _____ the same as those required by the chief executive of a company. It is therefore difficult to define leadership satisfactorily.

A typical definition is that the leader _____ direction and influences others to achieve common goals. This is true in the case of supervisors and managers, but it is a good definition of the leader of organization. A chief executive must indeed _____ direction but he must do much more than that. He _____ to create a sense of excitement in the organization, and convince staff that he _____ where the business _____.

Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations.

to be, to require, not to be, to provide, to give, to have, to know, to be going

Exercise 7. Comment on the following.

Most powerful is he who has himself in his own power (Seneca)

Exercise 8. Agree or disagree with the following statements.

1. Employees work only to achieve the general goals of an organization.
2. Employee motivation is the reason an employee works a certain way on the job.
3. Motivation is a personal internal “force” that causes people to work to achieve organizational goals and by doing it to satisfy their personal needs.
4. The task of the manager is to create the possibilities for the employees to satisfy their needs to the full extent as a reward for their work and skills.
5. The motivating factors (recognition, achievement, responsibility, opportunity for advancement, and the job itself) relate to internal satisfaction and influence employees to improve their performance.
6. The immaterial factors (salary, company policies, working conditions) are separated from the job itself, they must be present to prevent job dissatisfaction.
7. Praise in public, criticize in private.
8. Good leaders tend to be flexible, able to identify with the goals and rules of followers, good communicators, sensitive to the needs of others.
9. Some situations require authoritarian leadership behavior, but others call for a paternalistic leader.
10. A leadership style that is effective in one situation may not be effective in another.

Exercise 9. Say what you have learned about:

1. motivation as a personal internal “force” that causes people to work;
2. leadership as a factor of influence on employees;
3. motivation and leadership, their dependence.

Exercise 10. Give a free translation of the following text.

Трудова мотивація – усвідомлене і цілеспрямоване спонукання працівника до праці через постійний вплив на його потреби, інтереси і цілі. Це поняття є складовою управління.

Основними видами мотивацій є матеріальна, моральна та адміністративна. Матеріальну мотивацію аналізують через систему оплати робочої сили, виплату премій, отримання частки доходу від підприємницької діяльності. Моральна мотивація у розвинених країнах, наприклад у США, реалізується в системі оцінювання заслуг, згідно з якою для кожного чинника, що оцінюється, складають шкалу оцінки

працівників у балах. Адміністративна мотивація спирається на дисципліну праці, на відповідальність працівника за виконання своїх обов'язків.

Exercise 11. Write an essay on one of the following topics.

1. What are the most leader-oriented phase of life? Why?
2. What is, from your point of view, the general relation between age and job motivation?
3. Which of the following would motivate you to work harder (higher salary, good team, job security, long holidays, interesting & creative work, promotion opportunities, strong boss ...). Choose your top five and rank them in order of priority.

Exercise 12. Read the following text and discuss it.

MANAGEMENT AND LEADERSHIP

A manager is a person who is able to get things done through others. How he or she accomplishes goals depends on a situation. There is no such thing as leadership traits that are effective in all situations, nor are the leadership styles that always work best. Leadership depends on followership, and followership depends on the traits and circumstances of the follower. In general, though, one could say that good leaders tend to be flexible, able to identify with the goals and rules of followers, good communicators, sensitive to the needs of others, and decisive when the situation demands it.

But every manager has to remember the following rules of leadership so as to become an "effective executive".

THE 12 GOLDEN RULES OF LEADERSHIP

1. Set a good example. Your subordinates will take their cue from you. If your work habits are good, theirs are likely to be too.
2. Give your people a set of objectives and a sense of direction. Good people seldom like to work aimlessly from day to day. They want to know not only what they're doing but why.
3. Keep your people informed of new developments at the company and how they'll affect them. Let people know where they stand with you. Let your close assistants in on your plans at an early stage. Let people know as early as possible of any changes that'll affect them. Let them know of changes that won't affect them but about which they may be worrying.
4. Ask your people for advice. Let them know that they have a say in your decisions whenever possible. Make them feel a problem is their problem, too. Encourage individual thinking.
5. Let your people know that you support them. There's no greater morale killer, than a boss who resents a subordinate's ambition.
6. Don't give orders. Suggest, direct, and request.

7. Emphasize skills, not rules, judge results, not methods. Give a person a job to do and let him or her do it. Let an employee improve his or her own job methods.

8. Give credit where credit is due. Appreciation for a job well done is the most appreciated of "fringe benefits".

9. Praise in public. This is where it'll do the most good.

10. Criticize in private.

11. Criticize constructively. Concentrate on correction, not blame. Allow a person to retain his or her dignity. Suggest specific steps to prevent recurrence of the mistake. Forgive and encourage desired results.

12. Make it known that you welcome new ideas. No idea is too small for hearing or too wild for consideration. Make it easy for them to communicate their ideas to you. Follow through on their ideas.

THE 7 SINS OF LEADERSHIP

On the other hand, these items can cancel any constructive image you might try to establish.

1. Trying to be liked rather than respected. Don't accept favours from your subordinates. Don't do special favours trying to be liked. Don't be soft about discipline. Have a sense of humour. Don't give up.

2. Failing to ask subordinates for their advice and help.

3. Failing to develop a sense of responsibility in subordinates. Allow freedom of expression. Give each person a chance to learn his superior's job. When you give responsibility, give authority too. Hold subordinates accountable for results.

4. Emphasizing rules rather than skill.

5. Failing to keep criticism constructive. When something goes wrong, do you tend to assume who's at fault? Do you do your best to get all the facts first? Do you control your temper? Do you praise before you criticize? Do you listen to the other side of the story?

6. Not paying attention to employee gripes and complaints. Make it easy for them to come to you. Get rid of red tape. Explain the grievance machinery. Help a person voice his or her complaint.

Always grant a hearing. Practice patience. Ask a complainant what he or she wants you to do. Don't render a hasty or biased judgement. Get all the facts. Let the complainant know what your decision is. Double-check your results. Be concerned.

7. Failing to keep people informed. In fact, any one manager may use a variety of leadership styles depending on whom he is dealing with and the situation. A manager may be autocratic but friendly with a new trainee; democratic with an experienced employee who has many good ideas that can only be fostered by a manager who is a good listener and flexible; and laissez faire with a trusted, long-term supervisor who probably knows more about operations than the manager does. To summarize:

- In general, managers have certain traits such as judgement, liveliness, and sociability that differentiate them from non-managers, but those traits differ in different managerial situations.

- Different styles of leadership can be used effectively, ranging from autocratic to laissez faire; which style is most effective depends on the people and the situation,
- A truly successful manager has the ability to use a managerial style most appropriate to the situation and the employee involved.

UNIT 23. ACCOUNTING

Key words and phrases

Accurate information	точна, ретельна інформація
Up-to-date	сучасний, новітній
Financial record	фінансовий звіт
Accounting department	відділ бухгалтерії
To keep the record	вести звіт
Payroll	платіжна відомість
Salary	заробітна платня
Income tax	прибутковий податок
Expenses	витрати
To run the business	вести бізнес
Leftover	залишок
Profit	дохід
Balance sheet	балансовий звіт
Income statement	звіт про прибутки і збитки
To measure	визначити
Assets	активи
Liabilities	пасиви
Owner's equity	власний капітал
Bank loans	банківська позика

Read the following text

How often have you heard the statement that money does not grow on trees? That statement applies as much to businesses as it does to individuals and families. Businesses face financial decisions every day. To make the right decisions, they must have accurate and up-to-date information. Therefore, businesses usually hire qualified people to handle their financial records. Larger businesses set up their own finance or accounting departments.

Accounting is the process of systematically collecting, analyzing, and reporting financial information. The basic product that an accounting firm sells is information needed for the clients.

The accounting department is responsible for keeping accurate and up-to-date financial records. These records include details about the purchase of land, factories, and equipment, as well as a record of money spent to buy materials and supplies for production. In many cases, these items are purchased on credit, which requires the keeping of records of future payments that must be made. Payroll or salary records are very important, not only for the employees but also to provide a report of the amount of income tax that is payable to the government. The accounting department keeps accurate records on expenses

such as heat, water, supplies used, advertising, and wages paid to employees. Management uses these records to make decisions on production and operation methods that will keep costs and expenses down and production up.

The accounting department also prepares a budget for the business. A budget is an estimate of the sales, costs, expenses, and profits for the next one, two, and sometimes five years. This financial plan allows the business to make plans for future production.

Another important figure recorded by the accounting department is the amount of sales, because sales are the only way a business generates income. The business starts with this sales figure, pays all of its costs of production and expenses of running the business, and hopes it has some money left over. The leftover part is called "profit". The main goal of a business is to earn a profit. This requires the making of good decisions, which in turn requires good financial records. Many of the facts required to make these decisions are contained in the balance sheet and the income statement.

The balance sheet shows the financial worth of a business at a particular time. The income statement shows the profit over a period of time. The changes shown in successive balance sheets measure the growth or losses of the business.

Owners use financial statements to calculate the value of their businesses and to assist them in making investment decisions. Investors need to know the financial value of business if they are interested in investing in or buying the business. The government needs financial information to ensure that the proper taxes are paid, or to determine the payment of grants.

As a rule, the balance sheet consists of three major sections: assets, liabilities, and owner's equity. It should be said that these three sections are arranged differently from country to country. In the USA and many European countries, the assets appear on the left-hand side of the page and the liabilities on the right. In Britain these sections are arranged vertically.

Assets are items of value such as cash, accounts receivable, equipment, building, and land. **Liabilities** are the debts owed by the business such as accounts payable, bank loans, employee pensions. The **owner's equity** can be defined as the resources invested by the business. To put it differently, "owner's equity=assets+liabilities". It should be noted that the owner's equity section of the balance sheet will be different depending on whether the business is a sole proprietorship, a partnership, or a corporation. The owner's equity section of a corporation is called stockholders' equity and has two parts: contributed or paid-in capital and earned capital or retained earnings.

Exercise 1. Answer the following questions.

1. What records are kept by the accounting department?
2. What is the budget, and why is one prepared for?

3. What is the accounting department responsible for?
4. What is the profit?
5. What is the purpose of the balance sheet?
6. How many sections are there in the balance sheet?
7. What does the income statement tell the owner?
8. Explain the difference between assets and liabilities?
9. What is usually understood by the term “owner’s equity”?

Exercise 2. Give the Ukrainian versions for:

фінансові рішення, новітня інформація, наймати працівників, вести, постачання, платіжна відомість, потребувати, отримати дохід, звіт про прибутки і збитки, сприяти, пасиви, власний капітал.

Exercise 3. Give the English versions for:

right decision, to hire qualified people, records, income tax, leftover, to estimate, balance sheet, losses, assets, owner, to define, sole proprietorship, stockholder, items of value, bank loans.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- profit –
- accounting department –
- balance sheet –
- assets –
- liabilities –
- owner’s equity –
- financial record –
- company –
- shareholder –
- corporation –
- credit –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about accounting in the business world.

1. Statement/ business/ terms/ All/ financial/ show/ in/ the/ a/financial/.
2. Latter/ decision-making/ an/ accountant/ and/ to/ The/ helps/ acts/ the/ adviser/ in/ as/ management/ the/.Valuable/ country/ Accountants/ economic/ towards/ make/ growth/ promoting/ contribution/ a/ of/ a/.

3. Easier/ performance/ better/ its/ The/ future/ established/ predict/ a/ is/ to/ is/ firm/ the/ it/.

5. Usually/ business/ The/ today/ analysis/ stands/ shows/ current/ where/ of/ the/ position/.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

The balance sheet _____ to be invented in Britain in the 16th century. According to the historians of _____ the name of the inventor was Simon Steven of Bruges. He was a clerk in one of the firms. Once, when taking the totals of the _____ and liabilities out of the books he crossed them over and happened _____ them down with the assets on the _____ side and the liabilities on the left. Nobody quite knows why he did it. Probably, he _____ of it as if he were posting the Cash Book. What made matters worse was the British _____; not knowing its book-keeping, it passed an _____ which made this type of balance _____ the law of Great Britain. In contrast to many other countries where assets were listed on the left-hand side and the _____ on the right-hand side, in Great Britain the balance sheet was produced with sides reversed: assets on the right, liabilities on the left. Later on this _____ was changed into vertical one.

Act, accounting, arrangement, to believe, right-hand, liabilities, to think, assets, sheet, to write, Parliament.

Task 7. Comment on the following

The world is a chain, one link is another.

Task 8. Agree or disagree with the following statements.

1. In different countries of the world the main sections of the balance sheet are arranged in the same way.

2. Liabilities are items of value such as cash, accounts receivable, equipment, buildings and land.

3. Accountants record business transactions in books of accounts. They summarize, analyze and verify economic information to present only meaningful data to the management.

4. The income statement shows the financial position of the business at a particular time.

5. Assets are the debts owed by the business.

6. Business managers or owners need balance sheets and income statements to calculate the value of the businesses that they are operating.

7. Managers prepare a budget for the business and then pass it to the accounting department.

8. The accounting department must receive information from all departments in the business so that it can pay bills on time and prepare the financial statements.

9. The first step in setting up a financial plan is to estimate all the debts.

10. A book-keeper is known to record the repeated and uncomplicated transactions of business.

Exercise 9. Say what you have learned about:

1. the responsibilities of the accounting department;
2. the purpose of the balance sheet and income statement;
3. the structure of the balance sheet and how its main sections are arranged in different countries.
4. the history of the balance sheet invention;
5. the definition of the word "profit" and its significance for the business.

Exercise 10. Give a free translation:

Реформування бухгалтерського обліку в Україні почалося з ухвалення Верховною Радою України Закону "Про бухгалтерський облік та фінансову звітність в Україні" в 1999 р. З того часу розроблено та прийнято 31 національний стандарт бухгалтерського обліку.

Стратегічні напрямки розвитку бухгалтерського обліку в Україні передбачають- удосконалення державного регулювання у сфері бухгалтерського обліку і аудиту, адаптацію нормативно-правової бази до законодавства Європейського Союзу і міжнародних стандартів бухгалтерського обліку та фінансової звітності та ін.

У рамках реалізації одного зі стратегічних напрямків розвитку бухгалтерського обліку в Україні – а саме, адаптації законодавства з питань бухгалтерського обліку до законодавства Європейського Союзу - Міністерство фінансів у поточному році здійснило ряд заходів.

Загалом, робота щодо реформування бухгалтерського обліку в рамках адаптації законодавства України до законодавства Європейського Союзу підвищить рівень професійного співтовариства бухгалтерів, прискорить процес інтеграції економіки нашої держави в світову спільноту та сприятиме формуванню сприятливого інвестиційного клімату.

Для забезпечення ведення бухгалтерського обліку підприємство самостійно обирає форми його організації (розділ 8 п 4 Закону):

– введення до штату посади бухгалтера або створення бухгалтерської служби на чолі з головним бухгалтером;

– користування послугами спеціаліста з бухгалтерського обліку, зареєстрованого як підприємець, який здійснює підприємницьку діяльність без створення юридичної особи;

– ведення на договірних засадах бухгалтерського обліку централізованою бухгалтерією або аудиторською фірмою;

– самостійне ведення бухгалтерського обліку та складання звітності безпосередньо власником або керівником підприємства Ця форма організації бухгалтерського обліку не може застосовуватись на підприємствах, звітність яких повинна оприлюднюватись.

Відповідальність за організацію та контроль за веденням бухгалтерського обліку покладено на головного бухгалтера підприємства Відповідальність за бухгалтерський облік господарських операцій, пов'язаних з ліквідацією підприємства, включаючи оцінку майна та зобов'язань підприємства, складання ліквідаційного балансу та фінансової звітності, покладається на ліквідаційну комісію.

Exercise 11. Write an essay on one of the following topics:

1. Select a place in the world that you would like to visit for two weeks, and prepare an expense budget that includes the costs of transportation, accommodation, meals, entertainment, special clothing or equipment, and any other special costs. Using your own financial plan, based on your income and expenses, how long would it take you to earn enough money to pay for this trip yourself? Explain your answer in a one-page report.

2. Name the common assets and liabilities of a family. Should a family prepare financial statements? Why? Write a short paragraph.

3. The importance of accounting in the business world.

Exercise 12. Read the following text and say what is the difference between book-keeping and accounting, book-keeper, accountant and controller.

* * *

Some people confuse a book-keeper with an accountant and book-keeping with accounting. Meanwhile the distinction between them is significant enough. Book-keeping is one of the minor parts of the whole of accounting.

It can be defined as the procedure used in recording business transactions. Book-keeping is justly said to require only minimal knowledge of accounting. In fact, it is the routine and clerical side of accounting. A book-keeper is known to record the repeated and uncomplicated transactions of business. In contrast the accountant is a professional who is competent in analysing accounting information, systems design and financial advising.

To put it differently, an accountant should be particularly interested in the relationship between the financial results and events which have created them. Apart from that he is believed to study the various alternatives open to the business. In a word, he is thought to use accounting experience to help the

management in decision-making. As a rule, there are two essential questions that the managers or owners of a business want to know: first, whether or not the business is operating successfully; second, whether or not the business will be able to meet its commitments. Therefore, the accountant's role in business activity is difficult to overestimate.

Many accountants have special certificates after they pass examinations in the Institute of Accountants. Certified accountants in England are called **chartered accountants**. In the USA the certified accountants are called **certified public accountants**. But it is not necessary to have a certificate to practice accounting. Junior employees in large companies, for example, often practice accounting and then take the examination.

The chief accounting officer of a large company is the **Controller**. Controllers are responsible for measuring the company's performance. They interpret the results of the operations, plan and recommend future action. This position is very close to the top executives of the company.

As for the book-keeper, his function is that of a clerk working in a finance department. A person might become a proficient book-keeper in a few weeks or months. To become a professional accountant, however, is a far greater challenge. It requires years of study, experience and an ongoing commitment to keeping current.

UNIT 24. MARKETING

Key words and phrases

Marketing	маркетинг
Buyer's market	ринок покупця, ринкова кон'юктура, яка вигідна для покупця, перевищення пропозиції над попитом
Seller's market	ринок продавця, на якому ринкова кон'юктура вигідна для продавця, перевищення попиту над пропозицією
Market maker	менеджер товарного ринку, що відслідковує хід ринкових процесів, оцінює тенденції їх розвитку
Marketing mix	чинники маркетингу компанії, формула маркетингу
Target market	цільовий ринок
Marketer	збутовик
Promotion	сприяння у продажу (товару)

Read the text

Marketing is closely related to economics, the social science concerned with the production, distribution, and consumption of useful goods and services. In traditional economic thought economic activity creates utilities of form, place, time, and possession. To marketers the form created is the product; place and time refer to having the product available where and when it is needed; and possession relates to ownership or transfer of title. **Marketing** is a part of the broad field of economics and helps to create these four all-important utilities.

It is impossible to speak about marketing without understanding what "needs and wants" mean. So let's begin with the definition of needs and wants. A need occurs when a person feels physiologically deprived of basic necessities like food, clothing, and shelter. A want is a felt need that is shaped by a person's knowledge, culture, and personality. So if you feel hungry, you have developed a basic need and desire to eat something. Let's say you then want to eat an apple or a candy bar because, based on your past experience and personality, you know these will satisfy your hunger need. Effective marketing, in the form of creating an awareness of good product at convenient locations, can clearly shape a person's wants.

The American Marketing Association, representing marketing professionals in the United States and Canada, states, that "marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives." Many people incorrectly believe that marketing is the same as advertising or personal selling. This definition shows

marketing to be a far broader activity. Further, this definition stresses the importance of beneficial exchanges that satisfy the objectives of both those who buy and those who sell ideas, goods, and services – whether they be individuals or organizations.

To serve both buyers and sellers, marketing seeks (1) to discover the needs and wants of prospective customers and (2) to satisfy them. These prospective customers include both individuals buying for themselves and their households and organizations that buy for their own use (such as manufacturers) or for resale (such as wholesalers and retailers). The key to achieving these two objectives is the idea of exchange, which is the trade of things of value between buyer and seller so that each is better off after the trade.

For marketing to occur, at least four factors are required: (1) two or more parties (individuals or organizations) with unsatisfied needs, (2) desire and ability on their part to be satisfied, (3) a way for parties to communicate, and (4) something to exchange.

International marketing is marketing across national boundaries. Since the end of World War II, improved travel, communications, and technology have fostered a tenfold increase in trade among nations. A company choosing to enter international markets can achieve many benefits, but also encounter many difficulties. The main reason for companies to do international marketing is to exploit a better business opportunity in terms of increased sales and profits. Either firms are limited in their home country or their opportunities are great in the foreign countries. Among conditions that influence the success of international marketing are economic, political, legal and cultural ones.

Exercise 1. Answer the following questions.

1. How does the study of marketing relate to economics?
2. What is marketing?
3. Is marketing the same that advertising or personal selling?
4. What factors are required for marketing to occur?
5. What is the difference between needs and wants.

