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Ивановский государственный химико-технологический университет

И.Н. Багинская, С.Г. Шишкина

ПРИГЛАШАЕМ В МИР ЭКОНОМИКИ

**УЧЕБНОЕ ПОСОБИЕ
ЧАСТЬ III**

Издание 2^{-е}, дополненное

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Учебное пособие "Приглашаем в мир экономики" (часть III) является логическим продолжением первых двух частей, изданных под тем же названием. Пособие предназначено для студентов и аспирантов, специализирующихся в области промышленного менеджмента.

Материалы, представленные в пособии, позволяют ориентироваться в современных реалиях и тенденциях этой быстроразвивающейся отрасли. Они предполагают не только освоение подъязыка специальности, но и приобретение навыков поиска решения с опорой на психологически важные моменты общения при поисках работы, составлении и декорировании рекламных объявлений, извлечении информации из газетных публикаций. Материалы раздела "Я – менеджер" знакомят обучаемых с многочисленными составляющими этой профессии, что расширяет кругозор и позволяет еще раз осознанно оценить собственные возможности.

Упражнения, направленные на развитие креативных способностей обучаемых, смоделированы в соответствии с современными требованиями к формированию коммуникативной компетенции и позволяют осуществлять реально обусловленную коммуникацию.

Материалы взяты из современных отечественных и зарубежных изданий, из публикаций в англоязычной прессе, использованы ресурсы Интернет. Художественные тексты, включенные в каждый раздел, знакомят с функционированием специальной терминологии в других жанрах, что формирует лингвистическую компетенцию обучаемых.

Специальные тексты (обработка,
упражнения)

И.Н. Багинская, С.Г. Шишкина

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И.Н. Багинская

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С.Г. Шишкина

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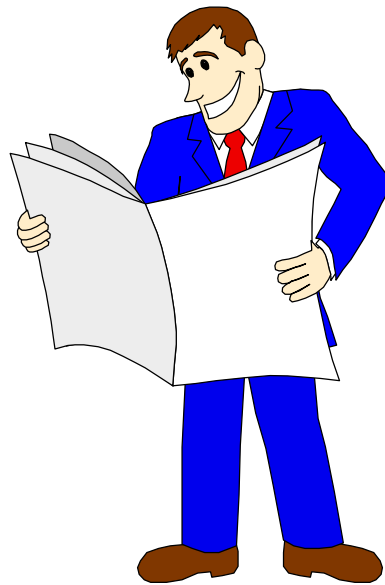
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Unit I

Job-Hunting



Part I

I. Read and translate the texts. What is the main idea of each of them? Add your own ideas:

* * *

Looking for a job is probably one of the most difficult things you will have to do in your life. This is true whether it is your first job or not. Job hunting means putting yourself on the line to be evaluated and judged by others. For most people this is an uncomfortable experience. Throughout the procedure, therefore, it is important for you to maintain a positive mental attitude. Remember that most job seekers get far more rejections than acceptances – but then they only need one acceptance so look at the bright side.

* * *

There are many ways to find job openings. Begin with your family and friends. Tell them you are looking for work. They know your interests and abilities and have social contacts. Search your newspaper's «Help Wanted» section. These classified ads announce jobs that employers have open.. Check with public and private employment agencies. Keep in mind that public agencies are funded by the government and offer free services while private agencies charge fees that can be substantial.

* * *

Many people change jobs during their lifetime. In fact, some people even change careers one or more times. For example, someone who has been a teacher for fifteen years might decide to quit that profession in order to begin a restaurant business. Or a banker might decide to go to school to study law. One can meet elderly people who have tried several careers in their lifetime.

II. The first thing that is greatly paid attention to is your resume. What is a resume?

Так называется письменная сводка Ваших личных, образовательных и профессиональных данных. Оно как бы письменно представляет «товар», предлагаемый будущему работодателю. Резюме должно быть достаточно подробным, но кратким (обычно не превышает одну страницу) и иметь «товарный» вид. Форма его достаточно произвольна.

A resume is a personal data sheet that gives a prospective employer an idea of the special qualifications you can bring to a job. It is usually limited to one page in length. A listing of your previous work experience is an important part of a resume. Any such experience is helpful. Even unpaid experience is valuable for resume purposes as it can show that you have good work habits. Even if a resume is not required it is usually a good idea to have one. Preparing a resume is a good practice. It will help you to arrange your thoughts and ideas. It will give you something as well to send as a follow-up to an interview.

Например:

John H. Mill
38 Park Avenue, Ap. 50
New York, N.Y. 11298
Tel. (312) 493-8332

| | |
|----------------|---|
| OBJECTIVE | A position of a bookkeeper. |
| SUMMARY | 12 years of experience in every routine work in this field. Perfect knowledge of computers and statistics. |
| QUALIFICATIONS | Make up all kinds of financial reports, balances and production planning. |
| EXPERIENCE | |

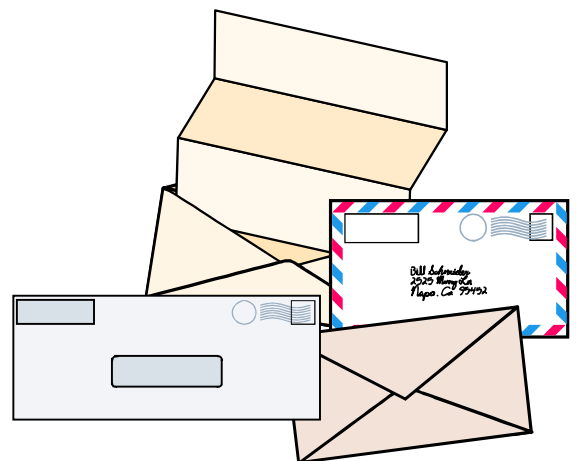
| | |
|------------|---|
| 1990-1995 | FRISCO DOCKS, Inc. San Francisco, California. Deputy Chief of Planning, Commerce Dpt. In charge of account books, statements, new ideas in planning. |
| 1980-1990 | SAKHA Co., Ltd. New York. Accountant. Prepared accounts and balance sheets of every kind. |
| EDUCATION | LONDON SCHOOL OF ECONOMICS London, Great Britain, Bachelor (Ec.) |
| PERSONAL | Arrived in the United States January, 1980. British subject. Married, one child. |
| REFERENCES | Available upon request. |

III. Compose your own resume. Remember:

- Your business letter should be well-spaced and organized. Whether long or short, your letter should present an even, well-balanced appearance. Bear in mind that wide margins make your letter more readable and inviting – **never continue a business letter on the back of the sheet.**

- Make an effort to keep your sentences and paragraphs short. Use a new paragraph for each new thought or idea and express that thought as simply and briefly as you can.

- Your letters should not contain misspelled words, typographic errors or an



incorrectly or poorly constructed sentences. Poor grammar, misspelled words, lack of punctuation or the improper use of it may destroy the effectiveness of your letter.

IV. Compose your own list of Dos and Don'ts in writing a resume in order to avoid mistakes taking into account the following:

Some resumes won't give you a high-level job. Major companies receive about 300 resumes a week. They ignore 290 of them. There are several reasons for it. Many job hunters stress details that don't count. There may be long words or a lot of proper names that are rather confusing for an employer especially if the employer is a foreigner. Though a resume should reflect one's professional experience it is not enough to describe oneself just as an electronic engineer, for example. No doubt, it means that you have advanced knowledge. But what is your objective? What kind of position do you want? What abilities qualify you for a job as an electronic engineer? You should tell about your strengths and experienced which will let you do that job. Your strengths should be given more space. Other information could be left out. Sometimes it is rather difficult to decide what to stress and what to leave out. But remember that an employer's main interest is in what you can do for the company. Include information that shows that you are the right kind of a person for the job. Leave out everything that might give an employer a reason for passing you by.

V. Curriculum Vitae (CV) – жизнеописание.

В основном оно отличается от резюме только объемом (до 6-8 страниц) и предназначено для кандидатов на высокие должности или для работы за границей. Потенциальный работодатель желает получить детальную информацию. Обычно Вы предоставляете фотографию, свои адрес и телефон, личные и паспортные данные и более подробно характеризуете Ваши образование и квалификацию.

A CV is essential if you are applying for a new job or for promotion within your company or even to register as a delegate at a conference. Some information might be given in your CV, some in your letter of application and perhaps some on a

Supplementary Information sheet (giving information relevant to the particular job you are applying for). There are no fixed international rules about this: different countries have different practices.

Приведем для примера одну из функциональных частей CV человека, претендующего на руководящую должность в области машиностроения.

Objective: Senior position in engineering management

HIGHLIGHTS OF QUALIFICATIONS

- Business oriented; able to understand and execute broad corporate policy.
- Strength in analyzing and improving engineering and administrative methods.
- Effective in facilitating communication between management and project team.
- Proven ability to manage both large and small groups and maintain productivity.
- Successful in negotiating favorable design and construction contracts.

VI. When composing your CV and preparing for an interview with an employer use the following phrases:

1. With reference to your advertisement in «The Times» of Friday, January 4th, I would like to apply for the position of ... in your company.

2. I recently heard from ... that there is a vacancy in your accounts department.

3. Please refer to the enclosed CV sheet for further particulars.

4. I am used to work on my own.

5. I would like the opportunity to work

1. Ссылаясь на Ваше объявление в «Таймс» от пятницы 4 января, я бы хотел обратиться по поводу назначения меня в должности ... в Вашей компании.

2. Я недавно узнал из (от) ..., что в Вашей бухгалтерии есть вакансия.

3. Прошу просмотреть прилагаемое резюме с личными данными для более полного представления обо мне.

4. Я привык работать самостоятельно.

5. Я бы хотел получить возможность

on my own initiative and to take on a certain amount of responsibility.

6. During training for my present job I took courses in marketing and sales promotion.

7. In view of my qualifications I would expect a salary of about

8. I am at present earning ... per annum.

9. I would prefer to discuss the question of salary at a personal meeting.

10. The company where I am an employee at present does not, I feel, offer me enough scope to create my own ideas.

11. Since my present position offers little prospect for advancement, I should prefer to be employed in an expanding organization such as yours.

12. I suppose I'd make a good accountant as I enjoy working with figures and I'm never tired.

работать, проявляя инициативу, и брать на себя некоторую долю ответственности.

6. В период стажировки по месту нынешней работы я прошел курс маркетинга.

7. С учетом моей квалификации, я бы хотел получать зарплату приблизительно

8. В настоящее время я зарабатываю в год

9. Я бы хотел обсудить вопрос о зарплате при личной встрече.