Exercise 2. Give the Ukrainian versions for:

production, distribution, and consumption; goods and services; utilities; needs and wants; convenient location; planning and executing; pricing, promotion, and distribution.

Exercise 3. Give the English versions for:

виробництво, споживання, розподіл, економічна корисність, корисні товари і послуги, маркетологи, власність, потреби і бажання, ефективний маркетинг, покупці і продавці, виробники, гуртовики, роздрібні торгівці.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need)

marketing –
buyer's behaviour –
market segmentation –
marketing mix –
target market –
marketing strategy –
marketing plan –
consumer goods –
publicity –
promotion –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about marketing.

1. Marketing / analyzing / customer / involves /and / demand / understanding.
2. A company's / marketing strategy / its / marketing objectives / called / approach / is / to / achieving.
3. Promotion / the / to / customer / the / presenting / means / product.
4. Marketing mix / the combination / by / an organization / marketing plans and policies / is / that / employed / of / are.
5. Marketing research / activity / can / operational or tactical activity / be / a strategic / viewed / as /an /and /as.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Marketing is the _____ companies use to make a _____ by satisfying their customers' needs for products. A more complicated _____ at the core of marketing is the perceived equal-value _____, which implies three phases in the marketing-exchange _____: finding out who customers are and what they want; interpreting this _____ for management in order to shape products; and devising strategies to inform customers about the product's _____ and to make it available to them. Advertising is concerned with the third step in the _____ process. It is one of several tools that _____ can use to inform, persuade, and remind groups of customers, or markets, about their _____ and _____. Its _____ depends on the communication skill of the _____ person. It is also effective only to the extent that other marketing activities, such as market _____, are correctly implemented.

There are three _____ of participants in the marketing process: customers, markets, and marketers. To reach customers and markets, _____ use the marketing communication process, which is an _____ of the human communication process.

Category, research, marketer, services, process, utility, exchange, profit, information, cycle, concept, marketing, advertising, goods, advertiser, extension, effectiveness

Exercise 7. Comment on the following.

“A man who builds his own pedestal had better use strong cement”.
(Anna Quindlen)

Exercise 8. Agree or disagree with the following statements.

1. Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others.

2. Marketing involves analyzing and understanding customer demand in order to enable the company to provide the most appropriate products and services.

3. Marketing managers are those whose primary duties are related to the marketing function – getting whatever the organization produces into the hands of consumers and clients.

4. The marketing mix is often summarized as the so-called four P's: product, price, place, promotion: what to sell, to whom, where, and with what support.

5. Product can be defined as goods or service that you are marketing and includes its design, quality and reliability.

6. Price refers to how much money a company charges for its products. The marketing view of pricing involves considering the value of a product, the volume of sales required.

7. Place refers to distribution, that is, how and where the product is made available to customers.

8. Promotion means presenting the product to the customer. Promotion involves considering the packaging and presentation of the product, its image, the product name and advertising.

Exercise 9. Say what you have learned about:

1. marketing and marketing strategy;
2. marketing mix;
3. difference between needs and wants;
4. role of cultural factors in domestic marketing;

5. options of entering into the international market.

Exercise 10. Give a free translation of the following text.

Маркетинг – система організації та управління діяльністю фірми з розробки нових видів товарів, їх виробництва і збуту на основі всебічного вивчення ринку та потреб споживачів з метою отримання прибутку. Започаткований у США (1902) із запровадженням у деяких університетах курсів раціональної організації обігу товарів. Первинне значення “маркетингу” – робота з вивчення та задоволення потреб і побажань споживачів.

Підприємствам України у маркетинговій діяльності слід орієнтуватися насамперед на потреби й запити людей середнього класу, інколи, зокрема за складних економічних умов – людей, які перебувають на межі виживання, прагнуть задовольнити елементарні фізичні й соціальні потреби. У розвинутих країнах світу економісти радять орієнтуватися на групи людей, що прагнуть піднятися на вищий щабель життєвої ієрархії, підвищити свій соціальний статус і наблизитися до вищих верств та ін.

Exercise 11. Write an essay on one of the following topics.

1. Marketing concept as a consumer-oriented, integral, profit-oriented philosophy of business.
2. Total commitment to international marketing as a requirements of globalization of markets.
3. The last stage of fitting the product to the market is fitting the market to the product.

Exercise 12. Read the following text and discuss it.

Marketing is the process of studying the wants and needs of others and then satisfying those wants and needs with quality products or services at competitive prices.

International marketing is marketing activities that are performed to compete beyond the domestic market. Marketing activities performed across national boundaries are usually significantly different from domestic marketing activities. International marketers must have a profound awareness of the foreign environment. The marketing strategy ordinarily is adjusted to meet the needs and desires of foreign markets.

The level of involvement in international marketing can range from casual exporting to globalization of markets. Casual or accidental exporting is the lowest level of commitment. For example, the products of a small medical supplies manufacturer might occasionally be purchased by hospitals or clinics in nearby countries. Full-scale international marketing involvement means that top

management recognizes the importance of developing international marketing strategies to achieve the firm's goal. Globalization of markets requires total commitment to international marketing; it embodies the view that the world is a single market.

Although most firms adjust their marketing mixes to differences in target markets, some firms are able to standardize their marketing efforts worldwide.

Traditional full-scale international marketing is based on products customized according to cultural, regional, and national differences. Globalization, however, involves developing marketing strategies as if the entire world (or regions of it) were a single entity, a globalized firm markets standardized products in the same way everywhere.

Marketers must understand the complexities of the international marketing environment before they can formulate a marketing mix. They therefore collect and analyze secondary and primary data about international markets.

Environmental aspects of special importance include cultural, social, economic, political and legal forces. Cultural aspects of the environment that are most important to international markets include customs, concepts, values, attitudes, morals, and knowledge. The most prominent economic forces that affect international marketing are those that can be measured by income and resources. Credit, buying power, and income distribution are aggregate measures of market potential. Political and legal forces include the political system, national laws, national pressure groups, and courts.

After a country's environment has been analyzed, marketers must develop a marketing mix and decide whether to adapt product or promotion. There are five possible strategies for adapting product and promotion across national boundaries: (1) keep product and promotion the same worldwide; (2) adapt promotion only; (3) adapt product only; (4) adapt both product and promotion; (5) invent new products. But only if foreign marketing opportunities justify the risk will a company go to the expense of adapting the marketing mix.

Decisions about the distribution system and pricing policies are important in developing international marketing mix. Foreign distribution channels are nearly always different from domestic ones. The allocation of costs, transportation considerations or the costs of doing business in foreign nation will affect pricing.

There are several ways of getting involved in international marketing. Exporting is the easiest and most flexible method. Licensing is an alternative to direct investment; it may be necessitated by political and economic conditions. Joint ventures and strategic alliances are often appropriate when outside resources are needed, when there are governmental restrictions on foreign ownership. Direct ownership of foreign divisions or subsidiaries is the strongest commitment to international marketing and involves the greatest risk.

UNIT 25. INTERCULTURAL COMMUNICATION

Key words and phrases

Do's and don'ts	правила поведінки
Spell out	розшифровувати, пояснювати точно
Superior	начальник, старший за посадою
Bow	кланятися
Patience	терпіння, терплячість
Gift	подарунок
Acceptable	прийнятний
Embarrassment	збентеження, розгубленість, замішання
Tip	грошова винагорода
Bill	рахунок (за послуги, товар, тощо)
Custom	звичай
Cause offence to smb.	образити (скривдити) когось
Be offended	бути ображеним

Read the text

Before doing business abroad it is important to understand the social and business culture of a country in which you are going to operate. The following are just a few of do's and don'ts for business people visiting a foreign country:

- In the USA, it is polite to look people in the eye, to offer your hand, and to smile;
- In France people shake hands much more than Americans or most Europeans; if you fail to shake hands, you may be considered rude;
- In Japan and Korea bowing, rather than shaking hands, is usual behaviour;
- In Turkey, your coat should be buttoned when you are with superiors;
- Never discuss business over dinner in France;
- Don't pass documents with the left hand in Saudi Arabia;
- Don't expect written contracts in most Moslem countries;
- Don't expect the contract with South Korean businessmen to spell out all the details. Written contracts are typically documents that change as conditions do;
- In Japan it's very important to get everyone's opinion. Patience is a prime factor in their culture. They also avoid saying "no" directly;
- Offer gifts in Japan. The Japanese enjoy giving and receiving beautifully presented gifts;
- Do not bring liquor to an Arab house. For many Arabs, alcohol is forbidden by religious law;
- In China expensive presents are not acceptable and cause great

embarrassment. Give a collective gift from your company to theirs;

- In British restaurants a tip is included in the bill. In some Mediterranean countries, such as Greece and Spain, the customer is expected to pay a little extra for satisfactory service;

- Don't criticize royalty in Great Britain;

- In Arab countries, don't admire an object openly. The owner may feel obligated to give it to you.

Thus, if you are aware of the customs of the country you are visiting, you will not cause offence or be offended.

Exercise 1. Answer the following questions.

1. What should a businessman know before starting business abroad?
2. In which country is it not recommended to discuss business over dinner?
3. In what countries will you never make written contracts?
4. Where do they change written contracts as conditions do?
5. What is considered polite in the USA?
6. What behaviour is usual in Japan and Korea?
7. In which country do they avoid saying "no" directly?

Exercise 2. Give the Ukrainian versions for:

fail, consider, behave, avoid, embarrass, criticize, expect, offend, admire, custom offence, acceptable, cause offence, be offended, written contracts, satisfactory service, superior, business, to shake hands.

Exercise 3. Give the English versions for:

обговорювати ділові питання, передавати документи, письмовий контракт, пояснювати всі деталі, звичайна поведінка, терплячість, пропонувати подарунок, дорогі подарунки, збентеження, чайові, рахунок (за послуги), образити когось, бути ображеним, звичаї країни, правила поведінки.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

business culture –

foreign country –

gift –

patience –

custom –

owner –

tip –
expect –
contract –
service –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about “Business across Cultures”.

1. Clock / bad / a / is / symbol / of / a / luck. (China)
2. Directly / “no” / avoid / they / saying. (Japan)
3. never / business / must / you / discuss / dinner / over. (France)
4. Responsibility / managers / to / expected / are / full / take. (Saudi Arabia)
5. Make / people / clear / a / distinction / personal / between / business / and / relationships. (Germany)

Exercise 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

Be prepared to important cultural and language _____. It would be better to _____ a good interpreter who can also explain traditions and customs of getting business in this or that country.

In Japan it has to be small and _____ packaged, but not too sweet. In the US, it _____ to be eye-catching and unique. In Scandinavia, it _____ in four languages.

When it comes to selling food, _____ of foreign markets can be daunting. The pitfalls can be painful, and the rewards slow _____. But many _____ who have spent time and money learning about different cultures, tastes and marketing styles regard the investment as worthwhile.

Many American retailers are unsure how _____ with short shelf lives. The New Covent Garden Soup Company, which sells soup with a 16-day shelf life, devised a _____ solution. It began flying its _____ to the US on a trial basis a year ago. Its own team in San Francisco distributes the soup to “gourmet” _____, clearing away any stock that has reached the end of its shelf life.

Marketing to Scandinavia, presents significant _____. The exporter must _____ that Scandinavia comprises four separate countries, each proud of its identity.

They draw a _____ to illustrate the small but significant differences in Nordic business cultures. Think of the Danes as a _____, good at improvising; the Swedes as a _____, professional and correct; the Norwegians as _____, self-assured and protective; and the Finns as a _____, a law unto themselves, more inward-looking and less “European”

than their neighbours. A product's ingredients must thus be listed in all _____. The order is important too.

linguistic challenges, symphony orchestra, to handle products, musical analogy, should be labelled, exporters, novel, beautiful, tango ensemble, the demands, products, four languages, difficulties, needs, jazz band, soloists, to materialise, hire, supermarkets, understand.

Exercise 7. Comment on the following:

“Patience pays dividends”. (Anonymous)

Exercise 8. Agree or disagree with the following statements.

1. In any profession, you have to learn to take the rough with the smooth.
2. Politicians take pot shots at each other during election campaigns.
3. I talked myself blue in the face trying to persuade her to save money for retirement.
4. She really sank her teeth into the problem and solved it.
5. We have a difficult problem and I must put on my thinking cap and find a solution.
6. We have to know customs and traditions those countries we want to do business with.
7. Don't give a collective gift from your company to China one.
8. You may criticize royalty in Great Britain.
9. Never discuss business over dinner in France.
10. Business behaviour is so important for all businesspeople.

Exercise 9. Say what you have learned about:

1. what businessmen should know before starting business abroad;
2. business rules for polite behaviour in a foreign country;
3. information about some countries you will never make written contracts;
4. information about countries where it is (or not) recommended to discuss business over diner;
5. if you are aware of the customs of the country you are visiting, you will not cause offence or be offended.

Exercise 10. Give a free translation of the following text.

Вступ України до Європейського співтовариства (European Council) є природнім та історично обумовленим, адже Україна завжди була частиною Європи як географічно, так і політично. Давайте згадаємо хоча б

конституцію П. Орлика, яка вважається однією з перших європейських конституцій, та той факт, що як частина СРСР Україна була однією із засновників ООН.

Створення ЄЕС і поширення його на схід сприяє звільненню від тягара “холодної війни” та чіткого поділу на “схід і захід”. У червні 1996 на третій сесії Ради Європи Україні було дано три роки для приведення українського законодавства у відповідність до європейських стандартів. Окрім цього було підкреслено, що Європейське економічне співтовариство (European Economic Community) буде надавати максимально можливу підтримку. Кожний громадянин України повинен розуміти, що приєднання України до європейської цивілізації значним чином допоможе нам просуватися повільно, але впевнено шляхом демократизації нашого суспільства.

Exercise 11. Write an essay on one of the following topics.

1. Social etiquette which is important for business travelers to Ukraine.
2. Different business cultures around the world.
3. Your advice to visitors to Moslem countries.

Exercise 12. Read the following text and discuss it.

Major Differences in Business Customs - The Sense of Time

The Ukrainian's sense of time may differ markedly from an American's. While Americans watch situation comedies where everything ends happily in a half-hour (with time taken for commercials), the traditional Ukrainian prefers three-hour operas and theaters pieces where a bad situation gets worse, people get very emotional, and nothing is resolved at the end. While Americans prefer to come quickly to the point and summarize their interests in a few sentences, most Ukrainian general managers prefer to explain their corporate history and general philosophy, usually at length, before even beginning to talk about specifics.

Openness versus Secrecy

Ukraine has been invaded many times during its history. Because of this legacy, Ukrainians tend to keep their wealth and their business dealing secret. Ukrainians are often reluctant to share over the phone or in letters. Ukrainians prefer at least a face-to-face meeting (often several face-to-face meetings) before coming forward with details.

Obedience versus Autonomy

Another painful legacy of Ukrainian history is servitude. Up to the middle of the 19th century, the majority of Ukrainians were peasants, who were essentially the property of local landowners. Under the Soviet leaders, the entire economy was planned from the center. Ukrainian decision-making, particularly in large traditional organizations, still comes from the top. The Ukrainian employee, traditionally, has little or no autonomy; and during this transition to

capitalism, many Ukrainians are still reluctant to make decisions without consulting superiors. This cultural difference baffles and frustrates many Americans. The Ukrainian decision-making process will seem very slow to an American, with inexplicable starts, stops, and reversals. During their first few months working for a western firm, new Ukrainian employees often exasperate their American managers with their continual requests for precise instruction and direction.

Attitude Toward Law and Contracts

For many years, Soviet law was the enemy of capitalism and business. For many Ukrainians, the idea that laws can actually help build companies is a relatively new concept. While Americans prefer to base their business relationships on legally enforceable contracts, many Ukrainians still doubt the value of their business laws and courts. Many Ukrainians prefer to keep their business dealings and accounts as far from the government scrutiny as possible.

The Importance of Relationships

Most Ukrainians business dealings are based on personal relationships. (In this respect, the Ukrainians are somewhat like the Japanese). When making business decisions, Americans tend to focus on comparing contracts and prices, Ukrainians, on the other hand, compare the depth of personal relationships. Most Ukrainians prefer to do business with people who are close ‘ friends. Without a close personal relationship, often one that seems so close as to be claustrophobic to a Westerner, a Ukrainian business deal is on shaky ground. For Americans, the contract is usually the center piece of negotiating sessions. For the Ukrainian, the relationship is the focal point, and contracts and protocols are often merely thought of as polite ceremonies, and starting points for further negotiation. Because Ukrainians consider their business partners to be friends, Ukrainians business leaders often have trouble saying no, and will promise things they cannot (or do not want to) deliver.

UNIT 26. THE BUSINESS PLAN

Key words and phrases

To update	модернізувати
To run	керувати
To succeed	добитися успіху
Financial assistance	фінансова допомога
Worked-out	розроблений
Summary	короткий виклад
Gist	суть
Statement	заявка
Recruitment	набір
Location	місце розташування
Consistent	послідовний
Management	управління
Pricing	ціноутворення
Design	план, проект
To be designed to do smth	призначений для того, щоб

Read the text

The **Business Plan** is probably the most important document that any company can have and yet it is also the least well known or used. All large companies have a Business Plan which is updated each year but very few small companies have one.

When businesses first begin, they are normally run by one person and that person usually understands what he or she is trying to do. Within a very short space of time, however, the business can grow to a size where one person cannot keep all the possibilities and options in his or her own head and cannot fully understand all the possible ways in which the business needs to be controlled. Without a Business Plan, it is very difficult to succeed in business. These days it is almost impossible to obtain any form of financial assistance from a bank without a fully worked-out Business Plan.

Usually a Business Plan starts with an *executive summary* which gives the main points and conclusions of the plan so that a reader might be given the «gist» of the Business Plan very quickly without having to read everything.

Then a description of the company usually comes. It says how the company began, what it is called and what it is in business to do. Many companies find it useful to have a written “*mission statement*” so that everyone — inside or outside the business — knows what it is trying to do. The “mission statement” may sound very grand but it is intended to be a realistic statement and not simply a «wish».

This section may also contain descriptions of such things as the

company's recruitment policy with respect to the suppliers of services and components. It is also wise, here, to mention the location of the company and to explain why it was located in that particular place and whether it has gained any benefits from it. Location is very important for most businesses.

Then comes a section of the *management*. Banks and other lenders will need to understand the quality and experience of the management of the company. This section will contain details of the names, ages, experience and qualifications of the management. It is also usual to say why the managers want to work in the company and how they see its future.

Many Business Plans also contain *a section of products and pricing*. This section describes the products and services which the company offers. This will normally be very detailed, listing each product or service and saying why the company is producing or offering it, what market it is designed to reach and how successful it has been. It will also say how those products have been priced and how the company intends to increase or decrease the prices over the next few years.

Exercise 1. Answer the following questions.

1. What sections are there in any Business Plan?
2. How do you understand the term "Business Plan"?
3. What types of companies must have a Business Plan?
4. Which advantages do companies score having a fully worked-out Business Plan?
5. Does the location play an important role in business prosperity of any company?
6. What are the main principles placed in a section of products and pricing?

Exercise 2. Give the Ukrainian versions for:

to update, space of time, to run, to keep the options, to succeed in business, financial assistance, conclusion, to be outside the business, recruitment policy, to produce something.

Exercise 3. Give the English versions for:

важливий документ, розроблений бізнес-план, короткий виклад, суть, постачальник, звіт, розміщення фірми, кредитор, товари і визначення ціни, пропонувати товар, підвищення чи зниження цін.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

supplier –
company location –
marketing –
benefits –
financial assistance –
management –
summary –
price –
service –
product –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about Business Plan.

1. Without/ in/ is/ difficult/ it/ Business Plan/ to succeed/ a/ business.
2. Business Plan/ a/ summary/ starts/ Usually/ with/ executive/ an
3. Description/ comes/ of/ Then/ usually/ the/ a/ company.
4. Management/ ages/ details/ The / of/ details/ contains/ names/ the/ experience/ of/ managers/ and/ the/ qualifications/.
5. The/ prices/ section/ change/ of/ have/ how/ in/ priced/ may/ those/ been/ pricing/ future/ products/ and/ say/ product/ and/ the/ how._

Task 6. Complete the following text with the words and phrases from the box using them in the appropriate form.

Presenting a Business Plan

Here are a few extracts of a Business Plan presentation to the audience:

• **Extract 1**

My talk concentrates on the Dale location and the planning we have carried out so far. It is divided into three main parts _____ as you can see _____ this short introduction, then a few words on the site at Dale, then an overview of the environmental costs. After the environmental costs, we'll look at other costs. After that, we'll break for a discussion.

• **Extract 2**

Now... the first picture to show you on this, on the environmental costs, clearly shows that construction accounts for over 60%, while the environmental costs amount to around 12%, shown by this segment here. That's a lot less than the land purchase.

• **Extract 3**

Moving on... I thought you would be interested in a comparison _____ looking at the costs of the environmental expenditure for Dale _____ with some other possible sites _____ and as you can see by the

chart _____ it's very good. In fact, it would cost well below the average. Only one is a slight bit... small bit cheaper.

- **Extract 4**

This picture, the next one here, shows initial investment, rising in the first year, beginning to fall during year two, then _____ you see _____ falling after about a year and a half... then the decline in investment costs will continue.

To carry out, decline, to be interested, part, site, investment, cost, cheaper, to show, purchase, amount.

Exercise 7. Comment on the following.

“If you wish to know what a man is, place him in authority”.

Exercise 8. Agree or disagree with the following statements.

1. The Business Plan is a very important document.
2. The Business Plan is normally very short.
3. Only small companies have Business Plans.
4. Once a Plan has been made it is never changed.
5. When a business starts it is always run by one person only.
6. It is difficult to succeed without having a Business Plan.
7. It is quite normal for a company to obtain finance from a bank without presenting a Business Plan.

Exercise 9. Say what you have learned about:

1. the term "Business Plan" and how it is used in business world;
2. the sections of a Business Plan;
3. the advantages which a company scores from its location;
4. the main parts of Business Plan presentation;
5. the businesses relations with the banks.

Exercise 10. Give a free translation of the following text.

Бізнес-план – документ, в якому дано комплексне обґрунтування стратегії (програми) розвитку всіх сфер діяльності підприємства на основі її поточного та перспективного планування. Основними функціями бізнес-плану, в яких всебічно розкривається його сутність є :

- надання повної інформації кредиторам чи інвесторам про підприємство, насамперед його стабільність та ефективність;
- обґрунтування основної мети підприємницької діяльності;
- стислий опис підприємницької діяльності;
- характеристика товару або послуги, їх якості;

- обґрунтування прогнозу розвитку виробництва;
- комплексне дослідження ринку;
- визначення життєдіяльності підприємства в умовах конкуренції;
- обґрунтування ефективності підприємства на основі оцінки витрат, цін, прибутку тощо;
- оцінка професійного рівня управлінського персоналу(підприємця, менеджерів тощо).

Task 11 . Write an essay on the following topic.

1. You are going to set up your own business. Present a Business Plan to potential investors to invest their money in your business.

2. You are an owner of a company. Present in detail a plan of the Management section of your Business Plan.

3. Name the organization where the Business Plan can be given and give the circumstances of Business Plan presentation.

Exercise 12. Read the following text and discuss it.

Natural Advantages

One of the fundamental decisions to be taken by entrepreneurs concerns the geographical location of their enterprises. They have not only to decide “How to produce” and “What to produce” but “Where to produce”. We must now consider the various influences which bear upon this decision. The great importance of this particular aspect of economic activity is evidenced by the fact that the distribution of industry has now become a major feature of government economic policy.

From the entrepreneur’s viewpoint the major determinant of location will be the private costs associated with different locations. There are usually several locations where it would be possible for the firm to operate and the entrepreneur will tend to choose that which minimises the cost of production. Even so the firm, in deciding where to produce, will generally be faced with a rather difficult problem for its needs as a producer might conflict with its needs as a seller. One location might provide an excellent site in relation to the source of raw materials but another might be much more favourable in relation to the firm’s markets. The final decision will rest upon some calculation of the maximum net advantages of alternative sites.

Transport costs

In the early days of industrialisation the great localising factors were the proximities to raw materials and power. The first factories were dependent upon water power and were sited on the banks of fastflowing streams. Arkwright built his mill on the banks of such a stream at Cromford. The introduction of steam

power moved industrial activity to the coalfields. Coal became the prime source of energy and since, in these early years, transport facilities were primitive and costly, any locations other than coalfield sites were hopelessly uneconomic. All the basic industries in Britain –cotton, wool, iron, and steel – became established on or near coalfields.

Iron and coal were found in close proximity in many areas, as were clay and coal. Hence, the iron and steel industry, the pottery industry, and brick-making all came to be established on coalfields. Industries highly dependent upon imported raw materials tended to be located on coastal sites, especially where coal was also available (e.g. South Wales, North West England, and North East England.)

The sources of raw materials and power no longer exert such a strong geographical pull on industry. The electricity grid and the gas and oil pipe lines have made the newer sources of power available in all parts of the country. In addition great improvements in transport have cheapened the movement of raw materials and finished products. Nevertheless the location of raw materials where they happen to be particularly bulky still has some influence on industrial location. Where the industrial process is bulk reducing there is a strong incentive to carry out the processing at the source of the basic material. The iron and steel industry built plants on the Lincolnshire and Northamptonshire ore deposits. This was because British ore has a very low iron content, and technical progress, in this industry, has led to great economies in the fuels used for heating purposes. The sugar beet processing plants are located on or near the beet fields, since the yield of sugar is very low in relation to the weight and volume of the beet. Chemical plants are located on the salt beds of Cheshire and South Lancashire for similar reasons.

Markets

When the process is bulk increasing the pull of the market will be very strong since transport costs will be much less for locations near to the market. Thus, we find much of the furniture industry and the manufacture of domestic appliances such as refrigerators and washing machines located near to the great centres of population in the South East and the Midlands.

Brewers and bakers produce commodities which are of low value in relation to their bulk so that these activities tend to be carried out fairly close to their markets. Proximity to the market may also be an important consideration where the product is durable and requires an efficient after-sales service.

The significance of these arguments depends upon the ratio of transport costs to total costs. Generally speaking this ratio has tended to decline in the UK. The industrial structure has been changing and a much greater proportion of total output is now made up of lighter, easily transportable products, while the role of the heavy industries where transport costs are relatively high has been declining. Added to this we have the facts that the UK is a small country and there have been major improvements in transport. For many industries it seems that transport costs may no longer be an important determinant of location.

Labour

The availability of labour is an essential requirement for economic activity, and when an industry is dependent upon particular labour skills, local supplies of such skills will exert a great influence upon the location decision. More important though is the general availability of labour since, for many modern industries, the bulk of the labour force can be quickly trained. Where there is a high national level of employment but significant variations as between regions, those areas with surplus labour will tend to attract firms which are unable to expand in areas where there are labour shortages.

Since we are concerned with the relative costs of operating in different locations any regional variations in labour costs will also influence location decisions. In a small country like the UK where there are strong trade unions, one would not expect to find any very great differences in regional wage rates, but, in areas of labour shortage, firms may be obliged to pay well above the agreed minimum wage rates.

Physical features and accessibility

For some industries the physical features of the site are of prime importance in deciding location. Industries producing steel, rayon, paper, and chemicals require very large quantities of water and tend to be found near rivers. The atomic power stations are all located on estuaries because of the vast quantities of water required for cooling purposes. Certain industries have serious problems of waste disposal, especially the chemical-based industries, and, again, they are usually located on river-bank sites. The problem of dust control has made it necessary to site cement works in fairly remote locations.

The accessibility of the site is an important factor. Before the development of efficient road transport, proximity to the railway network was an essential requirement for any large-scale enterprise. This is no longer the case since the overwhelming proportion of passenger and freight traffic now uses the road network and proximity to the new motorways has become an important localising factor.

The economic factors which have a bearing on location decisions do not provide a comprehensive explanation for the sitting of a great deal of British industry. A general survey of the causes which have influenced location in the past gives the impression that their operation was frequently unknown or imperfectly understood by the original producers. In fact, many decisions on location seem to be haphazard or based purely on personal considerations. An important factor has been the local ties of the entrepreneur. He has tended to set up business where he is known and has useful local contacts and where he is more likely to raise finance from associates and local banks. Lord Nuffield established a motor car industry in his native Oxford; the Rowntree factory in York, and Pilkington's glassworks at St Helens are other examples of large industrial developments in the home towns of their founders. Nevertheless we cannot dismiss the economic factors. The success of such enterprises indicates

that the locations must have had some favourable features. There is also the point that transport and labour costs have become relatively less important as far as many industries are concerned, or they do not vary significantly as between different regions, so that entrepreneurs are able to give more weight to personal preferences.

Acquired advantages

Once an industry has become localised the economic advantages of the situation in relation to other areas tend to increase. It is these acquired advantages of existing centres of industry which tend to exert the greatest influence on location decisions. These economies of concentration, as they are sometimes called, gradually develop and persist long after the initial localising factors have disappeared from the scene. The availability of local clays and coal was a major factor in the establishment of a pottery industry in Stoke-on-Trent, but this industry has for a long time been completely dependent on clay transported from Cornwall and the industrial heating is now supplied by gas and electricity. The industry, however, remains very heavily concentrated in the same area, because of the very important external economies of scale available to pottery firms.

UNIT 27. BUSINESS PRESENTATIONS

Key words and phrases

Presentation	презентація
Prospect	перспектива, план на майбутнє
Venue	місце зустрічі
Benefit	допомога
To persuade	переконувати
Report	звіт
requirement	вимога, потреба
To deliver	виголошувати (промову)
Staff	колектив
Speaker	промовець, оратор
Message	послання, повідомлення
Representative	представник
Sales force	торговий агент
Speech	промова
Training	навчання

Read the text

Businesses commonly use **presentations** to improve their prospects and profile with clients or customers. For example, in the hotel industry, presentations are used for promotion of conference packages to potential corporate guests. Marketing and sales managers present their hotels as suitable venues for meeting facilities and overnight stay along with ideal entertainment. They offer special rates and benefits to persuade companies to hold their conferences at their hotels. Brand managers propose ideas to management and explain new product lines to the sales force. Department heads and supervisors brief superiors on recent developments and subordinates on new company policies. Accountants give financial reports to their superiors and explain paperwork requirements to everyone else. You are also delivering a presentation when you teach the office staff how to use the new phone system.

Most people who work in organizations eventually find that their effectiveness and success depend on their ability to organize their ideas and present them effectively. A speaker's knowledge, enthusiasm, and apparent confidence can influence people to accept or reject an idea in a way that a written document cannot.

Realizing that effective speakers carry their message to the public in ways that print and electronic media cannot match, companies send representatives to

communities to deliver speeches in a wide variety of settings. For example, over 90 percent of the 2,200 talks General Motors employees give each year are delivered by middle managers.

Organizations realize the need to help their employees learn to give presentations. Some of the world's biggest corporations sponsor training. Toastmasters International, a group dedicated to helping business people present their ideas effectively, now has 1,700 members around the world. Research confirms that speakers can become more effective with training.

Whatever your field, whatever your job, speaking to an audience is a fact of life.

Exercise 1. Answer the following questions.

1. How do you understand the term "business presentation"? Give your own definition.

2. Give examples of possible occasions when a business presentation may take place.

3. Can the skill of effective public speaker be dangerous? Give your reasons.

4. What is Toastmasters International? Do you know organizations of the same kind in your home country?

5. What are the qualities of a good speaker?

Exercise 2. Give the Ukrainian versions for:

prospects, profile venue, to brief, requirements, to deliver, presentation, representative, setting, rates and benefits, brand managers.

Exercise 3. Give the English versions for:

покупець, комерційний директор, торговий агент, службовець фірми, офісний персонал, відхилити ідеї, повідомлення, найманий працівник, підтверджувати, навчання.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

customer –

employee –

manager –

businessman –

financial report –

speaker –
presentation –
industry –
representatives –
business –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about making presentations:

1. to start/ to give /a/ present/some/ yourself/ /information/ A/
good/way/ very/ about/ is /.
2. you /If/ are/ with/ presenting/ your/ physically/ audience/,/ eye/
maintain/ contact/.
3. very/ Be/ clear/ in/ your/ mind/ own/ what/ are/ you/ trying/ to/
accomplish/ with/ presentation/ your/.
4. If/ want/ you/ to/ at/ people/ the/ end /of/ your presentation /questions/
ask/,/at /say/ so/ the/ beginning.
5. are/ several/ There/ ways/ to /presentation/,/ different/ any/ your/ of
/which/ structure/ can/be/effective/.

Exercise 6. Complete the following text with the words and phrases from the box below using them in the appropriate verb-form.

Presenting yourself and influencing people, whether in a _____ or on a one to one basis, is not just about knowing what to do, but being able to do it. So it is important not only to learn the skills but also _____ as often as possible so that when you are faced with presentation of any description you will be able to replicate the necessary skills unconsciously.

This will then allow you to focus on the _____ of the message and the content of your presentation.

One way to develop you presenting _____ is to learn from three different perspectives.

The first is to actually stand in front of people and present. The more often you do this, the more comfortable and _____ you will become.

The second way is to learn from watching the way others present themselves. Analyse what works and what doesn't work, and try to incorporate those bits that do work into your own presentations. This process is called _____.

Concentrate on what you think is good about what they do.

What do you like about them? What don't you like?

The third way involves watching yourself on _____ and listening to feedback from others, so that you can make _____.

Now think of the last presentation you did. How did it go? How did you feel during the presentation and what results did you _____?

Trine result wasn't what you wanted or expected, then there's likely to be

areas that we can develop together. If you felt under _____, lacking in confidence or overcome with nerves, these are things we can also work on.

(It is the excerpt from Lawrence Leyton`s talk “Effective presentations”)

Stress, to put them into practice, group, delivery, modelling, to achieve, confident, video, skills, improvements.

Exercise 7. Comment on the following

“Do not fear when your enemies criticize you. Beware when they applaud”. (Vo Dong Giang)

Exercise 8. Agree or disagree with the following statements.

1. Employers consistently rank public speaking and related communication skills as one of the top skills they for in employees.
2. If you are an effective public speaker it is not so important for you to find out about the audience.
3. Public speaking is a new trend.
4. Outline what you’re going to talk about: describe the different sections of your talk.
5. Global communication in the context of business invariably relies on effective oral and written skills.
6. Lecture is not considered as an example of any types of presentation.
7. The more you practice and prepare your presentation the more comfortable you will be with it.
8. It is not necessary to give a summary of the main points at the end of presentation.

Exercise 9. Say what you have learned about :

- 1.the term “business presentation”;
- 2.the occasion you can make a speech in public;
- 3.the ways to improve your presenting skills in a proper way;
4. the qualities that make a good presentation;
5. the reason people are afraid of speaking in public;
6. the importance of a public speaking .

Exercise 10. Give a free translation of the text, presenting a successful person.

Джордж Сорос ((англ. George Soros; 12 серпня 1930) — сучасний американський фінансист, меценат, філософ. Прихильник теорії відкритого суспільства і противник «ринкового фундаменталізму». Продовжувач ідей Карла Поппера.

Народився 12 серпня 1930 р. у Будапешті, Угорщина. Батько Тивадар Шварц — адвокат, видатний діяч єврейської громади міста, фахівець із есперанто й письменник — есперантист. В 1936 р. родина поміняла своє прізвище на угорський варіант Шорош.

1947 р. — родина емігрує у Великобританію.

1956 р. — переїзд у Нью-Йорк, США.

1956—1963 р. — брокер і фінансовий аналітик у компанії Wetheim & Co. Займається міжнародним арбітражем. Заснував новий метод торгівлі — внутрішній арбітраж.

1963—1966 р. — робота над філософською дисертацією Тяжка ноша свідомості.

1967 р. — з капіталу фірми Arnhold & S.Bleichroeder в \$ 100 тис. створив інвестиційний фонд із капіталом в \$ 4 млн.

1969 р. — керівник і співвласник фонду Дабл Ігл (Duble Eagle), у наслідку — знаменитий Квантум (Quantum Group).

1979 р. — створив у США перший благодійний фонд Відкрите суспільство.

1984 р. — відкрив благодійний фонд в Угорщині.

1988 р. — організував фонд у СРСР Культурна ініціатива в підтримку науки, культури, і освіти. Однак незабаром фонд був закритий, оскільки гроші використовувалися не за призначенням.

1990 р. — заснував Центрально-Європейський університет у Будапешті, Празі й Варшаві.

16 вересня 1992 р. — заробив мільярд доларів на падінні фунту стерлінга, через що одержав прізвисько «Людина, що зламала Банк Англії».

1995 р. — капітал групи фондів Квантум оцінювався більш ніж в \$ 10 млрд, а розміри особистих доходів Сороса становили, приблизно, третину цієї суми.

1997 р. — почав успішну інформаційно-психологічну атаку проти національних валют ряду країн Азіатсько-Тихоокеанського регіону: Малайзії, Індонезії, Сінгапуру й Філіппін, що закінчилася глибокою економічною кризою цих країн. Подібна атака Китаю не мала успіху.

2000 р. — падіння індексу NASDAQ завдало Соросу збитків на суму майже \$ 3 млрд. Після цього була проведена реорганізація Quantum і проголошено перехід до стратегії меншого ризику.

2002 р. — паризький суд визнав винним в одержанні конфіденційних відомостей з метою стягнення прибутку. На думку суду, завдяки цим відомостям мільйонер заробив біля \$ 2 млн на акціях французького банку Societe Generale. Присуджений до штрафу в 2,2 млн євро.

2006 р. — займає 27 місце в списку найбагатших людей США. Його доходи за версією журналу Forbes оцінюються в \$ 8,7 млрд.

Є почесним доктором Нової школи соціальних досліджень (Нью-Йорк), Оксфордського і Єльського університетів.

Благодійні фонди Сороса діють у більш ніж 50 країнах у Східної Європи, країнах СНД, Африці, Латинській Америці, Азії й США.

Автор численних статей і книг: Алхімія фінансів (1987 р.), Відкриваючи радянську систему (1990 р.), Підтримуючи демократію (1991 р.).

Двічі розлучений. У Сороса троє дітей від першого шлюбу й двоє від другого: Роберт, Андреа, Джонатан (від першої дружини Аналізи Вітчак), Олександр і Грегорі (від другої дружини Сьюзан Вебер Сорос).

Exercise 11. Write an essay on one of the following topics.

1. Think about the things that are in your bag today. Choose one of them and try to sell it to your group members. Limit your talk to 1-2 minutes.

2. You run into your old friend. Your friend introduces you to a VIP you want to deal with. You have only one minute to attract his interest. Demonstrate how you would do it.

3. Remember your last speech in English or in your native language in front of an audience. Write some sentences about your experience.

4. Prepare an information about great orators (public speakers) of the past or present.

Exercise 12. Read the following text and discuss it.

Speech Situation: May 19, 2005 – Scott Davis, chief financial officer, addressed attendees of the Business Briefing Breakfast Series hosted by Portland State University in Portland, OR. Davis discussed the two major supply chain trends that are impacting businesses' ability to grow in a global economy: the supply chain is evolving into a strategic imperative for business operations; and the supply chain is moving away from focusing on cost to focusing on customer intimacy.

It is great to be here in Portland. This visit is a homecoming for me. I grew up in Medford, went to school at Portland State, and still have family here. Even though I now live in Atlanta, I try to keep up with what is going on in this area.

Unfortunately, not all the news out of Oregon has been favorable in recent years. Oregon's business and civic leaders are working together to build a stronger, more competitive state economy.

Governor Kulongoski has made a commitment to growing Oregon's economy. Governor Kulongoski identified four challenges that will determine Oregon's economic destiny: leadership, technology, education and globalization.

I could give a separate speech on each of these topics, but let's look at one in particular – globalization.

Global trade helps support Oregon's economy and create jobs. More than a quarter of all manufacturing jobs in Oregon depend on exports. There are more than 650 foreign companies in Oregon, employing close to 50,000 workers.

Yet, there is a darker side to globalization.

For the thousands of people who have lost jobs in agriculture, manufacturing and timber products – globalization is not some vague notion. It is very real and it can hurt.

The reality is that globalization, and the expansion of global trade, are irreversible forces.

The World Bank reported that global trade activity increased by 10 percent in 2004.

Consider this: Thirty years ago, US\$10 billion in foreign exchange transactions occurred each day. Now, US\$10 billion is exchanged across borders each second.

Smart companies recognize that the complexities of global trade require another weapon in their arsenal – the supply chain.

That is what I want to talk about today: Thinking differently about the role and impact of the supply chain.

We see two major supply chain trends that are having a great impact on how businesses will survive and prosper in a global economy: the supply chain as a strategic imperative; and the supply chain's shift from a focus on cost to a focus on customer intimacy.

Intensity of global competition is forcing companies to compete on the strength of their supply chains.

Process innovation is behind the success of companies like Wal-Mart, Dell and Toyota, companies who have become masters of the supply chain. Wal-Mart has been called "a supply chain with retail outlets."

An increasing number of senior corporate leaders surveyed in the United States and Europe recognize the success of their businesses is tied very closely to the effective management of their supply chains.

Growth-oriented business leaders obviously "get it" because they understand what is at stake. They know that supply chain strategy is the business strategy and vice versa.

We chose that moment to put a stake in the ground, to change the company's purpose for the first time in several decades. We went from "serving the package delivery needs of our customers" to "enabling global commerce."

It was a simple declaration, but with big implications.

In March 1999 we introduced the first corporate charter in our history.

The charter laid out our intentions to make information management and supply chain management core competencies at UPS, on par with package delivery.

In less than two years, we made 25 strategic acquisitions to add the capabilities we needed to satisfy our new purpose. Since then, we have continued to invest heavily in our integrated global network. We initiated air

routes to China, expanded our logistics footprint around the world, and invested in package flow technology.