10. Компания, где я сейчас работаю, не предоставляет, как мне кажется, возможности для развития собственных идей.

11. Поскольку моя нынешняя должность неперспективна для продвижения, я предпочел бы работать в расширяющейся организации, как, например, Ваша.

12. Полагаю, что из меня получится неплохой бухгалтер, так как мне нравится работать с цифрами, и я никогда не устаю.

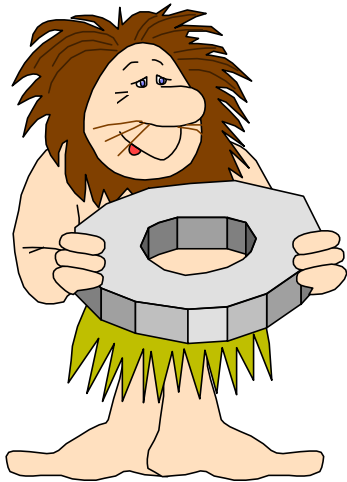
VII. Discuss the pros and cons:

1. When you write your resume/ C.V., remember that

a) it is only your qualifications that matter, not the first impression you make;

b) if you flunk the first impression test, it won't matter how good your qualifications are;

c)



2. Your resume/ C.V. should be
 - a) handwritten on whatever paper you happen to have at home;
 - b) typed on quality paper in style;
 - c)
3. You go for a job interview. You dress
 - a) casually, as any other day;
 - b) formally, smartened up for the occasion;
 - c)

c)

VIII. Imagine that you are a success and are invited to the interview. You need some information. Remember:

DOs and DON'Ts For Job Seekers

(Published by the Stony Brook University USA)

- DO** learn ahead of time about the company and its product;
apply for a job in person;
let as many people as possible know you are job hunting;
stress your qualification for the job opening;
recount experience you have had which would fit you for the job;
talk and think as far as possible about future rather than the past;
indicate, where possible, your stability, attendance record and good safety experience;
assume an air of confidence;
approach the employer with respectful dignity;
try to be optimistic in your attitude;
maintain your poise and self-control;
try to overcome nervousness and shortness of breath;
hold yourself erect;

answer questions honestly and with straightforwardness;
have a good resume;
know the importance of getting along with people;
recognize your limitations;
make plenty of applications;
indicate your flexibility and readiness to learn;
be well-groomed and appropriately dressed.

DON'T keep stressing your need for a job;
apologize for your age;
discuss past experience which has no application to the job situation;
be untidy in appearance;
display «cocksuredness»;
cringe or beg for consideration;
speak with muffled voice or indistinctly;
be one of those who can do anything;
hedge in answering questions;
express your ideas on compensation, hours etc. early in the interview;
hesitate to fill in applications, give references, take physical examination or tests on request;
hang around, prolonging the interview when it should be over;
go to an interview without a record of your former work connection;
arrive late and breathless for an interview;
be a «know-all» or a person who can't take instructions;
isolate yourself from contacts that might help you find a job;
feel that the world owes you for a living;
make claims if you cannot «deliver» on the job;
display a feeling of inferiority.



IX. Using the information given above compose a dialogue as if you were:

- a parent and a child;
- two friends;
- a tutor and a student;
- a senior citizen and a novice;
- an employee and a job-seeker.

X. Share your experience on the following with others:

The First Four Minutes

When do people decide whether or not they want to become friends? During their first four minutes together. In his book «Contact: The First Four Minutes» Dr. Leonard Zunin advises anyone interested in starting a new friendship (a new job) the following: «Every time you meet someone in a social situation, give him your undivided attention for four minutes. A lot of people's whole lives would change if they did just that».

Note: First impressions count so much.

- Give personal attention to a man you are talking to.
- Be friendly, polite and businesslike.
- Use questions to encourage the conversation.
- Look interested while you listen.

Life is made up not of great sacrifices or duties, but of little things in which smiles and kindness and small obligations given habitually are what win and preserve the heart and secure comfort.

*When you are smiling
the whole world smiles with you.*

XI. Dressing for Business – Dressing for Success; agree or disagree and give reasons of your choice:

1. The way people dress at work usually indicates how competent they are at their jobs.
2. People should be allowed to wear exactly what they want at work.
3. Firms who want employees to wear particular clothes should pay for those clothes.
4. In most firms the way you dress will affect your chances of promotion.



5. People work best in the clothes they feel most comfortable in.
6. People wearing unusual clothes to work give a bad impression to customers.
7. As long as a person is good at his/her job it shouldn't matter what s/he wears.
8. I object to senior female staff wearing trousers.
9. Sloppy clothes mean sloppy work.
10. I wouldn't have faith in a businessperson who wore jeans at work.

11. Men shouldn't be allowed to take off their jackets at work even in summer.
12. Bosses always should be smartly dressed.

XII. Compose your own the DOs and DON'Ts list of dressing business style.

XIII. Interview that sells – when you are at the interview for the new job, do you ... (choose the right DOs)? Why? What are the chosen Dos the evidence of in your background?:

👤 use body language

👤 keep eye contact with just one person

- ☞ make it a point to shift your eye contact
- ☞ smile from time to time
- ☞ use a variety of gestures
- ☞ keep fingering your spectacles
- ☞ read your resume/ C.V.
- ☞ talk to your notes, the wall or the window
- ☞ stand with your back to a wall or curtains to minimize distractions
- ☞ keep visual aids covered until you need them
- ☞ walk up and down, fidget or use the same gesture all the time
- ☞ overrun your time
- ☞ finish before you are expected to
- ☞ stand in front of a window
- ☞ lean forward facing the employer
- ☞ start by summarizing what you are going to say, then say it and end by summarizing it again
- ☞ laugh at your own jokes
- ☞ smoke

XIV. Here are some questions at an interview. Suppose you are an employer. Put the questions in the order you would like to ask the job-hunter and add some questions of your own:

- What do you like to do in your spare time?
- Why have you applied for this job?
- What can you contribute to the progress of the company?
- What things about this job do you think you would find difficult?

- Why do you think you are suited for this job?
- What about your family?
- What do you expect from your future job?
- What will you be in five years?
-?
-?

XV. Read the dialogue. Translate the Russian statements into English. Reproduce the dialogue in English:

- Good morning, sir!
- Доброе утро, входите, входите смелее. Вы мистер Петров, не так ли? Садитесь, пожалуйста... Пока я заканчиваю подписывать бумаги, заполните, пожалуйста, эту анкету. Скажите, как долго Вы работали в фирме «Альфа»?
- Five years. And now our firm is moving to Kostroma, but I think a change will do me good.
- Что Вы знаете о нашей фирме? У Вас есть какие-нибудь вопросы ко мне?
- I know that your firm is a very promising company but I'd like you to inform me on major focus of your several years operation.
- Мы планируем развернуть деятельность в англоязычных странах. Поэтому, нам нужна сильная творческая команда. Мы хотим, чтобы наша фирма стала конкурентноспособной на мировом рынке.
- What responsibilities and duties do you suggest during my first year?
- Скажите, каковы Ваши три основные достоинства?
- I suppose they are reliability, loyalty, energy.
- Ладно. А как Вы выдерживаете повседневные нагрузки?
- I am accustomed to work under pressure.
- Вы по натуре лидер, предприниматель или только исполнитель?
- I seem to be a leader by nature as I get along well with people.
- Хорошо. Теперь, мистер Петров, я готов предложить Вам работать с нами. У

Вас отличные отзывы с предыдущей работы. Какую зарплату Вы считаете достойной Вас?

- Equivalent of \$ 500.



- Думаю, что мы начнем с \$ 450 на испытательный срок (probation period). Если Вы хорошо себя покажете, то через три месяца у Вас будет реальная возможность продвигаться по службе и, соответственно, иметь более высокую зарплату.

- I'd like to know your working hours.

- Мы работаем с 9.00 до 17.30 с часовым перерывом на обед обычно с двумя выходными и с двухнедельным отпуском. Но в случае повышенной загруженности компании заказами Вам придется работать и по субботам, и

по воскресениям с соответствующей денежной компенсацией.

- When do you want me to start, sir?

- По возможности раньше, скажем, через неделю.

- Settled. Thank you very much. I hope to find a good working environment here. Good bye.

- До встречи, мистер Петров.

После собеседования, проанализировав свое поведение, подумайте, как Вы можете улучшить впечатление о себе. Если Вы пошлете благодарственное письмо интервьюэру, это будет больше, чем вежливый жест. По обычаям бизнес-этикета письменную благодарность необходимо посылать всегда, когда кто-то потратил более 15 минут на то, чтобы сделать что-то для Вас. Если Вы такой же, как большинство занятых людей, Вы могли бы задать себе вопрос: «У кого есть время писать подобные письма?» – **У ВАС ДОЛЖНО БЫТЬ!** Письма с выражением благодарности следует посылать не позднее 24-48 часов со времени Вашей встречи с кем-то.

Sample of Thank-You Letter

Ms. Lori Roberts
Director of Personnel
Johnston Corporation
Austin, Texas 78777

Г-же Лори Робертс
Менеджеру по кадрам
корпорации Джонстон
Остин, Техас 78777

Dear Ms. Roberts:

Уважаемая г-жа Робертс!

Thank you for your time and attention during my interview with you last week. I appreciated the opportunity to discuss my qualifications and aspirations with you.

Благодарю Вас за время и внимание, которые Вы уделили на интервью со мной на прошлой неделе. Благодарю Вас также за предоставленную возможность обсудить с Вами мою квалификацию и устремления.

I hope that all the questions were answered to your satisfaction, but, of course, I would be happy to supply any further information you may need.

Я надеюсь, что Вы удовлетворены моими ответами на все вопросы, и готова предоставить Вам любую дополнительную информацию, которая может Вам понадобиться.

I am very interested in the growth potential of the position we discussed, and I hope you will consider me as a serious candidate.

Я бы очень хотела занять должность, о которой мы с Вами говорили, и надеюсь, что Вы считаете меня серьезным кандидатом.

I am looking forward to hearing from you soon.

С нетерпением жду ответа.

Sincerely yours,
Jeanne Smith
1730 Green Street
Austin, Texas 78776
(512) 554-1730

Искренне Ваша,
Жанна Смит
78776 Техас
Остин, Грин ст., 1730
(512) 554-1730

XVI. Place a call to the firm you are interested in. Don't forget to ask:

Have you received my Cover Letter and Resume?

When is the deadline for application?

Do you need a Letter of Recommendation or any other references?

Whom can I contact further?

Is it necessary for applicants to have commercial experience?

XVII. It is always of great importance to be sure what you want to do and what you can do. What kind of characteristic features would you need to be **a radio reporter, a bank accountant, a government official, a computer specialist, a personnel manager, a personal assistant, an advertising agent, a consultant?**

Here are some characteristic features to help you (add your own ones):

- to be strong and fit;
- to be trustworthy, persistent and hardworking;
- to be punctual and careful at work;
- to be intelligently working;
- to be well-mannered and tactful;
- to be eloquent and smart and expressive;
- to be tolerant and attentive;
- to be bright and intelligent;
- to know local matters quite well;
- to know how to deal with difficult people;
- to know human nature and personal abilities;
- to have a dependable and agreeable personality.

XVIII. Choose two jobs – the job you would most like to have and the job you would least like to have. State the advantages and disadvantages of the two jobs you have chosen. Discuss the problem with those who know you well enough. Suppose it is your solicitor.

XIX. Analyze the advertisements. Choose one.

Job Opportunities

A.

CLICK
it!

www.themoscowtimes.com

More openings on
Job & Career Opportunities
on-line now

The Moscow Times

B.

Sandvik MKTC

the Russian subsidiary of AB Sandvik Coromant

AB Sandvik is a high-technology engineering Group with a world-leading position in metalworking tools and specialized in niches with stainless steel products, machinery and equipment for mining and construction industry as well as with special alloys and high-temperature materials. Sandvik MKTC is looking for a

SALES ENGINEER

REQUIREMENTS:

Up to 30 years old, local national, University Degree with the specialization in Mechanical Engineering, knowledge of English, work experience with a multinational company, some experience in sales is an advantage, energetic, willing to travel.

**If you feel attracted by this information,
please send your application/ CV before 2000-10-30**

by fax: (095) 289-6186 or

email: galina.leman@sandvik.com

C.



Hotel Baltshug
Kempinski
Moscow

A Leading Hotel of the World is offering the following challenging positions:

Sales Manager

Front Office Manager

MAIN REQUIREMENTS:

- Successful relevant experience with an international hotel/ tourism company in managing and developing corporate accounts
- Market expert, customer-focused, goal oriented
- Coordinating, planning and supervising the performance and activities of the Front Office Department
- Native Russian, fluent English (both verbal and written), German or French is an advantage
- University degree
- Strong PC skills (knowledge of Fidelio system is desirable)
- Dynamic, creative, strong personality, team player, flexible to work overtime
- Moscow residence

Attractive compensation package will be offered to the right candidate.

Please send your CV to the HR department at fax: 230 65 02

D.

A R C A D I S,

a leading consulting and engineering company, seeks an expert for the position of

PROJECT CONTROLLER

For the job description please consult www.arcadis.ru

Eligible candidates are requested to email CVs to recruiting@arcadis.ru

Е.

ИЗДАТЕЛЬСКИЙ ДОМ «БУРДА»

ПРИГЛАШАЕТ НА РАБОТУ:

Менеджеров

по продаже рекламы

Требования к кандидатам:

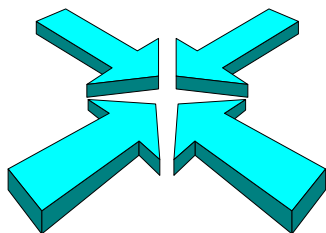
- Возраст 25-30 лет
 - Опыт аналогичной работы от 2-х лет
 - Хорошо развитые коммуникационные навыки
 - Хорошее знание английского языка
 - Инициативность, дружелюбие
-

Желающих просим направлять резюме

по факсу: 797-4580 или

E-mail: human@burda.ru

F.



**The
British
Council**

Web Project Manager

Moscow

**For further information,
please contact:**

Irina Romanova

AD Information Services

The British Council

VGBIL

Nikoloyamskaya Ul. 1

Moscow 109189

Telephone: 234-0201

Fax: 234-0205

or email:

Irina.Romanova@britishcouncil.ru

**The British Council is committed
to a policy of equal opportunity.**

**The British Council is the United
Kingdom's international organization
for educational and cultural relations.**

www.britishcouncil.ru

The British Council seeks an experienced web project manager to lead on the development of its web-based projects in Russia.

Projects include the British Council Russia web site and a high profile portal project, as well as management of a network of cyber centers.

You will need an indepth knowledge of the WWW in Russia and the UK, good technical skills, creativity, team leadership and project management skills, including financial management, and fluent English and Russian.

**Closing date for applications and CVs:
27 October 2000**

Ref: WPM/IR/INFO-UNIT

G.

REAL ESTATE DEVELOPER

**in Moscow is seeking a highly-qualified specialist
for the following position:**

Office Manager

Fluent English, computer knowledge (MS Office, Internet), strong requirements – no less than 3 years work experience in the position, mature personality.

Please send your resume to (+7 095) 795-0887

H.

Qualified and experienced

TEACHERS OF RUSSIAN

AS A FOREIGN LANGUAGE

required by school in London

Please send CV & covering letter

by 23rd October to

«**RUSSIAN LANGUAGE IN LONDON**»

E-mail: russianlondon@cs.com

Fax: +44 20 7689 5401

I.

THE LARGEST DISTRIBUTION COMPANY
of luxury goods in CIS (perfume and cosmetics)
is seeking candidates for the position of:

BRAND MANAGER

SALES MANAGER

TRAINING MANAGER

PERSONAL ASSISTANT

(Strictly according to the requirements)

REQUIREMENTS:

- 3 years in a similar firm
- Fluent English and/ or French
- Native Russian
- Between ages 25 and 35
- Highly motivated
- Hard working energetic personality
- Highly skilled in working with PC
(Windows, Excel, Word)

Please fax your resume to 725 4411

V A C A N C Y ?

Make it a business opportunity!

email **NOW** job@imedia.ru for immediate results

XX. Prepare your own resume or CV for the position chosen. Explain your choice.

XXI. Write the Thank-Letter to the employer who interviewed you at the company you have chosen (see ex. XIX).

XXII. For your information:

I. По утрам и вечерам вагоны Лондонского метро заполняются опрятно одетыми мужчинами и женщинами в серых, синих или черных костюмах с портфелями или газетами в руках. Как правило, они работают в Сити, и их рабочий день начинается в 9 утра, а заканчивается в 5 вечера. Эти часы столь распространены и неизменны, что существует особое понятие «работа с девяти до пяти» (nine-to-five job). Понятие, в которое включаются не только сами часы работы, но и то, что это работа в какой-нибудь конторе или учреждении, возможно, предполагающая даже и этот строгий костюм.

А что делают те, кто не склонен подчиняться жестким требованиям учреждения? Прежде всего они, конечно, могут стать «самонанятыми» (self-employed),



зарегистрироваться в этом качестве и, разумеется, платить государству налог. Писатели, переводчики, журналисты могут работать «сдельно, по найму» (free lance), но, увы, вольнонаемные также должны платить налоги. Если же человеку просто нужно подработать, он занимается «jobing», т.е. выполняет отдельные поручения разных людей. Этим занимается, например, садовник (jobing gardener), который выполняет разовую работу в чужих садах, и получает он,

вероятно, наличные. В английском языке слово, обозначающее такую дополни-

тельную работу, звучит почти романтически – «moonlighting». Но объяснение у этой романтики прозаическое: в лунном свете работать приходится для того, чтобы не увидела налоговая инспекция. Есть еще более романтическая работа, даже с оттенком мистики: «ghosting» или «ghostwriter» – «быть призраком», «быть писателем-призраком». Проще говоря, писать статьи или книги за тех, кто сам этого делать не умеет, но очень хочет, чтобы на написанном стояло его имя. За это он готов платить. Славы, конечно, такая работа «призракам» не приносит, но прибавляет денег, в том числе и тех, что ушли бы на налоги, потому что призраки, танцующие в лунном свете, налогов не платят.

Многие британцы в крупных городах, особенно молодые женщины, работают на временной работе (temp, сокр. от temporary) до получения постоянного места (permanent). Существуют агентства, через которые фирмы и офисы нанимают временных работников на подмену заболевшего или ушедшего в отпуск сотрудника.

II. Большинство людей, составляющих трудовую армию США, начинают с работы, не требующей квалификации. В Америке каждый стоит ровно столько, сколько он стоит. Многие американцы, желая получить профессию, совмещают учебу с работой; затем они используют эту неквалифицированную работу для получения рекомендаций при поиске работы по специальности. Работу, не требующую квалификации, на условиях полного или неполного рабочего дня можно найти практически во всех сферах деятельности. Оплата работы бывает почасовая и сдельная. Почасовая оплата исчисляется на основе точного количества отработанных часов и существующих тарифов оплаты. Оплата сверхурочных часов производится в полуторном размере. Сдельная оплата часто используется на поточном производстве. Это гарантирует работнику постоянный недельный заработок плюс дополнительную плату за каждое сделанное сверх установленно-го количества изделие. Этот вид оплаты выгоден как работодателю, так и работнику.

В США определенные профессии, например, в сфере медицины, стоматологии, юриспруденции, строго регламентируются и требуют получения специаль-

ных удостоверений или лицензий. Чрезвычайно высоки требования к профессиональной этике. Малейшее ее нарушение может иметь очень серьезные последствия. Например, такая фраза, как: «Кто же вас так подстриг?», «Кто же вам так сшил костюм?», «Какой мастер так плохо сделал эту вещь?» и т.п., может привести к лишению лицензии и краху карьеры.

В поисках работы помогают друзья, добровольные агентства штатов по трудоустройству (бесплатно), частные агентства по трудоустройству (за плату). Информация о трудоустройстве печатается на последних страницах местных ежедневных газет под рубрикой «Требуется помощь» или «Возможности трудоустройства». Эти разделы обычно перечисляют в алфавитном порядке требуемые профессии, описание работы и предлагаемый оклад. Сообщается также номер телефона и адрес работодателя.

Врачи являются одними из самых высокооплачиваемых профессионалов наряду с юристами. Врачи считают, что оценивать их доходы нужно с учетом того,



сколько ими и их родителями было истрачено на получение медицинского образования, непомерного по продолжительности рабочего дня (врачи работают в среднем 58,8 часа в неделю), сил и нервов, которые тратятся во время работы. По величине дохода врачи очень различаются в зависимости от специальности. Считается, что

самыми высокооплачиваемыми являются хирурги. За ними идут радиологи, акушеры и гинекологи, затем общепрактикующие, семейные врачи и педиатры.