The second major trend we see happening in the world of supply chain management is that of the shift from a focus on cost to one of customer intimacy.

In the last 10 years, process and technology improvements in supply chain management have lowered total U.S. business inventories by US\$4.6 trillion and helped reduce order-to-cash cycle times by 10 percent.

Our mission is to synchronize goods, information and funds for better results and for enhanced customer experiences.

We have gone from running the “tightest ship in the shipping business” to “What can Brown do for you?”

Those are more than two different advertising slogans. They are also a metaphor for the transition of the supply chain.

This is how we will compete and how more and more of our customers will compete in a global economy.

But we can’t do it alone. None of us can. This leads me to the last point I want to make this morning.

Increasing reliance on outsourcing and partnerships has reduced the room for error. These relationships require certain qualities to make them successful.

These qualities are trust, collaboration, visibility, a focus on results, and the ability to ask the right questions and listen to concerns.

This morning, I have talked about the role of the supply chain in helping companies compete in the global marketplace; why supply chain strategy and business strategy should be inextricably linked; and why the supply chain’s focus should be on customer intimacy, not cost.

Oregon is well positioned to prosper in a global economy. To ensure that success, businesses must step up to the challenge of globalization. That means driving innovative change in your organizations and using the supply chain to your competitive advantage.

If you do that, you can’t help but succeed in the global marketplace in the years ahead.

UNIT 28. TYPES OF PRESENTATIONS. THE KEY ELEMENTS OF SPEECH MAKING

Key words and phrases

Outcome of the speech	результат промови
Intention	намір
Communication	спілкування
Purpose	мета, ціль
To accomplish	досягнути
To persuade	переконувати
Preferences	переваги
To entertain	розважати
Audience's need	потреби аудиторії
Inspirational	стимулюючий
Listener's attitude	відношення слухача
Remark	зауваження
Brief	стислий
Statement	твердження

Read the text

Public speaking may be described as a process involving five key elements: (1) the speaker as a person, (2) the speaker's intention, (3) the audience's need for communication, (4) the situation or occasion of the speech, and (5) the structure of the message.

The speaker

When analyzing yourself as a speaker, be sure to consider several factors.

Those factors are:

1. Your knowledge. It is best to speak on a subject about which you have considerable knowledge.

2. Your feelings about the topic. When you are excited about the topic, your delivery improves, your voice becomes more expressive, your movements are more natural, and your face reflects your enthusiasm.

The speaker's intention

Defining a purpose is the first step in planning any presentation.

A statement of purpose describes what you want to accomplish.

There are two kinds of purposes to consider: general and specific.

A **general purpose** is a broad indication of what you are trying to accomplish. As it has been indicated above, the general purposes in planning a speech are as follows: *to inform, to persuade, to inspire, or to entertain*.

A **specific purpose** tells you what you will accomplish when you have finished your presentation. A good specific-purpose statement usually answers three questions:

Whom do I want to influence? What do I want them to do? How, When, and Where do I want them to do it?

The audience' need

You should think about another basic element of your presentation: the audience. Asking yourself a number of questions about your listeners will shape the way you adapt your material to fit their interests, needs and backgrounds.

What are their positions?

What are their personal preferences? Some audiences appreciate humor, while others are straitlaced.

What demographic characteristics are significant?

These characteristics *are sex, age, cultural background and economic status.*

What size is the group? Why is the audience there? What does the audience know?

What are the listener's attitudes? You need to consider two sets of attitudes when planning your presentation. The first is your audience's attitude toward you as a *speaker* and the audience's attitude *to your topic.*

Experts say that you can **gain the audience's attention** in presentation by:

- telling an anecdote (a story, perhaps a personal one).
- mentioning a really surprising fact or statistic.
- stating a problem.
- asking a question.

The speech situation

You also need to adapt your remarks to fit the circumstances of your presentation. Several factors contribute to the occasion.

Facilities. Will you be speaking in a large or small room? Will there be enough seating for all the listeners?

Time. There are two considerations here. The first is the time of the day when you are going to speak. A straightforward, factual speech that would work well with an alert, rested audience at 10 a.m. might need to be more entertaining or emphatic to hold everyone's attention in the evening when people are tired. You also have to consider the length of time you are going to speak for. Most business presentations are brief.

Context. Events surrounding your presentation also influence what you say or how you say it. For example, if others are speaking as part of your program, you need to take them into account ("*I had originally planned to discuss the technical aspects of our new express delivery system, but I think Carol has covered them pretty thoroughly. Let me just bring your attention to two things*").

The structure of the message

Three elements of your speech - the ideas or thesis, the language, and the arrangement of points - have a bearing on its ability to convince the audience.

Thesis statement - sometimes called the central idea or key idea - is a single sentence that summarizes your message. The thesis is so important that you should repeat it several times during your presentation.

Notice that a thesis is positive and directly related to the audience's interests.

Outline of the message

With a well-crafted main idea to guide you, you can begin to outline the speech or presentation.

No matter what its subject or the goal is, most effective presentations follow a well-known pattern:

Introduction

1. Attention-getter
2. Thesis

Body

- 1.
2. No more than five main points
- 3.

Conclusion

1. Review
2. Closing statement

Question-and-answer period

Exercise 1. Answer the following questions

1. What key elements of any presentation do you know?
2. What individual characteristics should the speaker possess to succeed in his or her presentation?
3. How do you understand the term "speaker's intention"?
4. What is the first step in planning any presentation?
5. Explain how the speech situation may influence your presentation.
6. What can you tell about the time of lasting the business presentation?
7. What role does the audience analysis play in making your presentation successful? What are the ways to analyze the audience?
8. What circumstances of your presentation may present difficulties in delivering it?

Exercise 2. Give the Ukrainian versions for:

outcome of the speech, speaker's intention, to accomplish, broad indication, personal preferences, cultural background, circumstances, straightforward speech, to convince the audience, to summarize the message.

Exercise 3. Give the English versions for:

промовець, основна мета, точно визначена ціль, потреби аудиторії, ставлення слухача, місце промови (виступу), зміст промови, основна ідея, заключне твердження.

Compose your own sentences using the words and word combinations above.

Exercise 4. Put the following words in the correct order to make complete sentences and learn some basic ideas about making presentations:

1. aim/ should/ be/ make/ your/ presentation/ entertaining/ as/ interesting/, /vivid/ ,/ enjoyable /as/ can/ Your/ to/ and / you / intelligible/ ,/.

2. role/ During/ speech/, /the/ audience/ plays/ entertaining/ an/ passive/ a / . Generally/, / do / the / you/ talking/ all /.

3. speakers/ New / should / fear/ live/ in/ antagonistic/ of/ not/ questions/.

4. The/ audience/ nature/ of/ the / your /affects/ your/ for/ achieving/ strategy/ purpose/.

5. on/ To be/ safe/ the/ side/,/ what/ check/ plan/ you/ to/ say /one/ the/ of/ local/ with/ organizers/.

6. A/ good / identifies / goal/ who/, /what/,/ how/, / and/ of /your / as/ precisely/ purpose / where/ statement/ possible/ as / when/.

Exercise 5. Complete the following text with the words and phrases from the box below using them in the appropriate form.

Speeches and presentations can be categorized according to their purpose. The purpose helps determine content and style.

General Purpose	Type of presentation	Characteristics of the presentation	The goal of the presentation
To inform	Informative	<ul style="list-style-type: none"> • Emphasis falls on informative content about the • The speaker analyses the audience to determine how much they know already about the topic. • The speaker seeks to make the subject interesting to listeners. 	The goal of an informative presentation is either to expand your listeners' knowledge or to help them acquire a specific skill.
To persuade	Persuasive	<ul style="list-style-type: none"> • The speaker takes a definite point of view concerning the subject and presents ____ needed to get that point across. • The speaker selects and arranges the material to appeal to the particular opinions of listeners 	Persuasion focuses on trying to change what the _____ thinks or does.
To	Inspiratio-	• Remarks are centered on a	When our aim is

inspire	nal	public event that is _____ or has recently occurred. • The speaker organizes remarks to express accepted values that are represented by the event.	inspirational, we build upon the existing knowledge and attitudes of _____. We strive to deepen an existing appreciation for particular ideas, _____, or events.
To entertain	Entertaining	• Speakers _____ such options as telling tales and _____, stressing the funny aspects of his or her subject.	When our purpose is to _____, we want to captivate listeners.

To rely on, person, subject, anecdotes, to take place, listener, to entertain, information, audience.

Exercise 6. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

- purpose –
- informative presentations –
- intention –
- thesis statement –
- inspirational presentations –
- speaker –
- entertainment presentation –
- attention-getter –
- persuasive presentations –
- message –

Exercise 7. Comment on the following:

“A man who wants to do something will find a way; a man who doesn’t will find an excuse”. (Stephen Dolley)

Exercise 8. Agree or disagree with the following statements.

1. Teaching a group of product managers some new developments in technology, training a new sales representative, or giving a progress report on regional sales to a senior sales manager are typical examples of inspirational talks.

2. Individual characteristics, professional skills, psychological and sociological characteristics of the speaker influence the outcome of the speech.

3. You always have to consider the length of time you are going to speak for.

4. Traditional presentations have the following structure – Introduction, Body, Conclusion, and Question-and-Answer period.

5. It is better to hold everyone's attention making a presentation in the evening than at 9 or 10 a.m.

6. Don't let the visual aids dominate the presentation. People have come to see you, not the equipment.

7. You should wait for latecomers and then start your business presentation.

8. Business presentation can be categorized according to their purpose.

Exercise 9. Say what you have learned about:

1. speeches and presentations according to their purpose;
2. the individual characteristics of the speaker;
3. general and specific purpose of the presentation;
4. how to gain the audience's attention in a presentation;
5. the steps required in planning a presentation.

Exercise 10. You are the head of a company's marketing department. You have been asked to give an informative 15-minute presentation of your department's functions. How would your purpose and approach differ for each of the following audiences:

- a. A group of new employees from all over the company.
- b. New employees within the department.
- c. A group of managers from other departments.
- d. Several of your superiors.

Exercise 11. Give a free translation of the text, presenting a successful British business.

Маркс і Спенсер (чи M&S, компанія відкритого типу) – один з найбільш відомих магазинів у Великій Британії. Він привертає увагу великої кількості туристів, а також жителів Англії від домогосподарок до мільйонерів. Герцогиня Йорку, прем'єр міністр, Дастін Гофман – це лише декілька з відомих покупців цього магазину.

Минулого року прибуток M&S становив 529 мільйонів, тобто ніж 10 мільйонів в тиждень.

M&S був заснований 105 років тому. Молодий польський іммігрант Міка ель Маркс торгував на базарі, маючи маленький кіоск. У нього не було багато речей для продажу (бавовняна тканина, вовна, багато гудзиків і декілька пар шнурівок для взуття). Над прилавком він повісив добре відому сьогодні вивіску:

“Не питає скільки коштує – лише пенс”.

Через 10 років він зустрів Тома Спенсера і вони разом заснували продаж товарів під назвою Penny Stalls у багатьох містах на півночі Англії. Сьогодні у світі існує мережа у 564 магазини M&S – в Америці, Канаді, Іспанії, Франції, Бельгії, Угорщині.

Чому M&S має такий великий успіх?

Магазин будує свій бізнес на основі трьох принципів: добра якість, велика кількість і високий рівень послуг. Змінюється також асортимент товару. Якщо раніше у продажі були лише джемperi і бриджі, то зараз вони також пропонують продовольчі товари, меблі, квіти. Але найважливішим ключем успіху у бізнесі – кваліфікований персонал. Умови праці – чудові. Компанія має власних лікарів, дантистів, перукарів, які надають послуги працівникам M&S і всі штатні працівники можуть поснідати на суму менше 40 пенсів.

Exercise 12. Prepare a presentation on one of the following topics:

1. *Colleague's Promotion* (This speech covers the usual topics that should be mentioned, acknowledging and thanking the person for his/her contribution, praising some of his/her personal qualities and wishing him/her well in the new position; some thanks for all he/she has done for you personally; some thoughts about what it means to be promoted and good wishes for the future.

2. *You are a marketing consulting in a perfumery shop. Learn about your potential customers and competitors and present the information in class at a simulation of a business meeting.* (To find about your customers and competitors ask yourself about which different kinds of customers you are trying to sell to; what products or services they want and why do they want them; where, when how often and how much they buy the product; the other businesses selling products and services similar to yours).

3. *You are going to start a business. Try to persuade your potential investors to invest their money in your business.* (Prepare a persuasive talk).

Exercise 13. Read the following text and discuss it.

A consultant was asked to give a talk at a sales conference. The chief executive officer asks him to focus on the importance of cooperation and teamwork between the sales and marketing teams, since neither group has a particularly high regard for the other, and the lack of cohesion and goodwill is hampering effectiveness and morale. The marketing staff constantly moan about the sales people “doing their own thing” and “failing to follow central strategy”; and the sales people say that the marketing people are all “idle theorists who waste their time at exhibitions and agency lunches” and have “never done a decent day's work in their lives”.

Being a lover of rugby, the consultant decides to use the analogy of a rugby team's forwards and backs working together to achieve the best team performance:

“.....So, just as in the game of rugby, the forwards, like the marketing department, do the initial work to create the platform and to make the opportunities, and then pass the ball out to the backs, the sales department, who then use their skills and energy to score the tries. The forwards and the backs, just like marketing and sales, are each good at what they do: and they work together so that the team wins...” said the consultant, finishing his talk.

The audience seemed to respond positively, and the conference broke for lunch. At the bar the consultant asked one of the top sales-people what he'd thought of the analogy – had it given him food for thought?

“Yes, I see what you mean,” said the salesman, “It does make sense. The sales people – the backs, yes? – the backs need the marketing department – the forwards, yes? – to make the opportunities for us, so that we, the backs, can go and score the tries – to win the business. We work together as a team – each playing our own part –working as a team.”

The consultant beamed and nodded enthusiastically only to be utterly dashed when the salesman added as an afterthought, “I still think our forwards are a bunch of idiots...”

Dear students, where are you going to be in five years? What will you be doing from 9 till 6 every day? In what sphere will you work? In other words, what are your career objectives? Some of you must be thinking that the third year of studies is yet too early to ask such questions. Let me assure you that it is high time to decide upon this issue.

In fact, as my 7 yearlong experience as HR-manager shows, there are only two alternatives. Either you think about your career beforehand – now! – or you graduate in two years with an empty track record, and cling to the very first job available with the highest salary. “Not bad at all”, some of you might think. Still, believe me that you will soon get bored, for money is not the sense of life. When you hate what you do every day for eight hours, when you go to work only to receive your monthly salary – your life is not complete to say the least. I like the quotation by Elizabeth Kubler Ross who said that “people are like stained-glass windows. They sparkle and shine when the sun is out, but when the darkness sets in, their true beauty is revealed only if there is a light from within”. The source of this inner light is love for everything that surrounds you – your family in the first place, but also your work! It should give you delight, ensure your professional and personal growth and provide you with a sense of achievement and importance of what you do. Trust my experience: such people rarely get bored with their work in the course of years and are much happier than disillusioned money-earners.

The most difficult thing here is to find the right kind of job. Every person is unique and is best suited to a particular sphere or position. You will never know which exactly is perfect for you until you try. Where will you go when the

diploma is in your pocket? The earlier you start searching, the sooner you will know the answer.

I call upon you to assume an active attitude to your career, and investigate the possible fields of interest right now, while you still have time to be mistaken and opportunity to work part-time. Two years is the term long enough to understand what you actually expect from your job and find at least the direction of your path.

The more you do now, the less confusion you'll feel when the university door is flung open and you are welcome to go – but where? Even small working experience will help you to answer this question and find your true self by becoming a skilled professional.

According to my deepest conviction, happy person is the person who always brings his own sunshine, wherever he goes and whatever the weather. Hope to see these sparks in you in two years by the time of your graduation.

UNIT 29. LEGAL ENVIRONMENT OF BUSINESS

Key words and phrases

Labor Code	кодекс законів про працю
Employment	раймання на роботу
To govern	керувати, регулювати
Agreement	угода
To undertake	зобов'язувати
To enforce	проводити в життя (закон)
Requirement	вимога, потреба
Overtime work	понаднормова робота
To exceed	перевищувати
To envisage	розглядати
Annual holiday	щорічна відпустка
Retirement age	пенсійний вік
Permitted leaves	дозволена відпустка
To obey order	коритися наказу
To dismiss	звільнити
Threshold	поріг, межа

Read the text

Conditions of employment in Ukraine are governed by the Labor Code. The Labor Code, which covers nearly all aspects of employee relations in Ukraine, governs employment agreements and contracts; working hours and time off; compensation and social benefits; discipline; employment of women and minors; liabilities of employees and employers. The state provides additional employment guarantees to women with children under the age of 6, single mothers with children who are disabled or under the age of 14, senior citizens of preretirement age and persons released from prison.

The Labor Code provides that an employment contract is a special form of employment agreement that may be used only where permitted by law. An individual labor agreement is defined as an agreement between an employee and employer under which the employee undertakes to do specified work, and the employer agrees to pay a certain salary and provide working conditions.

The legislation also provides for a special form of labor agreement, known as a "contract", which can be concluded between an employer and employee. A contract of employment must have all the necessary elements of a legal contract to make it enforceable. The rights and duties of both the employer and the employee remain as they would under a written contract. If employment is intended to last longer than one year, the contract must be in writing. A contract only applies under certain legally defined circumstances.

The main requirements under Ukraine's employment legislation are as

follows:

1. Ukrainian labor legislation requires employers to follow statutory requirements as to the working time, overtime and time-off work. In Ukraine, working time is limited to 40 hours a week. An employer may introduce a six-day working week, and the working day may not exceed seven hours. Shorter working time is ensured for some categories of employees.

2. The amount of monthly wage shall meet the minimum threshold established by the legislation in force. Wages and all other payments due to employees shall be in UAH only. The minimum wage does not include any additional compensation payable to an employee. Overtime and holiday work must be compensated at a double rate.

3. The employer must provide a safe place to work, with skilled help.

4. The employer should allow an employee to take a second job, if it does not interfere with the first.

5. Employees may at any time terminate the employment relationship. The notice period is at least two weeks. In contrast, employers may terminate the employment relationship only in cases that are expressly envisaged by the Ukrainian Labor Code and provided that all applicable formalities are met. The statutory termination notice is two months.

6. An employee's minimum annual holiday entitlement is 24 calendar days. However, it may be longer depending on the number of years worked, working conditions, employee's position.

7. Normal retirement age is 55 years for women and 60 years for men.

The worker or the employee also has several basic duties as defined by the Labor Law.

1. To be punctual and to take only permitted leaves of absence;
2. To obey orders that are legal and reasonable;
3. To be loyal, honest, and competent;
4. Not to be habitually drunk or grossly immoral on the job or elsewhere.

If an employee violates any of the above duties, the employer has a right to dismiss that person without notice.

Under the Constitution and the Labor Code, all Ukrainian citizens have equal employment and labor rights regardless of race, color, political, religious or other beliefs, gender, national or social background, financial status, or language. The Labor code and other laws also provide protection and special employment and labor rights for working women, minors, students, senior citizens and disabled individuals.

Exercise 1. Give the answers for the following questions.

1. What is the individual labor agreement?
2. What are the meanings of the terms “employer” and “employee”?
3. What is written in the contract of employment?

4. What are the responsibilities of employers according to Ukrainian labor legislation?
5. How many hours a week is working time limited to in Ukraine?
6. In what way do employees get their wage?
7. Can the employee take two jobs at the same time?
8. What is the retirement age in Ukraine?
9. What are the responsibilities of the employees?
10. Under what circumstances have the employers a right to dismiss their employees?

Exercise 2. Give the Ukrainian versions for:

Labor Law, specified work, to remain, statutory requirements, time-off work, threshold, safe place to work, employment relationship, annual holiday, to dismiss the employee, equal rights, senior citizens, disabled individuals.

Exercise 3. Give the English versions for:

умови роботи, кодекс законів про працю, платити заробітну платню, права і обов'язки, контракт у письмовій формі, згідно умов, робочий час, 6-денний робочий тиждень, основні обов'язки, бути чесним, звільнити з роботи.

Compose your own sentences using the words and word combinations above.

Exercise 4. Write a synonym or a short explanation for each of the following words (use the dictionary if you need):

employment –
 employer –
 employee –
 contract –
 salary –
 wage –
 job –
 agreement –
 leave –
 work –

Exercise 5. Put the following words in the correct order to make complete sentences and remember some basic ideas about labor code.

1. Defined/ labor/ relationships/ Most/ master/ as/ and/ are/ servant/ agreements/.

2. Should/ transactions/ help/ Most/ the/ a/ business/ without/ undertaken/ not/ of/ be/ lawyer/.
3. Agreement/ parties/ two/ A/ is/ between/ or/ contract/ more/ binding/.
4. Employee's/ calendar/ holiday/ An/ days/ annual/ is/ entitlement/ minimum/ 24/.
5. Safe/ employer/ provide/ An/ a/ work/ must/ to/ place/.