Есть интересная закономерность. Среди сотрудников фирм в разных отраслях экономики женщины в целом гораздо больше довольны своей работой, чем мужчины. Причем эта закономерность касается всех аспектов труда: обстановки на рабочем месте, продвижения по службе, отношений с коллегами, объема дополнительных льгот и многого другого.

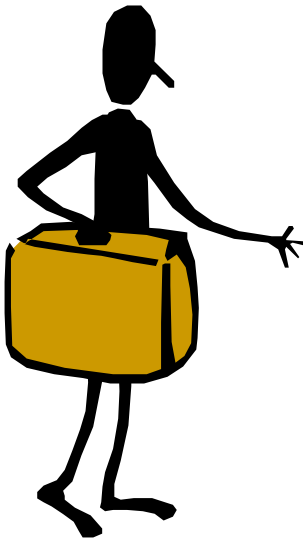
Part II

I. Read the text:

POLITENESS PAYS

Going from house to house to get orders is not an easy job. One must be polite, patient, pleasant to look at and able to talk people into buying things.

Paul was all that and he liked his job of selling books. He was very fond of reading himself and he talked of books in such an interesting way that he seldom left a house without an order. Sometimes people were rude at first and wouldn't let him in. But even then he was so polite, patient and pleasant that in the end he often managed to get orders from those very people.



Once Paul came to a town where he had not been for a long time. Some new houses had been built since he was there and he rang the door-bell of one of them. Nothing happened. He rang once more but still nothing happened. He was about to go away when at last a woman answered the door.

«Well, what do you want?» she asked.

That was rather rude but Paul smiled in his pleasant way and said:

«Good afternoon, madam, won't you let me in?»

«What for?»

«To have a chat about books. Perhaps you'd like to order some».

«Books! I'm not interested in books and I have no time for reading, young man. Good afternoon», and she was about to shut the door.

«Just a moment, madam», said Paul, as polite as ever. «I am sure you have a husband and children and perhaps they...»

«Yes. They'll be waiting their dinner soon and it'll be late if I stand here listening to you much longer», but she said it more kindly.

«Well, then just let me in and don't worry. Perhaps I could help you? I am very good at peeling potatoes, you know».

At that the woman smiled and let him in. Paul followed her into the kitchen.

«Do you really want to help me?»

«Of course. It'll be a pleasure».

She liked the pleasant young man and gave him some potatoes to peel. Then she busied herself with cooking the dinner. While Paul was peeling the potatoes he talked to her about his job and what a pleasure it was to read good books. Then he went on telling her about some of them. He spoke in such an interesting way that she could not help listening to him and when he had finished peeling the potatoes and stood up to go she asked him to stay a little longer.

«My husband and children will be here any moment! You must stay and have dinner with us. After all, you helped me with it and you must be hungry after so much talking».

They laughed together and Paul said it would be a pleasure to stay and meet her family.

Soon the woman's husband and children came home. She served the dinner telling them that the young man had come to sell books and had finished by peeling a lot of potatoes for their dinner. That made everybody laugh and it was a pleasant dinner. Paul spoke all the time about books but he managed to make a good dinner all the same. The others didn't say much at first because they were very hungry but they listened with pleasure. As soon as the dishes were empty they started asking him a lot of questions which he answered in such an interesting way that when he left at last he took with him an order for several books and he had been asked to come back and see them soon again.



So, once more, just by being polite, patient and pleasant he managed to make friends with a new family and get a good order as well.

Politeness always pays!

FOR YOU TO BE DONE:

II. Comment on what meaning is implied into the expression listed below:

to talk people into, to be all that, to be about to do something, as polite as ever, to be good at something, any moment, all the same, to make friends with, to go on.

III. Use the phrases given above in sentences of your own.

IV. Choose the right variant of answer to each question:

1. What did Paul's job deal with?

- a) advertising a book ;
- b) promoting his own book;
- c) trying to get orders for a book;
- d) illustrating a book.

2. Did he work in one and the same town all the time?

- a). Yes, he did. He used to work at the neighbouring houses.
- b). He moved from one place to another.
- c). He worked only in the countryside.
- d). He worked only at schools with pupils.

3. What were Paul and the woman talking about while preparing the dinner?

- a) the ways of peeling potatoes;
- b) the way of choosing a book at the bookshop;
- c) about the pleasure to read books;
- d) about their families.

4. What was Paul?

- a) a promoter;
- b) an insurance agent;
- c) a manager;

d) a free lance bookseller.

5. What was the result of his being polite, patient and pleasant?

a) he was invited to dinner;

b) he was asked to retell a book;

c) he was asked to help with dishes;

d) he was asked to take an order from them.

V. Explain the title of the story. Think over your own variant of a title.

VI. Choose the wrong usage of the words in the sentences. Give the right variant:

1. Our new home was recently built.

2. The ill man was so weak that he could hardly read a book.

3. Though she is over sixty she manages to make all the house work alone.

4. When the dinner completed we began to chat about choosing a career.

5. We could not afford to pay the price of admittance and therefore had to stay out.

6. Don't say lies.

VII. Provide a natural conversational context for each of the following remarks as if you were the characters of the story «Politeness pays»:

1. Mark my words!

2. Mind you don't forget....

3. Be sure not to...

4. He has absolutely no sense of humour!

5. Look out! It'll cost you a pretty penny if you...

6. Beware of small talk.

Unit II

My Background Is in Management



Part I

I. Study the glossary and dictionary definitions of «management»; find the similarities and the differences:

1. Longman Dictionary of Contemporary English:

- a) the act of managing, especially a business or money;
- b) skills in dealing with a person;
- c) the people who are in charge of a firm, industry etc., considered as one body.

2. Webster's New Collegiate Dictionary:

- a) the act or art of managing; the conducting or supervising something;
- b) judicious use of means to accomplish a task;
- c) capacity for managing: executive skills;
- d) the collective body of those who manage or direct an enterprise.

3. Longman Dictionary of Business English:

- a) the board of directors of a company;
- b) the group of persons who control a business, including both directors and high-ranking managers;
- c) the governing body of any organization.

4. Newnes Dictionary of Business Terms:

- a) the carrying out of policies laid down by determining what results are to be accomplished, planning how these results are to be accomplished, building up the required organization and controlling that organization;

b) the people responsible for carrying out these tasks.

5. Longman Pocket Companion Thesaurus:

a) the running and controlling body of any organization;

b) art of management, tact, dealing with people;

c) business skills, operational research.

II. a). Give the translation and definition of the following word combinations:

Managed currency; managed exchange rates; managed float; managed money; management access time; management audit; management buy-in; management buy-out; management fee; management utility maximization; management by crisis; management by exception; management by objectives (MBO); management by walking around (MBWA); management information system; management inventories; management prerogatives; managerial grid; managerial performance.

b). Translate the following. Remember the expression:

✿ **managed trade** (U.S.) - fashionable term in U.S. foreign policy circles which means improving the trade balance by relying on negotiated results rather than on market forces.

Taken too far managed trade could cause overall world trade to shrink and prices in managed industries to rise.

III. Tick the things that must be managed and if mismanaged inevitably create difficulties? Complete the list with your own ideas:

Time

Money

Energy

Studies

Career

Human relationships

.....

.....

.....

.....

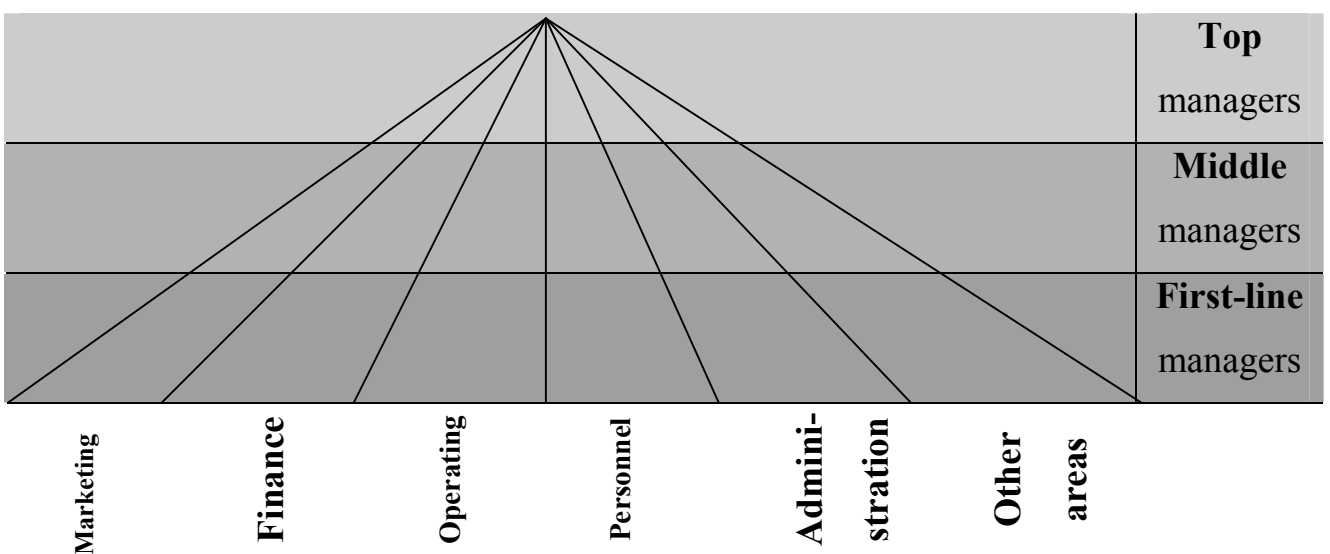
IV. Read the text. Define the layers of administration (= levels of management) and their responsibilities:

Each organization can be represented as a three-story structure or a pyramid. Each story corresponds to one of the three general levels of management: top managers, middle managers and first-line managers.

Mr. Brown, Mr. Green and Mr. Grey are managers at a bike factory.

Mr. Brown is a lower-level (= first-line) manager. Common titles for the first-line managers are foreman, supervisor and office manager. He is a team leader. He organizes the work of 10 men who assemble bicycles. He checks the assembly process. He is responsible for the quality of the bicycles produced by his team.

Mr. Green is a middle-level manager. Common middle-management titles include plant manager, operation manager and division head. He heads the personnel department. He hires new workers and employees and is in charge of the training of the workers. He is responsible for implementing the policies and plans developed by top management and for supervising and coordinating the activities of lower-level managers as well.



Mr. Grey is a top-level (= upper-level) manager. He is the chief executive officer (CEO) of the factory. Besides titles found in this group include president and vice

president He coordinates the work of all the departments. His main functions are: planning, organizing, leading and controlling.