Exercise 6. Complete the text with the words and phrases from the box, using them in the appropriate form.

Crimes committed by _____, professionals, and politicians in the course of their occupation are known as “white-collar” crimes, after the typical _____ of their perpetrators. Criminologists tend to restrict the term to those _____ intended by the perpetrators principally to further the aims of their _____ rather than to make money for themselves personally.

Examples include conspiring with other corporations _____ of goods or services in order to make artificially high profits or to drive a particular competitor _____ ; bribing officials or _____ of tests on pharmaceutical products to obtain _____; and constructing buildings or roads with cheap, _____. The cost of _____ in the United States has been estimated at \$ 200,000,000,000 a year. Such crimes have a huge impact upon the _____ of workers, consumers, and the environment, but they are seldom detected.

Compared with crimes committed by juveniles or the poor, corporate crimes are very rarely prosecuted in the _____, and executives seldom go to _____, though companies may pay large _____. The public and academics, to describe fraud and embezzlement, use the term “white-collar crime” in another sense. Rather than being crime “by the firm, for the firm” this constitutes crime for profit by the _____ against the organization, the public, or the government. Tax fraud, for example, costs at least 5 percent of the _____ in most developed countries. Because of the concealed nature of many frauds and the fact that few are reported even when discovered, the cost is impossible to estimate precisely. The _____ of white-collar crime in most industrial societies is thought to be much greater than the combined cost of larceny, burglary, auto theft, forgery, and robbery.

organizations; clothes; economic cost; defective materials ; illegal actions; out of the market; corporate crime; business people; to fix prices; fines; manufacturing licenses; criminal courts; safety; individual; falsifying reports; jail; gross national product

Task 7. Comment on the following

He that is of opinion money will do everything may well be suspected of doing everything for money. (Franklin)

Task 8. Agree or disagree with the following statements.

1. The first Commercial court was founded in the territory of Ukraine in Kyiv.
2. The Arbitration Court is authorized to try cases on complaints of the entrepreneurs.
3. Most consumers make thousands of contracts in their lifetime.
4. The working time in Ukraine is limited to 60 hours a week.
5. The retirement age for men in Ukraine is 55 years old.
6. An employee can be dismissed for being unprovokedly rude, negligent, or destructive.
7. An employer can have a holiday any time he wishes.
8. A contract of employment, like any other contract, must have all the necessary elements of a legal contract to make it enforceable.

Exercise 9. Say what you have learned about:

1. the responsibilities of the employers according to the Labor Code;
2. the responsibilities of the employees according to the Labor Code;
3. a contract of employment;
4. the circumstances when the employer has a right to dismiss the employee;
5. benefits that employees have.

Exercise 10. Give a free translation.

Міжнародна фінансова корпорація провела дослідження проблем підприємницької діяльності в Україні. Висновок фахівців - близько 1 500 дозволів для започаткування власної справи, понад 150 законів регулюючих їх видачу, півтисячі нормативних актів та урядових постанов - це забагато для розвитку малого та середнього бізнесу. Тим більш враховуючи, що в Україні ще торік було ухвалено Закон "Про державну реєстрацію юридичних осіб та фізичних осіб – підприємців", який мав би полегшити долю підприємців.

У країнах Західної Європи та США в рамках підтримки малого та середнього бізнесу, практикуються державні контракти для приватного підприємництва. У Німеччині для цієї категорії запроваджені податкові пільги, в Італії – пільги на кредитування. В Японії держава компенсує дві третини витрат суб'єктів малого та середнього бізнесу на перепідготовку кадрів. У Канаді та Франції працює понад 200 центрів розвитку та товариства взаємо-поручительства, що надає підприємцям пільгові займи. В Україні малий бізнес про все це може тільки мріяти. Замість цього наші законодавці „плодять” нормативні акти, які ведуть непримиренну боротьбу з підприємництвом та підприємцями.

Це пов'язано не лише і застосуванням більш жорсткого адмінконтролю, але й з значним ростом витрат малого та середнього

бізнесу. Мова про введення нового платежу — страхового пенсійного внеску для підприємця та найманих співробітників. Дорожчання послуг, що надає місцева влада та інші держустанови. Приміром, пожежні збільшили вартість послуг від 10 до 100 разів, залежно від регіону. Через розпорядження КМУ «Про внесення змін до плану заходів з оптимізації господарської діяльності органів виконавчої влади» від 15 жовтня 2003 р. № 619-р, ціна окремих послуг санітарно-епідеміологічної служби збільшилася у 24 рази. Хоча об'єктивних причин для такого підвищення немає.

Exercise 11. Write an essay on one of the following topics:

1. Law in the world of business.
2. If you were an owner of the restaurant what rights and duties would your employees have?
3. The help of a lawyer in business transactions.

Exercise 12. Read and translate the following texts:

CONSUMER LAW: PROTECTION OF CONSUMERS

Consumer protection is a term, which is applied to the efforts of government, public-interest organizations, individuals, and businesses to establish, protect, and enforce the rights of people who buy products such as food and automobiles or services such as health care and insurance.

Products offered for sale should not pose undue risk of physical harm to consumers or their families.

Consumers need sufficient information in order to choose wisely among the competing products and services available. The marketplace, however, contains a great many different and complex products, and advertising is usually not informative enough for consumer purposes. Therefore, consumers often lack the information required to compare the quality of various products and services, to determine their true cost, or to be assured of their suitability or safety. Many consumer problems are caused by incorrect or fraudulent information.

Consumers often need more than just the information sellers disclose. For instance, firms rarely volunteer information about the shortcomings of their products. To provide essential comparative information, several private, independent organizations test products and report their findings to interested persons.

A consumer who has been cheated or who has bought a product or service that does not perform properly has a right to seek a refund, replacement of the product, or other remedy. Sometimes, however, a buyer finds that the manufacturer or seller will not cooperate in resolving the complaint. In recent years laws have been passed to help dissatisfied consumers. Some laws declare certain deceptive business practices illegal and give consumers the right to sue a

business believed to be violating the law. The communications media — newspapers, television, and radio — often aid consumers. Problems with credit and billing can also affect consumers.

Also, the needs of consumers should be considered when government decisions affecting them are made.

Industrialization brought to many countries of the world consumer problems it caused. In many nations the government plays a major role in product testing and consumer education. In the Scandinavian countries and Mexico, for example, the government funds consumer information and education activities. Some nations place great emphasis on informative labeling. The Swedish Institute for Informative Labeling, for instance, works to promote the use of standardized labels that include information about the product's performance in specific «standardized methods of measuring performance* tests. Other countries focus their efforts on making consumer assistance and information more accessible. Austria's Verein fur Konsumenten Information operates a demonstration center in Vienna where the public can inspect available brands and receive impartial buying advice. Most industrialized nations, and many developing countries, have consumer product testing organizations that also publish reports on product tests, services, and other matters of importance to consumers.

The International Organization of Consumers Unions (IOCU) links activities of some 130 organizations in more than 50 countries. It serves as an international forum on consumer problems and works to stimulate an interchange of product test information, consumer education materials, and other data among organizations of different nations. IOCU sponsors an Asian-Pacific Regional Office to assist consumers in developing countries. The organization also represents consumer interests in international agencies such as the United Nations.

EMPLOYMENT LAW

Employment law is that part of law which deals with the legal problems arising from the employment relationship. The relationship between employer and employee is based on the contract of employment. However, with the development of trade unions, employers' organizations and, in particular, state intervention, the subject covers many aspects other than simply the contract of employment.

Traditionally it has been thought that employment law, perhaps more than any branch of law, exists largely to prevent the need for the parties to a dispute to resort to the tribunals or courts. Recent trends have meant increased confrontation in the employment sphere and parties in such disputes seem more willing to resort to legal redress in order to test the legal merits of their actions. The law, therefore, is becoming increasingly important in such areas. The use of

practice and procedures, which are based on the legal framework, are obviously still important but so is the use of the legal remedy.

Particularly in the past twenty years, employment law has had a growing significance for managers — whether general managers or human resource practitioners. Potentially, it influences and may constrain action that managers want to take.

A manager advising on the handling of a dismissal, for example, is more likely to produce an effective and lawful outcome if s/he does not focus exclusively on the problem in hand (terminating the employment of an employee who has misbehaved). Remembering the purposes behind the legislation (to provide fair reasons, fair treatment and natural justice and consideration of all the circumstances) is important. Similarly, a recognition of the business context and organizational needs is important.

Likewise, the development of corporate policies is more likely to be effective and well-informed if they are not seen, narrowly, as a series of conditions of employment to be applied mechanistically. For example, when parental leave policies are formulated, an understanding of the social trends against which they are developed is important (e.g. greater economic activity by women, longer working hours, difficulties of reconciling work and non-work life). Furthermore, the social purposes behind this legislation (to promote family-friendly policies and provide a better balance between work and non-work life) should be acknowledged to ensure that the corporate policies achieve the statutory objectives. A manager who understands these purposes is better able to defend and argue for policy developments with colleagues.

Broadly speaking, the employment relationship is regulated by voluntary and legal measures. Voluntary measures comprise agreements and other decisions. They also include voluntarily accepted standards of good practice. In practice, these do not exist as isolated sets of measures. They, invariably, interlink and influence each other.

These voluntary and legal mechanisms achieve two broad purposes.

First, at various points, they influence the function of management - i.e. the ways in which managers exercise power, control workforces and manage conflicts of interest. The influence on management can be illustrated in the following way. It is widely accepted that the employment relationship is characterized by an imbalance of power in favor of the employer. Both voluntary and legal regulation can restrain the unfettered exercise of this employer power. Furthermore, the law can establish both minimum conditions of employment and also set limits on the action an employer might take against employees.

The second purpose is to assert certain principles. On the one hand, there are those principles that influence the nature and quality of decisions that are made (for example, fairness, equal treatment, reasonableness, etc.). In addition are those principles, which mould the regulatory process itself— for example, the fundamental importance of consent to the contract of employment, and of procedural fairness in disciplinary cases.

ARBITRATION COURT

The first Commercial court was founded in the territory of Ukraine in Odessa in 1809. Since that time there were a lot of changes and reforms in arbitration-court bodies of Ukraine. But we can confidently say that the role and the place of the Arbitration Courts in our society constantly have been increasing. Doubtlessly the most important changes in arbitration courts are connected to the most outstanding event in the history of Ukraine - a gain of the independence, when the Arbitration Court became one of the brands of the legislative power having equal rights that executes the legislation relating to the economic relations. That gives a power but is also a great responsibility for the system. Nowadays the highly qualified judges work in our courts.

According to the Constitution of Ukraine “On Arbitration Court” Arbitration Court is an independent judicial body in consideration of all economic disputes emerging between juridical persons, state and other bodies. The Arbitration Court is authorized to try cases on complaints of juridical persons (including foreigners) entrepreneurs, state and other bodies, public prosecutors, (their deputies), who appeal in the interests of the state.

The tasks of the Arbitration Court of Ukraine are: rights protection and registered interests of legal relationship participants; promotion of law consolidation in the sphere of arbitration relations; making proposals aimed at law arbitration activity regulation improvement.

The activity of the Higher Arbitration Court of Ukraine is regulated by the Constitution of Ukraine; the Ukrainian Laws “On solvent debtor or declare him bankrupt”; the Law of Ukraine “On Judge Status”.

ACHIEVEMENT TEST

1. Choose the correct alternative to fill each space in the text.

In 1995 Nestle carried just two products in Russia – Nuts candy bars and Nescafe instant coffee. The former Nestle head Andreas Schlapper said no one could _____ (1) the company's tremendous _____ (2).

In 1995 Nestle had an office in Kyiv of just 10 people. In 2000 it made a _____ (3) of some \$430 million and became a _____ (4) in several product categories, such as chocolate and coffee.

In Ukraine Nestle has adapted its development to suit local tastes and resources. About half of Nestle _____ (5) are in chocolate and candy, and the rest _____ (6) between ice cream and instant soups.

A recent survey of the _____ (7) market showed Nestle leading in two market categories – instant coffee and chocolate, with its market _____ (8) at 36 and 35 per cent respectively.

Nestle entered the _____ (9) market quickly by _____ (10) chocolate companies. In 1995, Nestle _____ (11) some confectionary factories in Ukraine.

By the end of 2000 the company had _____ (12) around \$150 million in the domestic market. The company's _____ (13) is to focus on making higher-quality chocolate, sweets and cheaper candy everywhere.

1. a) foresee b) foresaw c) have foreseen
2. a) growth b) fall c) bull
3. a) sale b) turnover c) campaign
4. a) private company b) market leader c) joint venture
5. a) sales b) market c) delivery.
6. a) divide b) are divided c) divides.
7. a) production b) consumer c) local.
8. a) stock b) share c) division
9. a) professional b) domestic c) stock.
10. a) selling b) merging c) acquiring.
11. a) bought b) has bought c) had bought.
12. a) lost b) spent c) invested.
13. a) strategy b) production c) promotion.

2. Choose the best alternative for the context.

1. The Kyiv government worked out a program to _____ the number of small businesses in the capital.
a) increase
b) contribute

- c) invest
2. The _____ “We know the meaning of cleaning” obviously belongs to the dry cleaning company.
- a) logo
b) slogan
c) advertisement
3. Monthly salary of our staff go directly into their _____
- a) invoices
b) accounts
c) interests
4. My cash _____ was 300\$.
- a) credit
b) sum
c) deposit
5. If you own some shares of a company, you receive _____ per share.
- a) interest
b) dividends
c) salary
6. I draw up contracts and advise the company on tax legislation. I work in the _____ department.
- a) Sales
b) Human Resources
c) Legal
7. A credit card allow you to carry out _____ without using cash.
- a) transactions
b) purchase
c) payment
8. _____ act as agents in buying and selling shares.
- a) Wholesalers
b) Brokers
c) Investors
9. He _____ most of his savings in the Stock Exchange.
- a) gave
b) invested
c) fixed
10. If I open a saving account I will receive _____.
- a) a share
b) a benefit
c) an interest
11. If you sponsored a charity, you would improve your _____.
- a) income
b) profits
c) reputations
12. Telegraphic transfer is the fastest method of sending _____.
- a) money

b) accounts

c) checks

13. When two or more people want to start a business together they can set up a _____.

a) corporation

b) concern

c) partnership

14. We are sending out _____ literature to try to boost our sales.

a) advertisement

b) useful

c) promotion

15. People buy _____ to protect themselves against the losses that may result from an accident or catastrophe.

a) insurance

b) guarantee

c) obligation.

3. Choose the word or word combination to match definition.

1. To make the necessary arrangements for starting a business.

a) to set up a business

b) to reorganize a business

c) to maintain a business

2. To do business, to buy or sell.

a) to trade

b) to do research

c) to perform

3. Money paid in addition to a salary.

a) wages

b) compensation

c) incentive

4. The person who works under you.

a) supervisor

b) subordinate

c) leader

5. The power to give orders.

a) career

b) authority

c) demand

6. General term used for all types of stocks and shares.

a) investment

b) income

c) securities

7. The variety of products that a company sells or makes.

a) rank

- b) range
- c) choice
- 8. A company which sells goods or equipment to another company.
 - a) customer
 - b) retailer
 - c) supplier
- 9. Money spent regularly to keep a business running.
 - a) costs
 - b) expenditures
 - c) overheads
- 10. A document given permission to sell something.
 - a) licence
 - b) contract
 - c) agreement
- 11. A company or a person who is competing against you.
 - a) partner
 - b) franchiser
 - c) rival
- 12. Money made on an investment.
 - a) benefit
 - b) return
 - c) bonus
- 13. To give money temporarily, on the condition that it will be returned.
 - a) to lend
 - b) to borrow
 - c) to pay
- 14. A sum of money to be paid when a contract is broken.
 - a) fee
 - b) penalty
 - c) charges
- 15. A movement to a more important job, with more responsibility and money.
 - a) recruitment
 - b) promotion
 - c) career

THE TASK FOR THE FINAL CLASS

1. Prepare a presentation on one of the following topics:

Business Presentation Topics

1. Prepare a presentation to management staff on the effective use of PowerPoint.
2. Prepare a presentation to sales representatives on various strategies for closing a sale.
3. Promote an advertising campaign to sell a new health food product (or any product) to a potential client.
4. Prepare a multicultural training seminar for new employees.
5. Prepare a presentation to company managers on effective time management.
6. Prepare a presentation on using computers to increase one's job productivity.
7. Present a department's quarterly earnings, losses, and expenses to upper management.
8. Prepare a technical presentation to new employees on how to complete a task that is crucial to their job.
9. Deliver a progress report to management on a group's development of their advertising campaign.

Follow these guidelines:

1. Start with a one sentence outline of your speech.
 2. Practice delivering the speech, each time crossing out words in your notes that you no longer need. Try to reduce your notes to a few key words or phrases.
 3. Add transitions and presentation signposts.
 4. Construct a vivid pictograph symbol for your introduction, for each main idea in the speech body, and for your conclusion.
 5. Practice giving the speech with only your mental notes.
 6. Vary the pitch, volume, rate, and quality of your voice, and work diligently on varying your delivery rate.
 7. Speak out with enthusiasm and use a wide variety of vocal styles. Let the motivation for voice changes come from the context of your speech.
 8. Build appropriate pauses into your presentation to give listeners a chance to mentally digest what you have said and catch up with you.
 9. While presenting your speech mind the body language and manners.
- Use visual aids.

ENGLISH-UKRAINIAN VOCABULARY

А а

abnormal gain – аномальний прибуток;
above par – вище номіналу;
absorbtion costing – калькуляція собівартості з повним розподілом затрат;
acceleration clause – умови прискореного платежу;
acceptance credit – акцептний кредит;
accomodation – позика;
account – бухгалтерський рахунок;
accountant – бухгалтер, аудитор;
accounting – бухгалтерський облік; a. entity – обліковий підрозділ; a. unit – господарська одиниця; a. entry – бухгалтерська проводка; a. period – обліковий період.; a. statement – виписка із звітності;
account owner bank – банк-власник рахунку; a. payable – виплати, що очікуються; a. receivable – надходження, що очікуються;
accretion – приріст;
accrual basis – принцип нарощування;
accrued charges, a. expenses – акумульована заборгованість; a. interest – кумулятивний процент;
accumulated dividend – кумулятивний дивіденд, дивіденд, що накопичується, фактичний дивіденд; a. profits tax – податок на акумульований прибуток; a. reserves – накопичені резерви;
accumulation unit – кумулятивні паї;
active account – активний рахунок; a. circulation – активний грошовий оборот; a. stock – активні акції;
actuary – актуарій;
addendum – доповнення, додаток;
additional property expenses – додаткові витрати із нерухомості;
addition to fixed assets – приріст основного капіталу;
adjustable peg; a. rate mortgage; ARM – гнучка іпотека;
adjusting entry – коректуючий запис; a. credit – кредит врегулювання; a. programme – стабілізаційна програма;
adjustments for overprovisions in previous years – коректування надлишкових резервів минулих років;
administration of assets – управління активами;
adoption of the annual account – прийняття річного звіту;
ad valorem tax – податок на вартість;
advanced payments received – отримання дострокових платежів; a. freight – авансовий фрахт;
advance redemption – дострокове погашення;
adverse trade balance – пасивний платіжний баланс;

advice – авізо, повідомлення; a. of securities proceeds – повідомлення про облік цінних паперів;
advising bank – банк, що сповіщає;
affidavit – афідавіт;
affiliated company – афілійована компанія;
after date – «після дати»; a. sight bill – вексель «після пред'явлення»;
agent bank – банк-гарант;
aggregate risk – загальний ризик; a. supply – сукупна пропозиція; a. portfolio – агресивний портфель;
agreed price – узгоджена ціна; a. wage structure – узгоджена структура заробітної плати;
agreement – узгодження, погодження;
air bill risks – страховий документ повного ризику;
airway bill – авіанакладна;
allocation – асигнування;
allotment – розподілення; a. price – ціна розподілення;
allot shares – розподіляти акції;
allowance – особисті знижки із прибуткового податку;
alternate deposit – сукупний рахунок;
amendment – поправка; a. by alteration – зміна шляхом виправлення;
amortisation – амортизація; a. loan – амортизаційний кредит;
amount carried forward – сума, що переноситься; a. differ – «суми не сходяться»;
annual accounts – річна звітність; a. audit – річна ревізія; a. balance sheet – річний балансовий звіт; a. depreciation charge – щорічні амортизаційні відрахування; a. general meeting – щорічне зібрання акціонерів; a. income – річний дохід; a. report – річний звіт компанії;
annuity – періодичний внесок, ануїтет;
anticipation – дострокове виконання;
appeal against an assessment – оскарження з приводу оподаткування;
application for a letter of credit – письмова заявка на кредит;
apportion – розподілення долей;
appreciation – підвищення вартості;
arrangement for amortisation – письмова згода на емісію;
arrears – заборгованість;
articles of partnership – статут товариства;
assented securities – погоджені акції;
assessable profit – дохід, що підлягає оподаткуванню;
asset account – рахунок капіталу; a.-liability adjustment account – рахунки коректування активів та пасивів;
assets – активи;
asset turnover ratio – коефіцієнт оборотності капіталу; a. value – вартість активів;
assignment – переуступка;
assignor – цедент;

associate – колега;
associated company – асоційована компанія;
assurance – страхування;
assured – страхувальник;
assuree – страховик;
at par – по паритету;
auction market – аукціонний ринок;
audit - ревізія, аудит; a. clerk – рахівник-контролер;
auditor – аудитор, бухгалтер-ревізор;
auditor's report – аудиторський звіт;
audit report review – аналіз ревізійного звіту;
authentication – посвідчення достовірності;
authorised capital – статутний капітал;
authority to sign – право підпису;
available funds – грошові кошти для готівкових платежів;
aval – аваль;
average – аварія; a. income per capital – дохід на душу населення; a. level of indebtedness – середній рівень заборгованості; a. price – середня ціна;
averaging – усереднення;