V. Complete the sentences using the words from the text:

1. Mr. Foster is at the head of the sales department. He is a ... manager.
2. Miss King is in charge of finance. She is a ... manager.
3. Mr. Robbins is responsible for the production department. He is a ... manager.
4. Mike Foster is a sales manager. He is in charge of
5. Felicia Kings is a personnel manager. She is at the head of
6. Nick Robbins is a production manager. He is at the head of

VI. Translate into Russian:

Levels of management; operating employees; to define policies; major policy; activities; overall activities; operating procedure; to supervise; division manager; plant manager; post (office, position, title); to be engaged in; salary; wage.

VII. Translate into English:

Главный администратор; высший руководитель; менеджер первого звена; менеджер среднего уровня; нанимать; постоянный покупатель; определять политику; товары и услуги; выполнять; управлять; заведовать.

VIII. Fill in each blank with a suitable word or word combination:

1. Each organization can be represented as a three-story
2. There are three general levels of management: ... managers, ... managers and ... managers.
3. A top manager ... and ... the overall functions of the organization.
4. Top managers ... company strategy and define its major ... as well.

5. Middle managers ... tactical plans, policies and standard operating procedures.
6. First-line managers spend most of their time working with ..., answering questions and ... day-to-day problems.

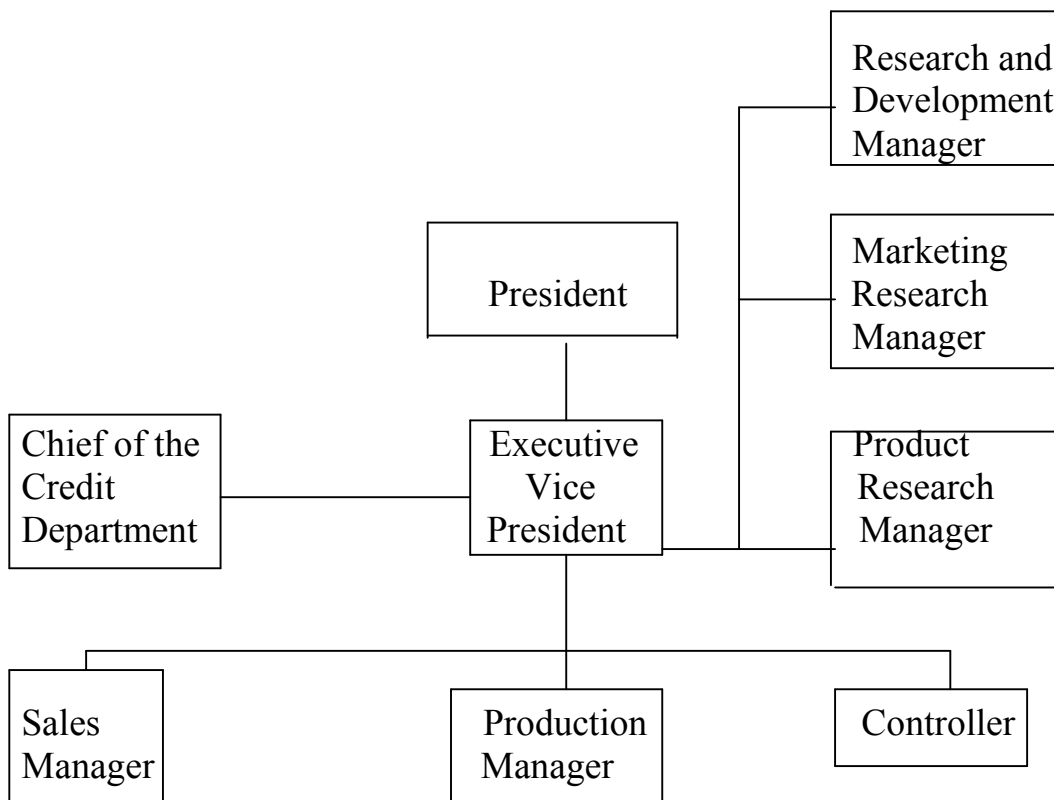
IX. Translate into English:

1. Высшие менеджеры направляют и контролируют общую деятельность организации, они определяют стратегию и основную политику фирмы.
2. Высшими менеджерами организации являются президент, вице-президент, главный исполнительный директор и члены совета директоров.
3. Менеджерами среднего звена организации являются руководитель подразделения, начальник отдела, директор завода и директор производства.
4. Менеджер среднего звена выполняет стратегию и проводит политику, спускаемые с верхнего уровня организации.
5. Менеджер первого звена следит за деятельностью служащих, координирует ее и решает повседневные проблемы.
6. Менеджерами первого звена являются инспектор, мастер, руководитель проекта.
7. Служащие представляют собой основную рабочую силу организации.
8. Самыми обычными сферами управления являются финансы, производственные операции, маркетинг, людские ресурсы и администрирование.

X. Answer the questions:

1. What are the levels of management?
2. What are the common titles associated with top management?
3. What are the common titles associated with middle management?
4. What are the common titles associated with first-line management?
5. Who is at the bottom of the management levels?
6. What are the most common areas of management?

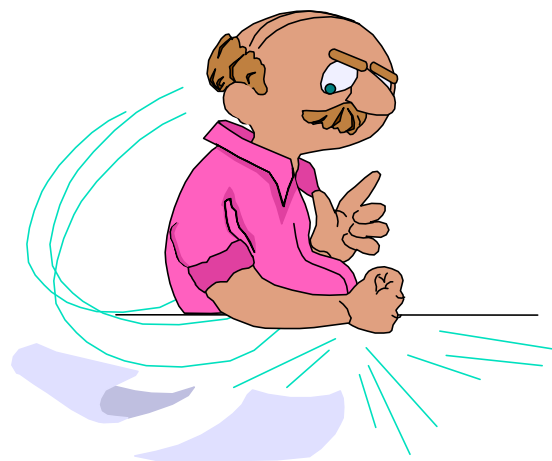
XI. You are the CEO of the firm, structural organization of which is presented in the chart. Tell about your firm answering the following questions:



1. Who runs the company?
2. How many departments are there at the company?
3. How many managers work at the company?
4. Whom do the managers report to (to be accountable to; to be under)?
5. Who looks after (to take care of; to be responsible for; to be in charge of) every department?
6. What is in your opinion the most important department?
7. Are there any overseas branches?
8. Are there any subsidiaries?

XII. Match the jobs and departments with their Russian equivalents:

1. Board of Directors
2. Chairman
3. Managing Director
4. PRO (Public Relations Officer)
5. Chief Accountant
6. Sales Manager
7. CEO (Chief Executive Officer)
8. Sales Department (Dpt.)
9. Finance Dpt.
10. CIO (Chief Information Officer)
11. Accounts (Accounting) Dpt.
12. Advertising Dpt.
13. Training Dpt.
14. Planning Dpt.
15. Marketing Dpt.
16. R&D (Research & Development) Dpt.
17. Administration Dpt.
18. Distribution Dpt.
19. Packaging Dpt.
20. Production Dpt.
21. Purchasing Dpt.
22. Personnel Dpt.
23. MIS (Management Information System)
24. Project Manager
25. Business Manager
26. Deputy Manager
27. Traffic Manager



- 1) отдел маркетинга
- 2) директор-распорядитель; заместитель директора по административно-хозяйственной части
- 3) коммерческий директор
- 4) главный управляющий по информации
- 5) отдел информационных систем
- 6) бухгалтерия
- 7) плановый отдел
- 8) главный администратор
- 9) председатель
- 10) начальник транспортного отдела
- 11) сотрудник отдела по связям с общественностью
- 12) главный бухгалтер
- 13) руководитель проекта
- 14) отдел сбыта
- 15) коммерческий директор
- 16) совет директоров
- 17) отдел исследований, разработок и опытно-конструкторских работ
- 18) финансовый отдел
- 19) отдел рекламы
- 20) отдел подготовки кадров
- 21) отдел снабжения
- 22) заместить управляющего
- 23) производственный отдел
- 24) отдел кадров
- 25) отдел упаковки товара
- 26) отдел распространения продукции
- 27) отдел административного управления

XIII. Can you tell whom the following people report to (to be under; to be accountable to). Refer to the chart given below:

Sales Manager

Personnel Manager

PRO

CIO

Advertising Manager

Board of Directors

Planning Manager

Marketing Manager

CEO

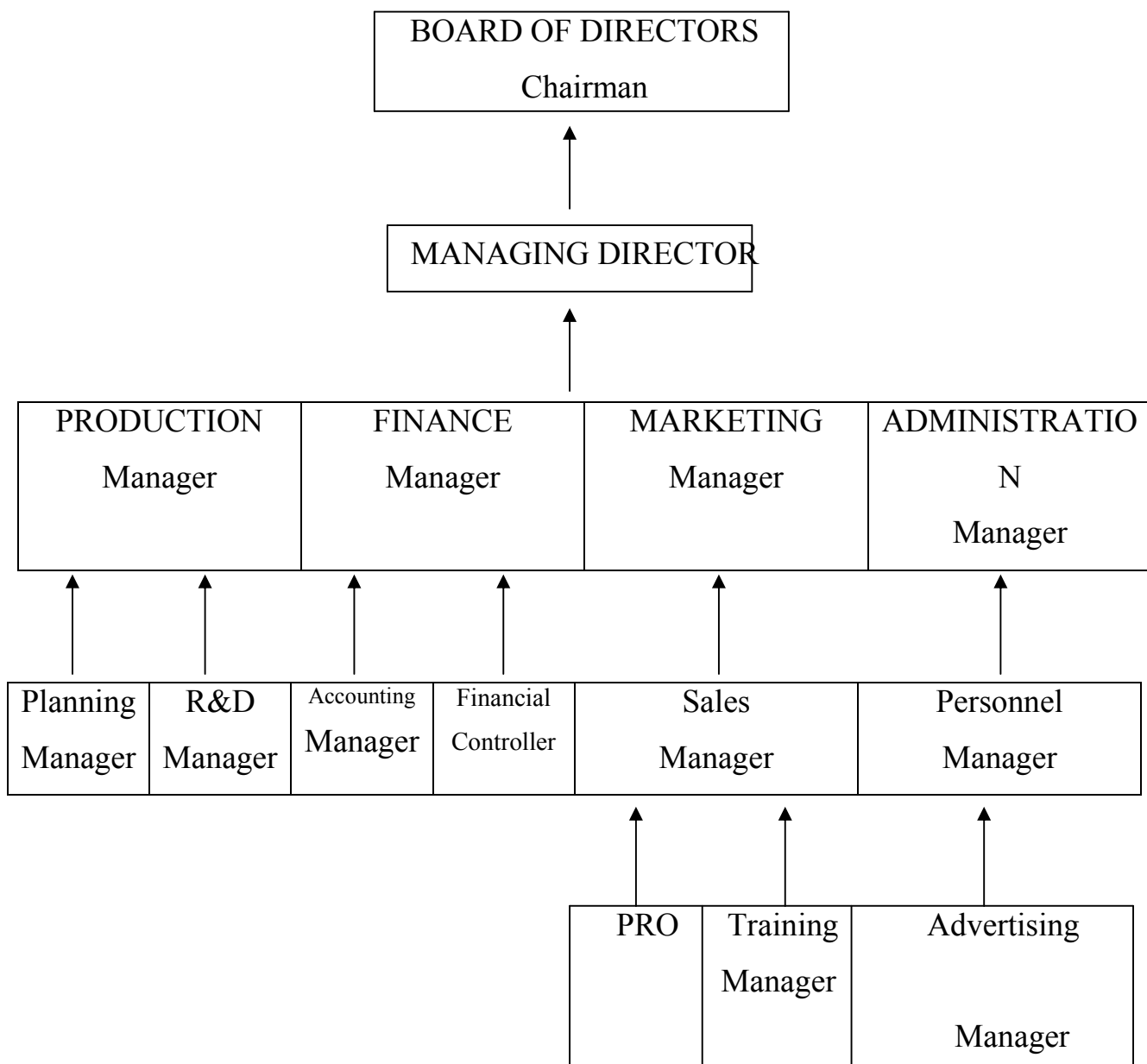
Chief Accountant

R&D Manager

Production Manager

Financial Controller

Administration Manager



XIV. Mr. Brown wrote in his schedule what is to be done. He looked through the notes in the evening and ticked what he had managed to do. What in your opinion did he manage during the day?

√ Ask Mary to book flight and collect tickets

Tell Mary to book hotel room

√ Collect currency

Hire a car

√ Meet Mr. Erickson (2 p.m.)

√ Arrange appointment with Mr. Foster (tomorrow 10 a.m.)

√ Call Mr. Collins and make appointments with him (Friday 3 p.m.)

√ Ask the embassy for visa application form.



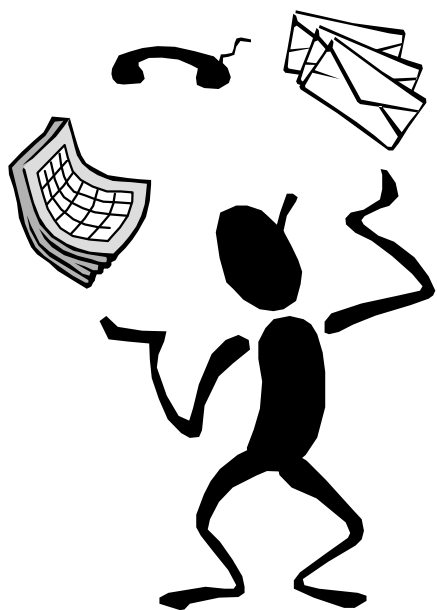
XV. Translate into English:

1. Главная контора этой фирмы находится в Москве.
2. Я работаю в рекламном отделе и отвечаю за продвижение товара на рынке.
3. У нас 5 филиалов в Европе и 3 дочерние компании в США.
4. Начальник отдела планирования подчиняется начальнику производственного отдела.
5. Компания специализируется на производстве программных продуктов высокого качества.
6. Мы собираемся запустить в производство новые модели одежды.
7. Кто занимается исследованием рынка?
8. Эта фирма занимает лидирующее положение на внутреннем рынке, а также является одной из ведущих в данной отрасли на внешнем рынке.
9. Коммерческий директор руководит отделом сбыта.
10. Компания занимается производством и распространением охранных систем.
11. Менеджеры занимаются четырьмя видами ресурсов: материальными, финансовыми, людскими и информационными.
12. Кто отвечает за выпуск новой продукции?

13. Вице-президент управляет работой дочерних компаний.
14. Когда эта фирма выпустит в продажу новый продукт?
15. Вы боитесь промышленного шпионажа?
16. Набором персонала занимается отдел кадров, который подчиняется отделу административного управления.
17. Внешнее окружение, включая экономику, потребительские рынки, технологии, политику и культурные факторы, изменяется очень быстро.
18. Компании считают все более важным собирать информацию о своих конкурентах.
19. Игровой бизнес является одной из наиболее быстро развивающихся отраслей.
20. Вы боитесь конкуренции? – Конечно, но наша фирма сейчас является одним из мировых лидеров, и мы собираемся открыть филиалы в Европе и Австралии.

XVI. Read the text.

Management Skills



Effectiveness of managers' activity depends on certain important skills. These skills can be divided into seven different categories: conceptual, decision making, analytic, administrative, communicational, interpersonal and technical.

1. A **conceptual skill** is the ability of a manager «to see the general picture» of an organization. Managers must understand how their duties and the duties of other managers fit together to plan their activity in a proper way and get the required results. This skill is very important for top managers as it helps them to plan «super goals» and develop proper strategies for the whole organization.

2. A **decision making skill** is the ability of a manager to choose the best course of

actions of two or more alternatives. A manager must decide the following:

- What tasks and goals must be achieved?
- What strategy must be implemented?
- What resources must be used?
- How must the resources be distributed?
- What kind of control is necessary?

In short, managers are responsible for the most important decisions that are necessary to carry out any organizational activity.

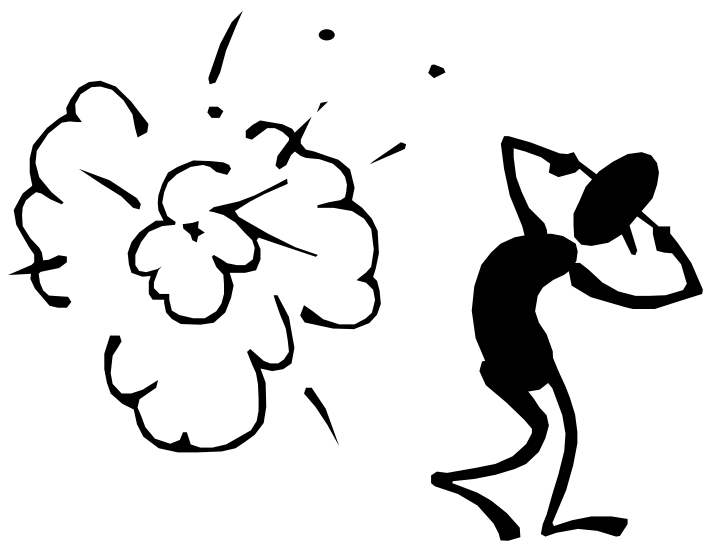
3. **An analytic skill** is the ability to determine the most important problem of many other problems and identify the causes of each problem before implementing the proper action plan. This ability is especially important for top managers as they have to solve complex problems.

4. **An administrative skill** is the ability of a manager to keep to the organizational rules specified for the production process, within a limited budget, and coordinate the flow of information and paper work in his group and in other groups.

5. **A communicational skill** is the ability of a manager to share his ideas and opinions with other people both orally and in writing. This skill is a decisive factor of a manager's success. Some investigations show that top managers and middle managers spend approximately 80 % of their work time in communicating with each other.

Thus, a communication skill enables managers to hold meetings, write clear letters and explanatory notes, make reports, etc.

6. **An interpersonal skill** (psychological skill) is the ability to deal effectively with other people both inside and outside the organization. It is the ability to understand the needs and motives of other people. This skill is very important for a good psychological atmosphere for successful activity in the common work in future.



If the interpersonal relations are good, a manager will be successful in getting a support in the development and implementations of organizational plans.

7. A **technical skill** is a specific competence to accomplish a task. The lower is a manager's level in the organization, the closer is his/her connection with the production process. Thus first-line managers have the closest connection with the production process. They need high technical skills to provide technical guidance for the subordinates. Top managers don't need these skills as much as first line managers but technical knowledge is useful for all the managers.

XVII. Translate the words and word combinations into Russian. Find synonyms in the dictionary:

Important skill; decision making skill; to gather and disseminate information; interpersonal skill; needs and motives; to negotiate; feasible; subordinate; peer; superior; cooperative relationship; trade association contacts; to transmit information; ultimate goal achievement; cash flow; information flow; to enable.

XVIII. Translate into English. Find synonyms in the dictionary:

Производственный процесс; мастерство; цель; образ действий; особый; согласовывать(ся); способ; выполнять; предписывать; стимул; завершать; задание; благоприятный; неблагоприятный.

XIX. Translate into Russian:

1. The process of communication places the manager at a strategic point to gather and disseminate information.
2. Due to increasing domestic and foreign competition decision making skills has been gaining in importance as a means of encouraging innovations.
3. An interpersonal skill is very important when dealing with such problems as strikes, copyright infringements and energy shortages.

4. Job demands, job constraints and job choices are the factors that have an impact on a manager's work agenda.
5. Managers show a strong preference for verbal communication preferring to communicate through phone conversations and informal and formal meetings rather than depending on more formal written reports.

XVII. a). Read, pay attention to the given variant of translation. Be ready to render some ideas from Russian into English.

b). Do you agree with the ideas discussed. If yes, explain why. If not, give your reasons.

The Spirit of an Organization

After Peter Drucker «The Practice of Management»

Two sayings sum up the «spirit of an organization». One is the inscription of Andrew Carnegie's tombstone:

Here lies a man who knew how to enlist in his service better men than himself.

The other is the slogan of the drive to find jobs for the physically handicapped: «It's the abilities, not the disabilities, that count».

Management by objective tells a manager what he ought to do. The proper organization of his job enables him to do it. But it is the spirit of the organization that determines whether he will do it. It is the spirit that motivates, that calls upon a

Понятие «дух организации» можно подытожить двумя высказываниями. Одно из них – это надпись на памятнике Эндрю Карнеги:

Здесь лежит человек, знающий, как привлечь к себе на работу людей, лучших, чем он сам.

Другим будет лозунг побудительного мотива поиска работы для инвалидов: «Для нас важны только способности, а не неспособности».

Руководство фирмы ставит перед менеджером определенные задачи в соответствии с целями, стоящими перед нею. Хорошая организация работы дает ему возможность их выполнить. Однако именно дух организации опре-

man's reserves of dedication and effort, that decides whether he will give his best or do just enough to get by.