В b

back office – оформлювальний відділ;
back-to-back loan – компенсаційний кредит;
bad debt – безнадійний борг; b. debts recovered – стягнуті безнадійні борги;
balance – баланс; b. carried forward – перенесений залишок; b. of payments, BOP – платіжний баланс; b. of payment deficit – дефіцит платіжного балансу; b. sheet – баланс компанії; b. sheet account – стаття бухгалтерського балансу; b. sheet analysis – аналіз балансового звіту; b. sheet audit – ревізія балансового звіту;
ballot – балотування;
band – діапазон, інтервал;
bank account – банківський рахунок; b. balance – сальдо банківського рахунка; b. certificate – банківський сертифікат, банківське підтвердження;
b. charges – банківські витрати; b. draft – банківський чек;
Bank for International Settlements, BIS – Банк міжнародних розрахунків, БМР; b. rate – облікова ставка банку, базисна ставка позикового відсотка; b. statement – виписка із банківського рахунку;
bargaining power – ринкова влада, порція на ринку праці;
barometer stock – барометр;
barter – бартер;

basic balance – базовий платіжний баланс; b. discount – базовий дисконт; b. of assesment – база оподаткування;
basket of currencies – корзина валют;
bear – «ведмідь»;
bearer bond – облігація на пред'явника; b. cheque – чек на пред'явника;
beginning of a slump – початок депресії;
bellow par – нижче номіналу;
bench-mark – база;
beneficiary – бенефіціар;
benefit – допомога (матеріальна);
bid market – ринок покупців; b. price – ціна покупця;
big five currencies – п'ять провідних валют; b. ticket item – дорога позиція;
bilateral trade – двостороння торгівля;
bill book – книга векселів; b. for collection – вексель на інкасо; b. of sale – купча;
bin card – картка поточного складського обліку;
black market – чорний ринок;
blank acceptance – бланковий акцепт; b. cheque – бланковий чек; b. endorsement – бланковий індосамент;
blanket credit line – загальна кредитна лінія;
blocked account – блоковані рахунки; b. assets – блоковані активи, заморожені активи;
block issue – банкова емісія;
board of directors – рада директорів, правління; b. of Inland Revenue – Управління податкових зборів;
body of shareholders – колектив акціонерів;
bond – облігація; b. anticipation note, BAN – облігація попереднього випуску; b. loan – облігаційна позика; b. rating – рейтинг облігації; b. tied to an index – індексована облігація;
bonus – премія; b. dividend – додатковий дивіденд; b. issue – «бонусна» емісія акцій;
book-keeping methods – способи ведення бухгалтерських книг;
book of first entry – бухгалтерська книга первинних записів; b. transfer – «паперовий» трансфер; b. value – балансова вартість активів;
boom – ринок «биків», бум;
borrowing – позичання; b. powers – кредитоспроможність, позикова сила;
brought deal – тверда гарантія банку;
branch – відділення;
break-up-value – ліквідаційна вартість;
bridging loan – «проміжне» фінансування;
broker – брокер, маклер;
brokerage – брокерська комісія;
broker loan rate – ломбардна ставка;
B share – акції типу «В»;
budget – бюджет;

budgeted cost – кошторисна вартість;
budgeting – складання кошторису;
buffer stock – буферні запаси;
building lease – будівельна оренда; b. society – будівельне товариство;
bulking – узагальнення рахунків;
bull – «бик»;
business game – ділова гра; b. name – назва фірми; b. premises – ділова контора, офіс, приміщення підприємства;
buy forward – купляти на певний термін;
by-product – побічний продукт;

С с

calculation of final value – розрахунок кінцевої вартості;
called-up capital – необхідний капітал;
cancellation – анулювання; c. of an entry – викреслювання, проводка, зворотна проводка;
cancelled cheque – анульований чек;
capacity – потужність, вироблення, здатність;
capital account – баланс руху капіталів; c. allowances – інвестиційні податкові пільги; c. budget – кошторис капіталовкладень; c. employed – капітал, що використовується; c. expenditure – капітальні витрати; c. expenditure register – реєстраційний журнал капіталовкладень; c. gain – капітальний прибуток; c. goods – засоби виробництва, капітальні товари;
capitalisation of reserves – капіталізація резервів;
capitalised value – капіталізована вартість;
capital loss – капітальні збитки; c. market – ринок капіталів; c. market security – інструменти ринку капіталів; c. movements – переливання капіталів; c. stock – основні фонди, акціонерний капітал; c. turnover – оборот капіталу;
cartel – картель;
cash – готівка; c. a cheque – реалізувати вексель; c. balance – касова готівка; c. benefit – грошова допомога; c. book – касова книга; c. budget – касовий бюджет; c. card – готівкова карточка; c. cow – готівкова «корова»; c. discount – знижка за оплату готівкою; c. dividend – готівковий дивіденд; c. economy – тіньова економіка; c. flow – потік готівки; c. in hand – касова готівка; c. management account – рахунок управління готівкою; c. market – готівковий ринок; c. offer – пропозиція про оплату готівкою; c. point – банківський автомат; c. purchase – покупка за готівку; c. ratio – коефіцієнт готівкових засобів;
cash up – підраховувати виручку;
casual labour – тимчасова робоча сила;

casualty loss – непередбачувана втрата;
ceiling price – максимальна ціна;
central exchange rate – центральний валютний курс;
chamber of commerce – торгова палата;
change machine – розмінний автомат;
charge card – платіжна карточка;
charges – плата;
cheque account – чековий рахунок; c. book – чекова книжка; c. card – чекова карточка; c. not to order – неординарний чек, чек, що не передається;
circulate money – пускати в оборот;
claim of equitable relief – вимога справедливої знижки з податку;
class of accounts – категорія рахунків; c. of shareholder – клас акціонера;
clause – стаття, пункт, клаузула;
clean float – чисте планування валютних курсів;
clearing – кліринг; c. house – клірингова палата;
clientele – клієнтура;
close company – «закрита» компанія;
closing an account – закриття рахунку; c. balance – кінцеве сальдо; c. bank – кінцевий банк; c. date for the subscription list – кінцева дата підписки; c. entry – завершальні положення звіту; c. price – ціна закриття; c. rate method – метод курсу на день закриття біржі;
collar – ошийник, комір;
collateral – забезпечення боргу;
collateralisation – забезпечення;
collecting agency – інкасуєчий банк;
collective bargaining – переговори про укладення колективного договору;
commercial law – торгове право;
commission – комісія, комісійний збір; c. sale – комісійний продаж;
commodity – товар; c. broker – товарний брокер; c. exchange – товарна біржа;
common list of exemptions – пільговий список;
company with share capital – компанія з акціонерним капіталом, корпорація;
comparative statement – порівняльний звіт;
competent court – законна інстанція;
competitive price – конкурентоздатна ціна, конкурентна ціна;
completed audit – повний аудит;
composite entry – вільний запис;
composition – компромісна угода, конкордат; c. of consolidation – склад об'єднання;
compound interest – складні відсотки;
comprehensive insurance – сукупне страхування;
compulsory liquidation – примусова ліквідація;
computerised book-keeping – комп'ютеризоване ведення бухгалтерських книг;
concession – концесія;

conciliation – арбітражне примирення;
conditionally – обумовленість;
conditions of carriage – умови транспортування;
confidential accounting – конфіденційний бухгалтерський облік;
confirmation – підтвердження; c. of balances – підтвердження сальдо;
conflict of interest – конфлікт інтересів;
conglomerate merger – конгломератне злиття;
consistency concept – принцип послідовності;
consolidated accounts – звітні рахунки; c. balance sheet – консолідований баланс корпорації та її дочірніх компаній;
consolidation accounts – звітні фінансові звіти; c. adjustment – коректування об'єднання; c. method – методика об'єднання; c. programme – програма об'єднання;
consortium – консорціум; c. bank – консорціальний банк; c. banking operation – банківські операції консорціуму;
constant cost accounting – метод постійної вартості;
construction loan – будівельний кредит;
consumable goods – товари, що споживаються;
consumer credit – споживчий кредит; c. goods – споживчі товари; c. panel – консультуюча група споживачів; c. Price Index – індекс споживчих цін; c. protection – захист споживача; c. research – вивчення споживчого попиту; c. resistance – апатія споживача; c. society – споживче суспільство, суспільство споживання;
contingency reserve – резерв передбачливості;
contra account – контр-рахунок, рахунок відшкодування;
contracting party – договірна сторона;
contract note – договірна брокерська записка; c. of guarantee – договір про поручительство;
contractor – підрядчик, фірма-виконавець;
control account – контрольний рахунок; c. contract – угода про контроль;
controlling company – материнська компанія; c. interest – контрольний пакет акцій;
control total – контрольний підсумок;
conversion costs – вартість перетворення; c. discount – конверсійна знижка; c. issue – конверсійний випуск; c. ration – конверсійне співвідношення; c. value – конверсійна вартість;
convertibility – конвертуємість;
convertible currency – валюта, що конвертується; c. loan stock – облігації, що конвертуються;
co-ownership – спільна власність;
corporation tax – корпоративний податок, податок з доходів корпорації;
correspondent bank – банк-кореспондент;
cost insurance – вартість, страхування; c. account – бухгалтер-контролер по витратах; c. accounting – виробнича бухгалтерія; c. and freight, CIF – вартість і фрахт; c. apportionment – розподіл витрат; c. apportionment

statement – відомість пропорційного розподілу витрат; c. centre – центр витрат; c. centre variance – відхилення від нормативних витрат центру витрат; c. control account – рахунки контролю за рівнем витрат; c. effectiveness study – аналіз ефективності витрат;

costing – калькуляція витрат, калькуляція собівартості; c. supplement – накладні витрати;

cost of acquisition – вартість придбання; c. of living – вартість життя; c. of sales – собівартість реалізованої продукції; c.-plus – «ціна-плюс»; c. price – ціна вартості; c. price calculation – калькуляція собівартості виробництва; c. push inflation – вартісна інфляція;

costs – витрати;

cost unit – одиниця виміру продукції; c. variance – відхилення від нормативних витрат; c. volum profit analysis – аналіз беззбиткового виробництва, аналіз критичного співвідношення;

counterfoil – корешок;

counter issue – касова емісія;

country of issue – країна емісії;

coupon – купон; c. sheet – купонний аркуш;

covering – операція покриття ;

crash – біржовий крах;

crawling peg – «повзуча прив'язка»;

credit account – кредитний рахунок;

credit advice – кредитне авізо; c. agency – агентство кредитної інфляції; c. insurance – кредитне страхування; c. letter – акредитив; c. line – кредитна лінія; c. purchase – покупка в кредит; c. sale – продаж в кредит; c. sanctioning authority – санкціонований дозвіл на видачу кредиту; c. squeeze – «стискування» кредиту; c. status investigation – обґрунтування кредитоспроможності; c. surveillance – кредитний контроль;

creditworthiness – платоспроможність;

creeping inflation – «повзуча» інфляція ;

cross rate – крос-курс;

cumulative preference share – кумулятивна привілейована акція;

currency – валюта; c. mismatching – гра валютних розбіжностей, валютний «місметчинк»; c. of issue – грошова одиниця емісії; c. swap – валютний своп;

current account – поточний рахунок; c. assets – поточні оборотні активи; c. cost accounting, ССА – облік поточних витрат, виробнича бухгалтерія; c. expenditure – поточні витрати; c. liabilities – поточні пасиви; c. market value – поточна ринкова вартість; c. value of net assets – поточна вартість чистих активів; c. yield – поточний дохід із цінних паперів;

Customs, Н.М. Customs – митниця; c. duty – митний збір;

D d

date of maturity of the coupon – термін погашення;
dawn raid – «рейд удосвіта / на світанку»;
dead account – мертвий рахунок;
dealer – дилер;
dealing floor – дилерська контора, дилерська кімната;
dear money – дорогі гроші; d. money policy – політика «дорогих грошей»;
debenture – свідоцтво на позику;
debit – дебет; d. advice – дебетове авізо; d. balance – дебетове сальдо, дебетовий баланс, позитивне сальдо, дебетовий залишок, заборгованість; d. card – платіжна картка; d. entry – дебетова проводка; d. note – дебет-нота; d. party – дебетовий учасник; d. transaction – дебетова операція;
debt – борг; d. collector – збирач боргів; d. counselling – боргова консолідація; d. evidenced by securities – «переупакований» борг; d. factoring – факторні операції, борговий факторинг;
debtor / sales ratio – співвідношення між дебетовою частиною рахунку і продажем в кредит;
debtor nation – країна-боржник;
debt ration – співвідношення власних і позикових засобів; d. rescheduling – реструктуризація боргу; d. swap – борговий своп;
decision maker – відповідальний за ухвалення рішень;
deduction – вирахування;
deed costs – нотаріальні витрати; d. of transfer – акт передачі, купча;
deferment of amortisation – пільговий період;
deferred income – відстрочений дохід; d. expenditure – відстрочені витрати;
d. payment – відстрочений плаіж; d. share – відстрочена акція; d. taxation – відстрочене оподаткування;
deficit – дефіцит;
definitive certificate – остаточний сертифікат акції;
deflate the economy – дефліювати економіку;
deflation – дефляція;
del credere – делькредере;
delivered price – ціна з доставкою;
delivery of goods – постачання; d. order – замовлення на постачання; d. time – період постачання;
demand – попит; d. bill – пред'явницький вексель; d. price – ціна попиту; d. pull inflation – інфляція, викликана надлишковим попитом;
demerger – розділення;
demonetisation, demonetisation – демонетизація;
demonetise – демонетизувати;
demurrage – плата за простій, демередж;
dependent undertaking – залежне підприємство;
deposit – депозит; d. account – депозитний рахунок;

depositor – депонент, вкладник;
depreciable asset – майно, що амортизується;
depreciation – знецінення, амортизація; d.-costing estimate – обчислювана амортизація; d. of assets – амортизація, нарахування зносу; d. on account of wear and tear – амортизація унаслідок зносу елементів основного капіталу; d. rate – міра знецінення, норма амортизації;
depressed area – регіон, що переживає депресію; d. market – ринкова депресія;
depression – депресія;
derivative instrument – виробничий фінансовий інструмент;
detailed account – детальний звіт;
devaluation – девальвація валюти;
difference in rate of exchange – різниця обмінного курсу;
differential costing – диференціальна калькуляція витрат;
direct cost – прямі витрати, основні витрати; d. costing – метод прямого віднесення витрат; d. cost variance – пряме відхилення від нормативних витрат; d. debit – пряме дебетування; d. labour cost – витрати на виробничу робочу силу, виробнича заробітна плата; d. mail advertising – поштова реклама, мейлінг; d. material cost – прямі матеріальні витрати; d. placement – пряме розміщення; d. selling – прямий продаж; d. taxation – пряме оподаткування;
dirty float – «брудне» плавання валютних курсів;
disclosure requirements – вимоги розкриття;
discount – дисконт, знижка; d. allowed – цінова знижка; d. bond – облигація із знижкою;
discounted cash flow – майбутні надходження в оцінці теперішнього часу;
discounter – дисконтер;
discount house – обліковий будинок;
discounting – операції із обліку векселів;
discount market – обліковий ринок; d. rate – облікова ставка; d. store – універмаг, що торгує за зниженими цінами;
discretionary account – дискреційний рахунок; d. trust – дискреційний траст;
diseconomies of scale – негативний економічний ефект розширення;
disinvest – «проїдати» капітал;
disinvestment – дезінвестиції;
disposal of fixed assets – реалізація основних фондів;
distress merchandise – розпродаж майна;
diversified company – диверсифікована компанія;
dividend – дивіденд; d. announcement – декламація про виплату дивіденду; d. cover – покриття дивіденду; d. equalisation reserve – резерв для рівняння дивідендів; d. deduction – знижка на отримані дивіденди; d. warrant – свідоцтво на здобуття дивіденду; d. yield – дохід у формі дивідендів;
documentary credit – документарний кредит; d. letter of credit – документарний акредитив;
documents against payment – документи проти платежу;

domestic issue – внутрішня позика; d. monetary policy – внутрішня грошово-кредитна і валютна політика; d. production – вітчизняне виробництво;
domicile of a bill – місце платежу по векселю;
donor – донор;
double option – подвійний опціон;
Dow-Jones Average – індекс Доуу Джонса;
down payment – гарантійний внесок;
draft – тратта, перевідний вексель;
drawback – знижка при реекспорті;
drawel – трасат;
drawer – трасант;
drawing account – поточний рахунок;
drawn bond – облігація, погашена за вироком;
dual exchange rate mechanism, DERM – двойной подвійний механізм валютного обміну;
dumping – демпінг;
duplicated entry – подвійна проводка;
duplicate recording system – система дублюючого запису;
duty paid – із сплаченим митом;

Е е

early payment – достроковий платіж; e. withdrawal – дострокове вилучення депозитів;
earned income зароблений дохід;
earnest-money – завдаток;
earning power – прибутковість;
earnings basis – оцінка діяльності за доходах / прибутках; e. performance – прибутковість; e. per share – дохід з розрахунку на акцію; e. yield – потенційна прибутковість акції;
economic forecaster – прогнозист; e. growth – економічне зростання;
economics – економіка;
economic working life – оцінний термін корисної служби;
economics of scale – ефект масштабу;
effective date – дата набуття чинності; e. demand – платоспроможний попит;
effective yield – дохід із цінних паперів;
efficiency variance – індекс ефективності;
elasticity of supply and demand – еластичність попиту і пропозиції;
electronic banking – електронна банківська система; e. fund transfer system – електронна система платежів;
embargo – ембарго;
embezzlement – розтрата;

emergency credit – аварійний кредит;
employee's shares – особливі акції службовців компанії;
encash – отримувати готівкою, інкасувати;
endorsement – індосамент, забезпечення, гарантія;
endorser's liability – зобов'язання індосанта;
equity capital – звичайні акції; e. finance – акціонерне фінансування; e. method – метод обліку акціонерного капіталу;
errors and omission excepted, E&OE – помилки і пропуски не враховуються;
escape clause – каузула можливості відмови, право на звільнення від відповідальності;
escrow account – блокований рахунок;
established charges – організаційні витрати;
estate duty – податок на нерухомість;
estimated assessment – оподаткування за оцінкою; e. cost – орієнтовна вартість, нормативні витрати;
eurobonds – єврооблігації;
euronote – євронота;
European Monetary Cooperation Fund, EMCF – Європейський фонд валютної співпраці, ЄФВС;
evidence of title – сертифікат;
exceptional non-recurring costs – виняткові неперіодичні витрати;
excess liquidity – надлишкова ліквідність;
exchange office – пункт обміну; e. rate – валютний курс, обмінний курс; e. Rate Mechanism, ERM – курсовий механізм; e. restrictions – валютний контроль;
ex-dividend – «виключаючи дивіденд»;
executory debts – борги, що підлягають стягненню; e. title – виконавчий титул;
exercise of a pre-emptive right – реалізація переважного права;
ex gratia payment – добровільний платіж;
expenditure – витрати;
expense classification by type – класифікація витрат за видами;
expluses – витрати;
expenses of acquisition – витрати на придбання;
export licence – експортна ліцензія;
external account – зовнішній рахунок, рахунок по зовнішніх боргах; e. audit – зовнішня ревізія; e. debt – зовнішній борг; e. liabilities – зовнішні зобов'язання;
extraordinary income and expenditure – надзвичайні прибутки та витрати;
ex-works price – ціна франко-завод;

F f

factoring – факторинг;
factory expenses – загальнозаводські накладні витрати;
falling market – падаючий ринок;
false market – помилковий ринок;
family company – родинна компанія;
fedwire – «фед-уаєр» (система електронного зв'язку)
fee – комісія, гонорар;
fictitious assets – фіктивні активи;
fiduciary money – фідуціарні гроші;
finance – фінанси; f. house – фінансова компанія;
financial accounting – фінансове рахівництво; f. adviser – фінансовий консультант; f. futures – фінансові ф'ючерси; f. intermediary – фінансовий посередник;
financier – фінансист;
financial transaction – операція із рахунку фінансування;
finished goods – готові вироби;
fire sale – терміновий розпродаж;
first in, first out, FIFO – «першим прибув – першим вибув»;
fiscal agent – фінансовий агент; f. charges – податкові платежі; f. reserve – резерв для оподаткування;
fixed assets – основні активи; f. assets under construction – основні фонди в процесі монтажу, незавершене будівництво; f. budget – твердий кошторис, жорсткий кошторис; f. capital – основний капітал; f. costs – постійні витрати; f. deposit – терміновий депозит; f.-interest securities – цінний папір з фіксованим прибутком; f. investment – інвестиції в основний капітал; f.-rate loan – кредит з фіксованою процентною ставкою;
fixtures – інвентар;
flexible exchange rate – плаваючий валютний курс;
flexitime – гнучкий робочий розклад;
flight of capital – витік капіталу;
floating charge – плаваючий борг;
floating debt – плаваючий національний борг; f. exchange rate – плаваючий валютний курс; f. rate – плаваюча процентна ставка; f. rate issue – позика плаваючої процентної ставки;
floatation – розміщення акцій нової компанії;
fluctuation – вагання;
forced sale – вимушений продаж;
forecast – прогноз; f. dividend – прогнозований дивіденд;
foreign currency – іноземна валюта; f. exchange – обмін валюти; f.-exchange forward contract – терміновий контракт на купівлю продаж іноземної валюти; f.-exchange position – сальдо іноземної валюти; f.-exchange transfer – валютний трансфер; f. issue – іноземна позика; f. taxation – оподаткування;
forfeiting – форфетінг;

forgery – фальсифікація, підробка;
formation by subscription in specie – освіта шляхом підписки на акції за винагороду;
formation expenses – первинні витрати;
forward contract – форвардний контракт;
foundation – фонд;
fractional share – дробова акція;
franchise – ліцензія, франшиза;
franchisee – компанія, що діє за франшизою;
franchisor – компанія, що видає франшизу;
free enterprise – вільне підприємництво;
freehold – безумовне право власності на нерухомість;
freeholder – фріголдер, вільний власник;
free on board, FOB – франко-борт судна ФОБ; f. on quay, FOQ – франко-причал; f. on rail, FOR – франко-вагон; f. on overside – франко-за-борт; f. sample – безкоштовний зразок; f. trade – відкрита торгівля; f. trade area – зона вільної торгівлі;
freight – фрахт;
friendly society – суспільство взаємодопомоги;
fringe benefits – додаткові винагороди;
fundamental accounting concept – основні принципи бухгалтерського обліку;
funded debt – безстроковий консолідований державний борг;
funding – фондування, обґрунтування, консолідація;
fund management – фондівий менеджмент;
fungible property – взаємозамінна власність;
futures – ф'ючерси, операції на термін;
future value, FV – майбутня ціна, ф'ючерсна ціна;

G g

gain – прибуток, приріст;
galloping inflation – «галопуюча» інфляція
gap analysis – аналіз розриву;
gearing – коефіцієнт заборгованості;
General Agreement on Tariffs and Trade, GAIT – Генеральна угода про тарифи і торгівлю;
General Arrangement to Borrow, GAB – Загальна угода про позики в МВФ;
general lender – книга номінальних рахунків; g. management – виконавчий комітет; g. partner – повний партнер; g. undertaking – загальне зобов'язання;
gentlemen's agreement – джентельменська угода;
gill-edged security – цінні папери, що по своїй цінності відповідають золоту;

giro account – обрахунок жирів; g. cheque – обрахунок жирів;
global demand – загальний попит;
going concern – підприємство, що діє, діюче підприємство; g. concern value – вартість підприємства, що діє;
gold bullion standard – золотозлитковий стандарт; g. embargo – золоте ембарго; g. exchange standard – золото-дивізний стандарт; g. specie standard – золотомонетний стандарт; g. tranche – золота транша, золота квота в МВФ;
goods in transit – транзитні товари;
goodwill – гудвіл ("ноу-хау", ділова репутація і т. д.);
government grant – урядова субсидія;
graduated taxation – прогресивний податок;
greenmail – зелений шантаж;
grey market – сірий ринок;
gross borrowings – валові запозичення; g. domestic product, GDP – валовий внутрішній продукт, ВВП; g. domestic product at factor cost – ВВП по факторинговій ціні; g. income – валова сума зарплати; g. loss – загальний збиток, негативний валовий прибуток; g. national product, GNP – валовий національний продукт, ВНП; g. profit – валовий прибуток, нетто-прибуток; g. sales – бруто-продажі; g. turnover – валовий оборот; g. weight – вага бруто; g. yield – бруто-дохід;
group of companies – концерн; g. annual report – річний звіт групи; g. company – компанія групи; g. of Ten, The Paris Club – група десяти, Паризький клуб; g. areal – зростаючий ринок;
guarantee – гарантія;
guaranteed bond – гарантійна облигація; g. debenture – забезпечена облигація;
guarantor – гарант;

Н h

hard cash – готівка, дзвінка монета; h. currency – тверда валюта;
headline inflation – загальна інфляція;
hedge against inflation – хедж, антиінфляційне хеджування;
high interest rate policy – політика «дорогих грошей»;
hire-purchase, HP – оренда з опціоном покупки;
historical cost – вартість придбання; h. rate of exchange – фактичний валютний курс;
hoarding – тезаврація;
holder of record – зареєстрований акціонер;
holding – холдинг; h. company – холдингова компанія;
hyper-inflation – гіперінфляція;
hypothecation – іпотека, застава;

I i

illiquid asset – неліквідні активи;
IMF quota – квота МВФ;
impersonal accounts – рахунки, що не належать конкретним особам;
import deposit – імпортні депозити;
imprest system – система позики грошових коштів;
imputation system – система оподаткування дивідендів;
inactive partner – сплячий партнер;
in case – «у випадку»;
incentive – стимул;
income – дохід; i. gearing – коефіцієнт обслуговування боргу; i. shares – «дохід» акції; i. policy – політика доходів; i. tax – прибутковий податок; i. tax form – бланк податкової декларації;
inconvertible money – нерозмінні гроші;
increase in value – збільшення вартості;
increment – щорічний приріст заробітної плати;
incremental scale – збільшення ставки зарплати;
indefeasible right – невід’ємне право власності;
indemnity – компенсація;
index linking – індексація, прив’язка до індексу; i. of producer prices, producer’s price index, PPI – індекс цін виробників;
indirect expenses – непрямі витрати виробництва; i. labour costs – непрямі витрати на робочу силу; i. material cost – непрямі матеріальні витрати; i. taxation – непряме оподаткування;
industrial bank – промисловий банк;
inflated costs – інфляційні витрати; i. currency – завищена валюта; i. price – роздута ціна;
inflation accounting – облік інфляції;
inflationary gap – інфляційний розрив; i. spiral – інфляційна спіраль; i. rate – рівень інфляції;
inheritance tax – податок на спадок;
Inland Revenue – податкове управління; i. revenue inspection – податкова ревізія;
input/output ration – співвідношення витрати – випуск;
insolvency – неплатоспроможність; i. practitioner – консультант із питань неплатоспроможності;
insolvent – неплатоспроможний;
instalment – черговий внесок; i. debt – заборгованість з розстрочкою в платежі;

insurance policy – страховий поліс; i. reserve – резерви для власного страхування;
insured – страхувальник;
intangible assets – неосяжні активи;
integrated accounting – інтегрована система виробничої бухгалтерії; i. circuit card – «розумна» картка;
interbank rate – процентна ставка;
interest sensitive purchase – попит, чутливий до банківських ставок; i. swap – процентний своп; i. accounts – проміжні рахунки; проміжна ревізія;
Interim Committee – Тимчасовий комітет; i. dividend proposed – запланований проміжний дивіденд;
internal trade – внутрішня торгівля;
International Bank for Reconstruction and Development, The World Bank, IBAD – Міжнародний банк реконструкції і розвитку, МБРР;
international issue – міжнародна позика;
interoperability – операційна сумісність;
intervention on the foreign exchange market – валютна інтервенція;
intra-group holding – внутрішні пакети акцій;
intrinsic value – внутрішня вартість опціону;
introduction to the stock exchange – допуск цінних паперів на фондову біржу;
inventory – запаси компанії, портфель; i. control – управління запасами; i. turnover – оборотність запасів;
investigation – вивчення, перегляд;
investment analyst – фахівець з інвестицій; i. incentives – інвестиційні пільги; i. portfolio – портфель інвестицій;
investor protection – захист прав інвестора;
invisible balance – невидимий баланс;
invisible earnings – надходження від невидимих статей експорту;
invoice – рахунок, інвойс; i. discounting – дисконтування рахунків-фактур;
i. price – фактурна ціна;
IOU – «я вам винен»;
irredeemable bond, perpetual bond – безстрокова державна облігація, вічна облігація;
irrevocable letter of credit – безвідзивний акредитив;
issue at par – емісія за номіналом; i. calendar – розподіл випуску цінних паперів; i. discount – емісійний дисконт; i. share – випущений капітал; i. for cash – емісія за готівку; i. otherwise than for cash – випуск негрошового задоволення; i. price – ціна емісії;
issuing cost – витрати емісії; i. house – емісійний будинок;
items to be booked on an asset account – позиції, що підлягають капіталізації;

J j

job description – посадова інструкція; j. evaluation – оцінка складності роботи, визначення кваліфікації; j. security – надійна зайнятість;
joint account – спільний рахунок; j. and several guarantee – угода про спільний рахунок; j. and several liability – солідарна і індивідуальна відповідальність; j. products – супутня продукція; j. venture – спільне підприємство;
journal – журнал, щоденник;
junior debt – субординований борг;

K k

key money – негайна оплата;

L l

labour intensive industry – трудомістка галузь; l. Market – ринок праці; l. relations – трудові стосунки; l. time record – сертифікат робочого часу; l. turnover – текучість робочої сили;
lagging indicator – запізнілі показники;
land agent – управляючий маєтком;
landed cost – вартість постачання;
landing order – розпорядження про складування на митниці;
land register – кадастр; l. servitude – наймана сільськогосподарська робоча сила; l. tax – земельний податок;
latent tax liability – прихована заборгованість по податкових платежах;
law of diminishing returns – закон убуючої прибутковості;
leads and lags – «лідз енд легз» (прискорення або затримка платежів, в міжнародній торгівлі);
leased property – орендована власність;
leasehold – володіння на основі оренди;
leasing – лізинг (середньо- і довгострокова оренда);
ledger – бухгалтерська книга;
legal capacity – правоздатність; l. Interest – встановлений законом відсоток;
l. monopoly – законна монополія; l. person – юридична особа; l.

representative – законний представник, уповноважений; 1. tender – законний засіб платежу;
lending – кредитування; 1. limit – кредитний ліміт; 1. margin – позикова маржа, спрет;
letter of allotment – повідомлення про підписку на акції; 1. of credit – акредитив; 1. of intent – лист про намір; 1. of renunciation – лист-відмова; 1. of representation – лист-представлення аудиторів;
levy – збір, податок;
liability account – рахунок зобов'язань;
licensing consultant – консультант із питань ліцензування;
lien – право утримання майна;
life assurance – страхування життя;
limited – обмежений (а); 1. convertibility – зовнішня конвертованість; 1. liability – обмежена відповідальність; 1. liability company – компанія з обмеженою відповідальністю; 1. partnership – товариство з обмеженою відповідальністю; 1. partnership with a share capital – акціонерне товариство з обмеженою відповідальністю;
line management – лінійне керівництво;
liquid assets – ліквідні активи;
liquidation of a debt – ліквідація боргу;
liquidity – ліквідність; 1. position – наявність ліквідних засобів; 1. preference – перевага ліквідності;
listed securities – цінні папери, що котируються;
listing – здобуття котирування;
list of closing balances – список кінцевих сальдо; 1. of opening balances – список початкових сальдо;
loan – позика, кредит; 1. capital – позиковий капітал; 1. stock – облігація;
logistics – система доставки і здобуття товару;
long position – довга позиція; 1. term bond – довгострокова облігація; 1. term loans – довгострокові позики;
loose-leaf accounting – ведення бухгалтерських книг з відривними листами;
loro account – кореспондентський рахунок «лоро», «їх» рахунок;
loss – збитки; 1. for the period – чисті втрати; 1. set-off – компенсація втрат;
lot – лот;
lower method value – метод меншої вартості;
lump sum – паушальна сума (разова сума; сума, що виплачується один раз);
luxury good – предмет розкоші; 1. tax – податок на предмети розкоші;

M m

machine time record – реєстрація машинного часу;
macro-economics – макроекономіка;

mail order – поштовий переказ;
majority shareholder – акціонер, що має контрольний пакет акцій; m.
shareholding – контрольний пакет акцій;
managed currency – керована валюта;
management accounting – управлінський облік; m. accounts – аналітичні
рахунки; m. buy out, МВО – викуп компанії; m. team – керівна група; m.
trainee – учень менеджера;
managing director – розпорядник;
manpower planning – планування трудових ресурсів;
manufacturing account – рахунок виробничих витрат; m. on service contract –
виробничий контракт;
margin – маржа
marginal cost – маржинальні витрати, зростаючі витрати; m. cost pricing –
ціноутворення за зростаючими витратами; m. rate of tax – маржинальна
ставка податку; m. return – додатковий дохід;
market – ринок
marketable securities – цінні папери, що перебувають в обороті;
marketing cost – витрати збуту;
market maker – формувач ринку; m. penetration – доля проникнення на
ринок; m. price – ринкова ціна; m. trend – тенденція ринку; m. value –
ринкова вартість;
mark-up – марка торгівельного прибутку;
material consumption – споживання матеріалу; m. cost – вартість матеріалу;
materiality – питома вага в звітності;
material shareholding – значна участь;
materials requisition – вимога на відпустку матеріалу;
maturity – термін погашення; m. premium – надбавка до курсу, зелена
знижка;
maximisation – максимізація;
mean price – середня ціна;
means of payment – засіб платежу;
memorandum item – пам'ятна стаття;
mercantile country – країна-експортер;
merchandise for sale on commission – комісійні товари;
merger – злиття;
method of gross presentation – спосіб валового представлення; m. of net
presentation – спосіб чистого представлення;
micro-economics – мікроекономіка;
minimum lending rate – мінімальна позикова ставка;
minority shareholder – міноритарний акціонер (що має менше половини
акцій компанії);
minute book – журнал протоколів;
miscellaneous income – інші доходи;
mixed economy – змішана економіка;

monetary base – грошова маса; m. compensatory amount, МСА – сума валової компенсації; m. depreciation – знецінення грошей; m. gold – грошове золото;
money – гроші; m. income – грошовий дохід; m. laundering – відмивання грошей; m.-lender – кредитор, кредитор; m. market papers – цінні папери грошового ринку; m. supply – грошова маса в обігу;
monopoly – монополія;
mortgage – іпотека; m. bond – облігація, забезпечена заставою на нерухомість; m. repayable by instalments – іпотека, що погашається на виплату;
multiply currency accounting – бухгалтерський облік у декількох валютах;
m. voting share – акція з правом декількох голосів;
multi-stage consolidation – поетапне об'єднання;
multi-stage group – багаторівнева група;
municipal bond – муніципальна облігація;

N n

narrative – виклад операції;
narrow market – вузький ринок, млявий ринок;
national savings – національні заощадження;
natural monopoly – природна монополія;
nature of shares – природа акцій;
negative cash flow – негативне «кеш-флоу»; n. volume variance – негативне відхилення за об'ємом виробництва;
negotiability – боротність;
negotable instrument – документи, що перебувають в обігу;
net assets – нетто-активи; n. assets value per share – чисті активи з розрахунку на одну акцію; n. asset value – вартість чистих активів; n. book value – чиста балансова вартість активів; n. current liabilities – чисті поточні зобов'язання; n. income – чистий дохід; n. profit – чистий прибуток; n. profit ratio – коефіцієнт рентабельності; n. realisable value – чиста вартість, що підлягає реалізації; n. return – чистий дохід; n. sales – нетто-продажі; n. turnover – чистий оборот; n. weight – вага нетто; n. working capital – чисті поточні активи; n. worth – власний капітал, чисті активи;
new issue – нова позика;
no-claims bonus – винагорода за безаварійність;
nominal interest – номінальна процентна ставка; n. yield – номінальний дохід;
non-acceptance – неприйняття, відмова від акцепту; n.-allowable charges – витрати, що не відраховуються; n.-cumulative preference share – некумулятивна привілейована акція; n.-negotiable bill – вексель, що не

пускається в обіг; n.-purchased goodwill – некуплені активи; n.-recutting cost – неперіодичні витрати; n.-stock corporation – неакціонерна корпорація; n.-tariff barriers, NTBs – нетарифні бар'єри; n.-voting share – безголосова акція; n.-par value share – акції без фіксованого номіналу; normal balance sheet – стандартний балансовий звіт; n. production cost – нормальні витрати виробництва; nostro account – рахунок «ностро», «наш» рахунок; notary public – державний нотаріус, повірений; notes on the accounts – примітка до фінансових звітів; notice of assessment – сповіщення про розмір податку;

О о

obligation – облігація;
obsolescence – застарівання;
offer – комерційна пропозиція; o. documents – проспект;
officially listed securities – папери, що офіційно котируються;
official price – розрахункова ціна; o. receiver – офіційний ліквідатор, керівник конкурсною масою;
offset – залік;
offshore – офшорний;
one-man business – одноосібне підприємство; o.-stage consolidation – одноярусне об'єднання; o.-step consolidation – одноступінчате об'єднання;
open cheque – чек для здобуття готівки; o. credit – відкритий кредит; o.-end lease – відкрита оренда;
opening balance – перенесення сальдо на майбутній рік, початкове сальдо;
o. bid – перша пропозиція; o. price – ціна покриття; o. store – початковий запас;
operating expenses – операційні витрати; o. statistics – статистика операцій;
operational lease – оренда виробничих потужностей;
option – опціон;
order – наказ; o. cheque – ордерний чек; o. document – розпорядження; o. terms – умови контракту;
ordinary partnership – просте товариство; o. share – звичайна акція;
organized labour – організована в профспілки робоча сила;
output tax – податок на виробіток;
outstanding – той, що підлягає оплаті, неоплачений;
outwork – робота вдома;
overcapitalisation – надлишкова капіталізація, роздвоєння капіталу;
overdraft – овердрафт;
overestimate of costs – переоцінка витрат, сприятлива ціна витрат;
overfunding – надлишкове фінансування;

overheating – перенагрівання економіки;
overproduction – надвиробництво;
overshooting – завищений курс;
overtrading – надлишковий розвиток торгівельної діяльності;
ownership reservation – збереження права власності;
own shares of group – власні пакети акцій;