It is the purpose of an organization to «make common men do uncommon things» – this phrasing is Lord Beveridge's.

There are five areas in which practices are required to ensure the right spirit throughout management organization.

1. There must be high performance requirements; no condoning of poor or mediocre performance; and rewards must be based on performance.

2. Each management job must be a rewarded job in itself rather than just a step in the promotion ladder.

3. There must be rational and just promotion system.

4. Management needs a «charter» spelling out clearly who has the power to make life-and-death decisions affecting a manager; and there should be some way

деляет, выполнит он их или нет. Именно дух мотивирует и олицетворяет освобождение человеческих ресурсов, вдохновляет, направляет усилия человека и в конечном итоге решает, будет ли он «выкладываться» или сделает ровно столько, чтобы «отделаться».

Цель организации – «заставить обычных людей делать необычные вещи» (эта фраза принадлежит лорду Беве-риджу).

Существует 5 требований, которые нужно выполнять, чтобы сохранить надлежащую атмосферу в организации.

1. Требования к работе должны быть очень высоки; никакой терпимости к плохой или посредственной работе; любые формы поощрений должны быть основаны на качестве работы.

2. Любая руководящая работа должна рассматриваться как награда сама по себе, а не как новая ступенька служебной лестницы.

3. Должна существовать рациональная и справедливая система продвижения по служебной лестнице.

4. Для руководства необходима «хартия» с четким определением того, кто имеет право принимать решения по вопросам «жизни и смерти» тех или

for a manager to appeal to a higher court.

5. In its appointments management must demonstrate that it realizes that integrity is the absolute requirement of a manager, the only quality that he has to bring with him and cannot be expected to acquire later on.

A man should never be appointed to a managerial position if his vision focuses on people's weaknesses rather than on their strengths. He should be a realist; and no one is less realistic than the cynic. A man should never be appointed if he is more interested in the question: «Who is right?» than in the question «What is right?».

Management should never appoint a man who considers intelligence more important than integrity.

The men with whom a man works, and especially his subordinates, know in a few weeks whether he has integrity or not. They may forgive a man a great deal: incompetence, ignorance, insecurity or bad manners. But they will not forgive him lack of integrity. Nor will they forgive higher management for choosing

иных менеджеров. Для последних должны существовать пути апелляции в более высокие инстанции.

5. При назначении менеджеров руководители и организации должны показать свое понимание того, что порядочность для менеджера абсолютно необходима, и это единственное качество, которое он должен иметь изначально, а не приобрести его потом.

Никогда нельзя назначать на руководящую должность человека, если его видение направлено только на недостатки людей, а не на их достоинства. Такой человек, конечно, должен быть реалистом, но нет никого менее реалистичного, чем циник. Никогда нельзя назначать человека, которого больше интересует вопрос: «Кто прав?», чем «Что есть истина?»

Нельзя также назначать человека, считающего, что ум важнее порядочности.

Люди, с которыми он работает, и особенно его подчиненные спустя несколько недель точно узнают, порядочен ли он и насколько. Они смогут простить человеку многое: некомпетентность, грубость, неумение хранить секреты или плохие манеры. Однако они не простят ему недостаток поряд-

him.

дочности. Этого же они не простят и высшему руководству, которое его назначило.

XVI. Answer the questions:

1. What can you say about management in general?
2. Why does a large organization employ many managers?
3. What is important to an organization?
4. Does the ability to achieve organizational goals require great skills? What are those?
5. What can you say about management as a process?
6. What main resources are managers concerned with?
7. What incentives are used to keep employees content? Why?
8. How does an organization obtain financial resources? Give some examples.
9. What must an organization do to survive?

XVI. Translate and remember:

Hints for the Office Manager or the Boss

You need not go around proving you're the boss if you are. So here are some suggestions:

- Don't order, ask and be polite! It amounts to the same thing but it sounds – and works – better.
- Remember that people work with you, not for you. They like to be spoken of as associates, not as slaves.
- Keep your promises. It's important to make a note of every promise – whether it is something important or something you think less important.
- Criticize, if you must, only in private – and do it objectively. Never criticize anyone in public or in anger. And that goes for the mail clerk as well as for your assistant.



*There are three classes of men - lovers of wisdom,
lovers of honor, lovers of gain.*

Plato

*Praise a fool and
you may make him useful.*

*The measure of a man is what
he does with power.*

Pittacus

*The great leader is one who never permits his
followers to discover that he is as dumb as
they are.*

*The doors of Opportunity are marked
"Push" and "Pull".*

*Whatever you have
you must either use or lose,
Henry Ford*

*The most successful business man is the man
who holds onto the old just as long as it is good
and grabs the new just as soon as it is better.*

When in doubt, tell the truth.

*You cannot climb the ladder of success
with your hands in your pockets.*

*The surest way to get a job done is to give it
to the busiest man you know - he'll have his
secretary do it.*

*People forget how fast you did a job - but
they remember how well you did it.*

👉 But if you really want to be a success as a businessman, promise yourself:

- to be so strong that nothing can disturb your peace of mind;
- to talk health, happiness and prosperity to every person you meet;
- to make all your colleagues feel that there is something in them;
- to look at the bright side of everything and make your optimism come true;
- to think only of the best, to work only for the best and expect only the best;
- to forget the mistakes of the past and press on greater achievements of the future;
- to give so much time to the improvement of yourself that you have no time to criticize others;
- to be too large to worry, too noble for anger, too strong for fear and too happy to permit the presence of trouble.

XVII. Read the text:

Criticizing an Employee Often Produces Angry and Defensive Reactions

Staff appraisal interviews are no fun. Many managers simply do not bother as they are worried about how the staff may act to criticism of their work.

Yet telling the staff how they are doing can motivate and it can produce extra efficiency and performance. Feedback is especially important for new recruits to help them to find their footing.

Criticizing an employee often produces anger. Comments such as «are you saying that I am not doing my job properly» or «do not treat me like a child» or even profanity are frequent defensive reactions.

It is recommended to start with an agreement about the way you intend to work

together and to share information.

This type of agreement not only works for individuals but for teams or groups as well.

When talking to the staff ask – do not tell; describe – do not judge; stick to behaviour – not personality. The advice is even more important for a small business with some employees for one member of the staff with the sulks can upset all the others and therefore lower efficiency.

Ask your staff what they think about their performance and ask them to find an area where they think they are weak or could do better or strong.

Sometimes you can see a manager catching the late arrival of an employee. He greets the employee with a stern look, crossed arms in a condescending manner and gives him a lecture about how many times he has been late recently and puts a snide question asking what he is going to do about it.

The correct approach would be to ask if there is a problem causing him to be always late. This should also be done in private not across the office or factory floor thus giving the employee the privacy of discussing matters.

XVIII. We want to attract your attention to the two main problems to help to remove the air of doom about talking to the boss:

1. Managers' confidence to talk to the staff.
2. Handling adverse reactions.

XIX. Answer the questions:

1. Why do not many managers hold appraisal interviews?
2. What may be the result of telling the staff how they are coping with their work?
3. Why is feedback especially important for new recruits?
4. What can criticizing an employee produce?
5. Can we say that anger and even profanity are frequent defensive reactions of

criticized employees?

6. What kind of advice of talking to the staff is given in this text?

7. What should be the correct approach of a manager to the late arrival of an employee?

8. Why can wrong talking to the staff lower efficiency?

9. It is recommended to talk to an employee in private or across the office or factory floor?

10. Do you think it is correct to have an agreement with employees about the way you intend to work together and to share information?

Part II

I. Read the text:

THE BANKER

by L. Waller

Woods Palmer has just been appointed Vice-President of the magnificent United Bank of America. He is not the first in the family connected with banks: his grandfather and father were bankers too. Now he is talking to Virginia Clary, who is in charge of Bank's public relations and is trying to give her his idea of banking and money.

It was easy enough, he told himself, to let pleasant conversation with an agreeable dinner partner. He glanced up at Virginia Clary.

«We haven't even begun making a dent in your colossal mound of banking ignorance», he pronounced.

Her eyes widened. «I'm beginning to feel like a terrible liability to the firm».

«Take comfort from the fact that you probably know more than most of the people in the shop».

«I know about interest rates and personal loans and amortization and the Federal Reserve and like that», she rattled off. «What am I missing?»

«As we say in public relations, the Big Picture».

Palmer looked up as the waitress brought their coffee. He watched Virginia Clary add cream and sugar and stir it with slow, full sweeps of the spoon. «Something I said before», he began then. «About money being as important to modern man as air and food. That's the frame of reference you have to understand».

«Believe me, no one has to explain the importance of money to me».

«Let's call it the necessity of money», he amended. «There are still places on earth



where you can trade a dozen spearheads for a side of dried beef. But they're not the places where history and progress are being made».

«These miserable bartering folks have no A-bombs or moon rockets».

He looked up at her. «You're baiting me again».

«Sorry. Mother's influence. I really do want to know».

«Fine». Palmer sipped his coffee and found it good. «As we get a more highly organized society, money begins to become more important than anything else. Eventually, we reach the stage we're in now. Money buys a man the food he eats, the clothes on his back, care when sick, the roof over him, his education, his recreation, everything. Without money, he can't even die properly, unless he wants to lie in Potter's Field. It's become that sharp a definition: without money, man cannot live or die with decency».

«Is that good?»

«Probably not», Palmer said. «But we're not philosophers, we're bankers. We supply, safeguard, control and define the most precious commodity of life - money».

«More precious than anything?»

«Suggest some other commodities».

«Health?» she asked.

«Preserved and recovered through money».

«I see. And things like, oh, love or hate. Money buys them».

Palmer hunched himself forward until both his elbows rested on the small table. «Try to understand that we're not conducting a philosophical analysis. A man can live without love or hate. Without friends. Without the gratification of desires. But he cannot live, on the material plane, without money».

«That's only one plane of living», she demurred.

«It's the life-or-death plane».

«Yes, but I want to get that on the record. It's only in the material scheme of things that money is the most important».

«All right. Granted».

She eyed him closely. «You're patronizing me», she said then. «You don't for a

moment grant that life has any other plane than the material one».

«Not for the purposes of this discussion, at any rate».

She shook her head almost sadly. «You're a very hard man to trap», she admitted. «I'd hate to interview you for a newspaper». She watched him for another moment and then gave up. «All right», she said. «We're bankers. We aren't interested in anything but the material world. Go on, please».