Р р

paid – оплачено;
paid-up capital, p.-in capital – сплачена частина акціонерного капіталу, сплачений капітал;
partial audit – часткова ревізія;
participating bond – облігації з правом на участь в прибутках компанії;
participation certificate – сертифікат участі;
party-secured creditor – частково забезпечений кредитор;
partner – учасник;
partner's current account – поточний рахунок учасників;
partnership – партнерство, товариство;
pass a dividend – пропустити дивіденд;
pass-book – ощадна книжка;
parthfinder prospectus – попередній проект;
pay as you earn, PAYE – сплата податків при отриманні заробітної плати;
paying agent – платіжний агент;
payment – платіж; p. authorisation – порядок виробництва платежу; p. in advance – достроковий платіж; p. order – платіжне доручення;
payroll – платіжна відомість;
penalty – неустойка;
pension fund – пенсійний фонд;
performance share – ефективна акція;
permanent establishment – постійне місце перебування, місце знаходження;
personal disposable income – родинний дохід, що є у наявності; p. equity plan, PER – персональний план інвестицій; p. identification number, PIN – особистий ідентифікаційний номер;
petrodollars – нафтодолари;
physical check – перевірка дійсного власника; p. inventory – інвентаризація готівкових матеріальних цінностей;
piece-work payment – відрядна платня;
placing of issues – розміщення цінних паперів;
plan vanilla swar – простий процентний своп;
pool – пул;
portfolio – портфель цінних паперів; p. investments – портфель інвестицій;

post balance sheet events – наступні події;
pre-acquisition – період до придбання компанією; p.-consolidation adjustment – коректування, що передують об'єднанню;
preference share – привілейована акція;
premium bond – преміальна облигація;
prepaid expenses – авансовані витрати;
prescribed dividends – незатребувані дивіденди;
prescription of claims – претензії після закінчення терміну давності; p. of titles – право давності;
present value – поточна вартість;
preservation period for books and records – період зберігання бухгалтерських книг і записів;
pre-tax profit – чистий прибуток до вирахування податків;
price – ціна; p.-earning ratio, P/E ratio, PER – відношення ціни до доходу; p. fixing – домовленість, договір, угода про ціни; p. index – індекс цін; p. level accounting – облік рівня цін; p. range – амплітуда вагання цін; p.-sensitive product – товар попиту, що є чутливим до ціноутворення;
primary capital – первинний капітал;
prime rate – базова ставка банків, основна сума, принципал;
principal – основний капітал, основна сума, принципал;
priority bond – пріоритетна акція;
prior year items – «за попередній рік»;
private accounting – індивідуальний облік; p. drawing – витрата засобів у приватних цілях; p. issue – приватне розміщення позики; p. placement – приватне розміщення; p. property – приватна власність; p.-sector issue – приватна позика;
production cost – витрати виробництва, собівартість, фабрична (заводська) ціна; p. overheads – накладні витрати виробництва; p. unit – виробнича одиниця; p. confidentiality – конфіденційність, професійна таємниця; p. misconduct – порушення професійної етики; p. register – професійний реєстр;
profit and loss account – рахунок прибутків і збитків; p.-capital ratio – прибуток, співвідношення, прибутковість, капітал; p. centre – центр прибутку; p. margin – маржа прибутку; p. on realisation – прибуток від реалізації; p.-pooling contract – угода про об'єднання; p. sharing – участь в прибутках; p. taker – продавець ринкового прибутку; p. taking – продаж прибутку;
proforma invoice – попередня фактура;
progressive depreciation – прогресуюча амортизація; p. fixed costs – зростаючі витрати;
project finance – проектне фінансування;
prolongation – відстрочка;
promissory note – простий вексель;
propensity to invest – схильність до вкладів;
property tax – податок на власність;

proprietor's capital – капітал власника;
proprietary financing – фінансування за рахунок засобів власників;
prospectus issue – проспектна позика;
protest – опротестовування;
provision for depreciation резерв на зношування і амортизацію; p. for possibly loss in value of long-term securities – резерв для покриття можливих курсових втрат довгострокових цінних паперів;
provisions for liabilities and charges – резерви на покриття боргу;
проху – повноваження, доручення; p. card – доручення на голосування; p. deadline – термін припинення повноважень;
prudent concept – принцип передбачливості;
prudential ratio – коефіцієнт розсудливості;
public authority loan – державна позика; p. limited company – публічна компанія з обмеженою відповідальністю;
publicly-owned undertaking – державне підприємство;
public ownership – державна власність; p. sector issue – державна позика; p. utilities – комунальне підприємство;
published accounts – баланс, що публікується;
pump-priming – накачування інвестицій;
purchase – покупка, купівля; p. cost – витрати на придбання; p. goodwill – вартість, що перевищує; p. invoice – рахунок-фактура, рахунок за покупку;
p. option – опціон на закупівлю; p. order – наказ на покупку;
purchasing power – купівельна спроможність;

Q q

qualifying distribution – розподіл кваліфікаційного прибутку; q. shares – кваліфікаційні акції;
quick asset ratio – коефіцієнт лакмусового папірця;
quotation – котирування;
quoted company – компанія, що котирується;

R r

range of prices – розкид цін;
rate of stock turnover – темпи оборотності товарних запасів;
rates – поземельні податки;
rating – рейтинг, оцінка;
real interest-rate – реальна процентна ставка;
realisable value, current value – поточна вартість при реалізації;
realised profit – отриманий прибуток;

real property, real estate – нерухома власність; r. rate of return – реальна ставка доходу;
rebate – знижка;
recession – рецесія;
recognised stock exchange – визнана фондова біржа;
reconciliation of accounts – вивіряння рахунків;
record date – дата реєстрації акціонера;
recovery – пожвавлення;
recurring cost – періодичні витрати;
redeemable bond – облігація дострокового погашення; r. share – акція, що викупляється, цінний папір з правом дострокового погашення; r. stock – цінний папір відстроченого погашення;
redeemed share – погашена акція;
redemption – погашення; r. amount – сума погашення; r. at par, redemption at nominal value – погашення за номінальною вартістю; r. date – дата погашення; r. price – ціна дострокового погашення;
rediscounting – переоблік;
reducing balance method – дегресивная амортизація;
refinancing of debts – рефінансування боргу;
reflationary policy – політика рефляції;
regie – державна монополія;
registered bond – іменна облігація, іменне зобов'язання; r. office – зареєстрований офіс; r. share – іменна акція; r. trademark – зареєстрована торгівельна марка;
registration fee – реєстраційний збір;
regressive costs – витрати, що знижуються;
related company – підконтрольна компанія;
remission of a debt – звільнення від сплати боргу;
remittance slip – бланк переведення, переказу;
remote banking – дистанційні банківські операції;
rendering an account – надання звіту;
rent – рента, орендна плата;
reorganisation bond – облігації врегулювання;
repayment of the principal – погашення основної суми;
replacement price – вартість вибуття; r. reserve – резерв для оновлення основного капіталу;
report – звіт;
reporting by segments – звітність по сегментах;
repurchased share – викуплена акція;
repurchase on the stock exchange – викуп через вторинний ринок; r. outside the stock exchange – викуп через відкритий ринок;
reschedule a debt – переглянути календар погашення боргу;
research and development expenditure, R&D expenditure – витрати на науково-дослідні і проектно-конструкторські розробки;

reserve currency – резервна валюта; r. prescribed by articles – статутний резерв; r. price – гранична ціна;
reserves liabilities – резервні зобов'язання;
residual value – залишкова вартість;
restricting voting share – акція з обмеженим правом голосу;
retailer – роздрібний торговець;
retail investor – дрібний інвестор; r. price – роздрібна ціна;
retained earnings – нерозподілені прибутки; r. income – чистий прибуток компанії, накопичений прибуток; r. profits – нерозподілені прибутки;
retention money – гарантні вирахування;
return – дохід на вкладений капітал;
returnable deposit – депозит, що передається;
return on capital employed, ROCE – прибутковість капіталу;
revaluation – ревальвація валюти; r. reserve – резерв для переоцінки вартості;
revenue charges – сумарні витрати;
reversal credit – реверсивний кредит; r. debit – реверсивний дебет; r. transfer – реверсивний трансфер, реверсивне переведення;
revocable letter of credit – відзивний акредитив;
revolving credit – кредит, що автоматично поновлюється;
right of recourse – право регресу;
rights conferred by a warrant – право по варранту; r. issue – пільгова позика;
risk capital – ризиковий капітал;
rolled up coupons – купон, що прирощується;
royalty – компенсація за використання авторського права, роялті;
running-in expenses – витрати, пов'язані з запуском виробництва;

S s

safe-custody charges – плата за зберігання; s. deposit – банківський сейф; s. keeping account – рахунок безпечного зберігання;
salary account – рахунок надходження заробітної плати;
sales deductions – знижка при продажі; s. tax – податок на продаж;
safe with right of repurchase – продаж з правом зворотної покупки;
same-day funds – одноденні засоби ;
Samurai bond – облігація «Самурай»;
saving – заощадження;
savings account – ощадний рахунок; s. bank – ощадний банк; s. bond – ощадний сертифікат; s. book – ощадна книжка; s. ratio – норма збереження;
secondary market – вторинний ринок;
second-line management – середня адміністративна ланка;
securities – цінні папери; s. listing – офіційний бюлетень фондової біржі; s. redeemable by instalments, securities redeemable in tranches, serial securities –

серійні цінні папери; s. redeemable simultaneously – цінні папери одноразового погашення;
securitisation of debt – секюритизація;
security – гарантія; s. admitted to the third market – цінний папір «третього» ринку;
self-balancing accounting – бухгалтерський облік, що самоурівнюється; s. financing – самофінансування; s.-regulatory organisation – саморегульована організація;
seller's market – ринок продавців;
sell forward – продавати на термін;
selling and repurchase agreement – угода про продаж і зворотну покупку; s. expenses – торговельні витрати; s. short – «короткий» продаж;
sell out – продаж, розпродаж;
semi-variable costs – непропорційні змінні;
издержки serial bond – серійні облигації;
service a debt – обслуговувати борг; s. industry – сфера послуг;
set-off – погашення;
settlement – розрахунок;
shake out – струс;
share – доля, акція, пай; s. allocation – розміщення акцій; s. certificate – сертифікат акції;
shareholder – акціонер; s. contribution – первинні засоби акціонера;
share option – опціон на акції; s. premium – премія акції;
shell company – «поштова скринька»;
Shogun bond – облигації «сегун» (випущені в Японії нерезидентами в будь-якій валюті, окрім ієн);
short-dated bond – коротка облигація; s.-dated security – короткостроковий цінний папір; s.-term gain or loss – короткостроковий прибуток або збиток;
s.-term security – початковий короткостроковий цінний папір;
sight bill – вексель на пред'явника; s. deposit – депозит до запитання;
single-entry bookkeeping – бухгалтерський облік за системою одинарних записів;
sinking fund – фонд погашення;
sister company – сестринська компанія;
skilled labour – кваліфікована праця, кваліфікована робоча сила;
sleeping partner, silent partner – сплячий партнер;
small shareholder – дрібний акціонер, роздрібний інвестор;
social accounting – звітність за соціальною програмою;
soft loan – пільговий кредит;
soft trader – одноосібний підприємець;
solvency – платоспроможність; s. ratio – коефіцієнт платоспроможності;
special drawing rights, SDR – спеціальні права запозичення, СДР;
speculative bond – бросова облигація; s. security – спекулятивні акції;
sponsorship – спонсорвання, поручительство;
spot price – готівкова ціна;

staff and line – функціонально-ієрархічна організація;
stag – спекулювати цінними паперами;
stagflation – стагфляція;
stamp – штамп, штамп сплати; s. duty – гербовий збір;
standard cost – нормативні витрати;
standby credit – резервний кредит, гарантійний кредит;
start-up expenses – початкові витрати;
statement of holdings – звіт про капіталовкладення; s. of open orders – звіт про невиконані накази; s. of source and application of funds – довідка про джерела і використання фінансових коштів; s. of value added, SVA – звіт про додану вартість, виписка про розподіл доданої вартості;
statutory audit – нормативна ревізія; s. dividend – визначений статутом дивіденд;
stock – запаси;
stockbroker, share broker – біржовий маклер;
stock difference – розбіжність по статті запасів; s. dividend, share dividend – неготівковий дивіденд; s. exchange, s. market – фондова біржа, фондовий ринок; s. exchange customs – традиції фондової біржі; s. market manipulator – біржовий спекулянт; s. option – фондовий опціон;
stockoutage, steckont – дефіцит;
stock price discrepancies – розбіжність ціни на запаси;
stop-go – «стоп-вперед»;
straight line depreciation – рівномірне списування основного капіталу;
sub-consolidation – підоб'єднання; s.-contractor – субпідрядник;
subnormal capacity usage – неповне використання нормативних виробничих потужностей;
subordinated bond – «молодша» облігація; s. liability – відстрочене зобов'язання, другорядне зобов'язання;
subscribed capital – підписний капітал;
subscriber – підписчик;
subscription price – ціна підписки; s. warrant – підписний варрант;
subsidiary account – допоміжний рахунок, деталізований рахунок; s. company – контрольована компанія, дочірня компанія; s. ledger – допоміжна бухгалтерська книга; s. trial balance – допоміжний попередній баланс;
subsidy – субсидія, дотація;
summary voucher – вільний рахунок-фактура;
sumpayable at maturity – сума погашення в строк;
supplementary costs – непрямі витрати;
supplies for personal use – товари і послуги для індивідуального використання;
supply – постачання, забезпечення, пропозиція;
suspense account – кліринговий рахунок, проміжний рахунок;
suspension of payments – припинення платежів;
swap – своп, обмін;

switching – світч;
syndicate of banks – синдикат, консорціум;

T t

takeover – злиття компаній; t. bid – пропозиція про погашення;
tangible and intangible property – відчутні і невідчутні активи; t. fixed assets – реальний основний капітал;
tantieme – тантьєма;
tap issue – постійна емісія;
tariff – тариф;
tax – податок;
taxable income – дохід, що оподатковується; t. person – особа, що оподатковується; t. assessment by standard – розрахунок оподаткування за стандартом;
taxation – оподаткування;
tax avoidance – уникнення податків; t. deduction at source – вирахування податків при сплаті; t. equalisation account – рахунок зрівнювання податків, рахунок відстрочених податків;
taxes on capital – податки на капітал; t. evasion – ухилення від податків; t. exempt profit – прибуток, звільнення від сплати податків; t. free – вільний від сплати податків; t. group – група для єдиного оподаткування; t. haven – податковий притулок, фіскальний оазис; t. loss carry-back – відшкодування збитків, викликаних податками, за рахунок отриманих прибутків; t. loss carry-forward – відстрочення відшкодування збитків, викликаних податками; t. on distributions – податок на розподіл доходів; t. planning – планування податків; t. relief – податкова пільга; t. return – податкова декларація;
technical working life – технічний термін служби;
telepayment – електронна оплата;
telephone banking – банківські послуги по телефону;
temporary investment – тимчасові інвестиції, цінні папери, що легко реалізуються;
tender – пропозиція, торг, пропонувати, подавати заявку; t. issue – тендерна емісія;
term deposit – терміновий депозит;
terms of subordination – субординація; t. of trade – умови торгівлі;
threshold price – відправна ціна;
tied share – обмежена доля;
total asset value – загальна номінальна вартість активів; t. invoice value – сумарна ціна по фактурі;

trade association – галузевий союз підприємців; t. balance – торгівельний баланс; t. credit – торгівельний кредит, фірмовий кредит;
traded option – опціон, що перебуває у вільному обігу;
trademark right – право на товарний знак;
trade surplus – активний торгівельний баланс, активне сальдо із закордоном; t. tax – податок на підприємницьку діяльність;
trading stamp – паперова марка з оголошеною вартістю; t. audit – аудит, ревізія операції;
transaction – операція;
transfer of funds – кредитний переказ; t. subsidiary totals – переводити підсумкові суми допоміжних рахунків;
transshipment – перевантаження (товарів з одного виду транспорту на інший);
translating financial statements in foreign currencies – перерахунок іноземної валюти у фінансових звітах; t. gain or losses on consolidation – перерахунок прибутків і збитків по об'єднанню;
traveller's cheque – дорожній чек;
travellers' letter of credit, travellers' L/C – дорожній акредитив;
Treasury, Treas – казначейський вексель; T. bill – казначейський вексель; T. deficit – бюджетний дефіцит; T. note – середньострокова облігація; T. product – казначейський товар; T. stock – власні акції компанії, казначейські цінні папери;
trial balance – попередній баланс;
trust – трест; t. account – довірчий рахунок; t. deed – довіреність;
trustee – довірена особа; t. securities – опікунські цінні папери;
trust property – довірене майно;
turnover – оборот; t. of shares – обіг цінних паперів; t. tax – податок із обігу;

U u

uncalled capital – незатребуваний капітал;
unconsolidated subsidiary – дочірнє підприємство, що не консолідується;
under-capitalisation – недостатня капіталізація;
undervaluation – заниження ціни, заниження курсу;
underwriter – андеррайтер, гарант;
underwriting fee – гарантійна комісія;
undistributed profit – нерозподілений прибуток;
underearned income – незароблений дохід;
unfair competition – нечесна конкуренція;
unified control – спільний контроль; u. business rate, UBR – єдина підприємницька ставка; u. costing – одноманітна калькуляція собівартості;

unit trust – паєвий трест, паєвий фонд;
unlimited company – компанія з необмеженою відповідальністю; u. liability – необмежена відповідальність;
unlisted securities market – ринок некотируваних цінних паперів;
unlisted security – некотирувані цінні папери;
unproductive capital – непродуктивний капітал;
unquoted company – некотирувана компанія; u. investment – некотирувані інвестиції; u. share – некотирувана акція;
unrecord book value – незаписаний чистий капітал;
unredeemed pledge – невикуплена застава; u. share – акція, що не викупляється, цінний папір без права дострокового погашення;
upside potential – потенціал, що підвищується;
usage – ділова традиція;
usufruct – узуфрукт;
utilisation ratio – коефіцієнт використання;

V v

valuation – оцінка, таксація;
value – вартість, ціна; v. added – додана вартість; v. added tax, VAT – податок на додану вартість, ПДВ; v. added tax on input – податок на додану вартість придбаних для виробництва ресурсів;
variable costs – змінні витрати; v. rate of interest – плаваюча процентна ставка; v. rate bond – облігації з плаваючою ставкою; v. rate issue – позика із змінною процентною ставкою; v. rate security – цінниц папір з плаваючою процентною ставкою;
variance account – рахунок розбіжностей;
variations in balance sheet items – розбіжність в статтях балансового звіту;
vertical group – вертикальна група;
visible reserve – відкритий резерв;
volume of new issues – об'єм нових емісій; v. of sales – об'єм продажів;
voluntary liquidation – добровільна ліквідація;
vostro account – рахунок «востро», «ваш рахунок»;
voting right of nominee shareholders – право голосу по змінних акціях; v. share – акція з правом голосу, голосуюча акція;
voucher – розписка; v. accounting – облік платіжних документів, система відкритих статей;

W w

wage – заробітна плата; w.-salaries record – записи платіжних відомостей;
warehouse charge – плата за складське зберігання; w. warrant – складський варрант;
warrant – порука, довіреність, варрант;
waste book – книга витрат;
watering of capital – розводнення акціонерного капіталу;
way bill – дорожній рахунок;
wear and tear – зношування основних засобів;
wholesale – оптова торгівля; w. price – оптова ціна;
wholly-owned subsidiary – повністю підконтрольна компанія;
winding-up – розпуск;
worker-shareholder – службовець-акціонер;
working capital – оборотний капітал; w. papers – робоча документація;
work in progress – напівфабрикат; w. permit – дозвіл на роботу;
works council – заводська рада;

Y y

year and closure, year and closing – закриття на кінець року; y. and procedures – процедури проведення сальдо;
yield – дохід із цінних паперів; y. gap – різниця в прибутковості;

Z z

zero-coupon bond, zero-tated note – облігації з нульовим купоном;

INDEX

LIST OF SOURCES

1. Андрюшкин А.П. Деловой английский язык. – Учебное пособие. – Санкт-Петербург: Норинт, 2002. – 272 с.
2. Богацкий И.С., Дюканова Н.М. Бизнес-курс английского языка. Словарь-справочник. Под общей ред. Богацкого И.С. – 5-е изд., испр. – Киев: «Логос», 2001. – 352 с.: ил. (Серия «Вас ждет успех!»)
3. Бедрицкая Л.В. Английский для экономистов: Учебное пособие. – Минск: Книжный дом ; Экоперспектива, 2004. – 235 с.
4. Буданов С.І., Борисова А.О. Ділова англійська мова. – Харків: “Торсінг плюс”, 2005. – 128 с.
5. Данилова З.В., Турчин Л.Р. Ділова англійська мова. Основи менеджменту. Навчальний посібник англійською мовою. – Тернопіль: Астон, 2001. – 224 с.
6. Латигіна А.Г. Basic English of Economics: Підручник. – К.: Київ. нац. торг.-екон. ун-т, 2003. – 319 с.
7. Латигіна А.Г. Англійська мова міжнародного бізнесу та менеджменту: Начальний посібник. – К.: Київ. держ. торг.-екон. ун-т, 1999. – 257 с.
8. Berge G. The do-it-yourself Book. – N.Y.: J.Wiley and Sons, 1998. – 198 p.
9. Leo Jones, Richard Alexander. International Business English. – Cambridge: Cambridge University Press, 2003. – 214 p.
10. Sahlman W.A., Stevenson H.H. The Enterpreneural Venture. – W.: Harvard Business School Ed., 2002. – 438 p.
11. Tarnopolsky O., Avsiukevych Y. Successful Presentations: Посібник з навчання ділових презентацій англійською мовою студентів економічних спеціальностей. – К.: Ленвіт, 2007. – 135 с.

CONTENT GUIDE

Передмова	1
Diagnostic pre-test	2
Unit 1. Business and You	5
Unit 2. Applying for a Job	13
Unit 3. At the Company's Office. Organizational Structure	20
Unit 4. Types and Forms of Business Organizations	27
Unit 5. Customs Formalities	34
Unit 6. Hotel Business	40
Unit 7. Internet. WWW. Doing Business on the Internet	46
Unit 8. Business Correspondence	53
Unit 9. Negotiations	64
Unit 10. Contract	70
Unit 11. Advertising	78
Unit 12. Money	84
Unit 13. Inflation	90
Unit 14. Banking Business	96
Unit 15. Trade	103
Unit 16. Taxation	107
Unit 17. Foreign Investments	113
Unit 18. Insurance	122
Unit 19. Economic Society	130
Unit 20. Management. International Management	136
Unit 21. What is a Manager	140
Unit 22. Leadership and Motivation	150
Unit 23. Accounting	153
Unit 24. Marketing	164
Unit 25. Intercultural Communication	170
Unit 26. Business Plan	176
Unit 27. Business Presentations	184
Unit 28. Types of Presentations. The Key Elements of Speech Making	192
Unit 29. Legal Environment of Business	201
Achievement Test	210
Task for the Final Class	213
Ukrainian-English vocabulary	214
Index	247
List of Sources	249
Content Guide	250