He sipped his coffee and sat back in his chair. «What do banks do with money? We keep it in vaults where it can't be stolen, except occasionally. We invest it in bonds and stocks and mortgages and business and personal loans. We handle it. We channel it. We tell it what to do. We mold it and teach it. We create it.»



«Money? What do we do, print it?»

«Almost literally», he said.

«Is that legal?»

«Perfectly», Palmer assured her. «As a Federal Reserve Bank, we create a brand-new dollar out of thin air for every four dollars we take in».

«Is that good?»

He slapped his hand palm down on the arm of his chair. «Stop asking philosophical questions. It probably is the worst thing that could happen to the United States of America and our great-grandchildren will pay for it. But right now it's the money that makes our particular mare go».

FOR YOU TO BE DONE:

II. Find the English equivalents for the following and use them in the sentences of your own:

пробел в познаниях; бремя; фирма; утешиться; общая картина; основа;

меновая торговля; организовать снабжение; товары; удовлетворение желаний; снисходить до кого-либо; продолжать; в соответствии с законом; рамка.

III. Find the meaning of the following words in the dictionary:

ignorance; terrible; liability; the Big Picture; the frame; to trade; to barter; to supply; commodity; precious; at any rate.

IV. Find in the right column the notion defined in the left part:

- | | |
|--|---------------------------|
| 1. Economic goods which are useful things wanted by buyers. | 1. mortgage |
| 2. The document recording a loan contract; the thing given as security. | 2. interest rate |
| 3. The act of lending on condition that the thing lent will be returned. | 3. stocks |
| 4. The relation between the payment received by a lender of money and the amount of money lent expressed as a percentage per period of time. | 4. to be in charge of |
| 5. A group of twelve local Federal Banks that together form the central banking authority of the nation under the centralized control of the powerful Federal Reserve Board in Washington. | 5. bond |
| 6. Any fixed-interest security that is to be repaid at a fixed date in the very near future. | 6. Federal Reserve System |
| 7. To rule something, to be responsible for an activity. | 7. commodity |
| 8. A document promising to pay a sum of money or giving information about existence of a debt. | 8. loan |

V. Find in the text the abstract which can be translated in the following way. You may give your variant of translation:

«Что происходит с деньгами в банках? Мы храним их в специальных сейфах, откуда их почти невозможно похитить. Затем мы превращаем капитал в ценные бумаги, акции, закладные, в займы для предприятий и отдельных лиц. Мы производим транзакции, мы направляем деньги по определенному руслу. Короче говоря, именно мы определяем то, что делается при помощи денег. Мы придаем деньгам осязаемую форму, и мы учим их производить определенные действия. В конечном итоге можно сказать, что мы являемся творцами денег».

VI. Comment on the following:

«We're not philosophers, we're bankers. We supply, safeguard, control and define the most precious commodity of life - money».

Do you agree that the most precious commodity of life is money?

What professional obligations of a banker do you know?

VII. Replace the underlined words and word combinations by the synonyms from the text:

1. He is responsible for my education.
2. I'd like to spend my holiday at a decent hotel.
3. Can you name (propose) any other valuable things?
4. A man cannot live without wishes and dreams.
5. You don't for a second believe that money is not everything in life!
6. In any case, I don't want to discuss only for the purpose of discussion.
7. That is the scheme you are to understand.
8. That is only one side of our life.

VIII. Choose the correct form of the verb from those in brackets:

1. Money (is, are) everything for the modern man.
2. It was easy to talk to an (agree, agreeable) partner.
3. We live in a (high, highly) organized society.
4. Even health is (preserved and recovered; preserving and recovering) through money.
5. Material plane is only one plane of (live, living).
6. The bankers are very (interested, interesting) in the material world.

IX. Explain the following:

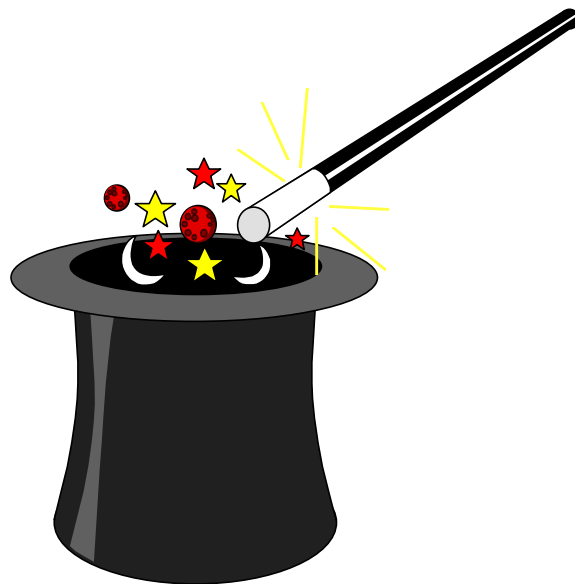
«We create a brand-new dollar out of thin air for every four dollars we take in».

X. Answer the following questions:

1. Who is the main character of the abstract?
2. What do you know about him?
3. What does he consider to be the most precious commodity of life?
4. How does he prove it?
5. Do you agree that money is everything in our life?
6. Do you agree that material plane is the most important in our life?

Unit III

Advertising



Part I

I. Read the advertisement:

***WHEN ADVERTISING DOES ITS JOB,
MILLIONS OF PEOPLE KEEP THEIRS***

Good advertising doesn't just inform. It sells. It helps to move products and keep businesses in business. Every time an ad arouses a consumer's interest enough to result in a purchase, it keeps a company going strong. And it helps to secure the jobs of people who work there.

Advertising – that's the way it works!

International Advertising Association

II. Answer the questions:

1. What is the «job» of advertising?
2. Why and how do you think advertising helps millions of people to keep their jobs?
3. How does advertising keep businesses in business?
4. What way does advertising work?
5. What do most people think of the art of advertising?
6. What do advertisements convince people of?
7. What word has a magic effect in advertisements in America?
8. Do you know any «magic» words in Russian advertisements?

III. Give the translation and definition of the following word combinations:

Advance advertising; billboard ads; broadcast advertising; classified advertising; decent advertising; drip advertising; follow-up advertising; inside-the-store advertising; keyed advertising; point-of-purchase advertising; poster advertising; scheduled ad-

vertising; screen advertising; subliminal advertising; transit advertising; umbrella advertising; advertising allowance; advertising credit; advertising media; advertising on difficult marketing; advertising specialty; to arrange ads; to do advertising; to handle advertising; to insert an advertisement; to place an advertisement; to put in an advertisement.

IV. Read, pay attention to the given variant of translation.

Advertising as a Career in the USA

Part I.

Advertising is any paid form of non-personal presentation and promotion of products, services or ideas by an identifiable individual or organization. It flourishes mainly in free-market, profit-oriented countries. It is one of the most important factors in accelerating the distribution of products and helping to raise the standard of living. Advertising cannot turn a poor product or service into a good one. But what it can do – and does – is to create an awareness about both old and new products and services. So three main objectives of advertising are:

- (1) to produce knowledge about the product or service;
- (2) to create preference for it and
- (3) to stimulate thought and action about

Реклама представляет собой любую оплачиваемую форму представления и продвижения продукции, услуг или идей каким-либо конкретным человеком или организацией. Она процветает в основном в странах со свободной экономикой, ориентированной на получение прибыли. Это один из главных факторов ускорения сбыта товаров, способствующий подъему жизненного уровня. Реклама не может превратить плохой товар или услугу в хороший. Однако то, что она может сделать – и делает – это сообщает о старых и новых товарах и услугах. Поэтому три основные задачи рекламы – это:

- (1) дать информацию о товаре или

it.

услуге;

(2) создать для них приоритет;

(3) стимулировать мысли и действия
потребителя на их приобретение.

1. Form another parts of speech with the same root from the following verbs.

Translate the words into Russian:

e.g. to advertise – advertiser – advertisement – advertising – advertised – ...

To pay, to form, to present, to promote, to flourish, to accelerate, to distribute, to produce, to think, to act.

2. Find in the extract given above words with the same roots. Remember them. Make your own sentences with the words.

3. Answer the questions:

1. What is advertising?
2. What countries does it work in?
3. Can you explain why it flourishes in free-market countries?
4. How can advertising raise the standards of living?
5. How does it form our knowledge on old and new products?
6. What are three main objectives of advertising?

Part II.

1. Read the text without a dictionary. Pay attention to the words in italics. Try to guess their meaning.
2. Formulate the main idea of the extract in one sentence.

Careers in advertising may involve working for advertisers, *media*, advertising *agencies* or suppliers and *special services*. In opinion of American *specialists*, at most, only 35 *colleges* and *universities* in the USA have *effective programs* of advertising education. Less than 10 offer any truly significant amount of graduate work in advertising. However, advertising draws people from a *variety* of educational *background*.

V. Here are slogans of some well-known companies. Match the name of the company with its slogan:

Volvo, Rolex, GSM, Air France, Ericsson, Marlboro, IBM, Swiss Bank Corporation, Renault, Tuborg, Samsung, United Parcel Service (UPS), Saab, Toshiba, Glenfiddich (Scotch Whisky), Cartier, LG

«Made without compromise since 1887».

«A safer car for people who care.

Give us a car that can grow with the family».

«It's nice to meet you».

«Relax. The most restful position for the human body is now available on our seats».

«Technology that works for life».

«The key to security: a 120-year tradition in private banking».

«My watch is more than just a watch.

It also makes me feel dressed».

«Probably the best beer in the world».

«The most distinguished tobacco house in the world. Come to where the flavor is».

«As sure as taking it there yourself».

«Finally, a PC that doesn't take breaks

so you can».

«The New 900. Very strong. Very safe. Very Saab».

«150 years of history and romance».

«These days, I've got more choice about
when I work and when I play».

«One phone, one Europe».

«Since trucks are designed to go from one place
to another, we've decided to take them from
the past to the future».

«In Touch with Tomorrow»

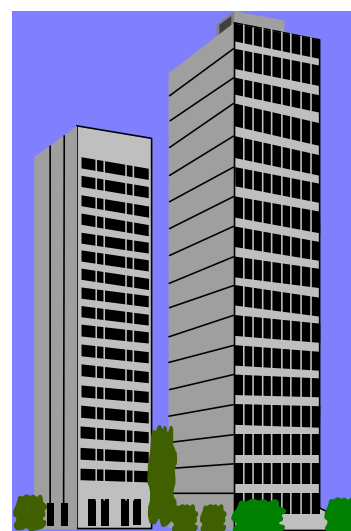
«Everyone's Invited»

VI. Can you match real products and their brand names?

| | |
|-------------------|----------------------------|
| BMW | tea |
| Electrolux | toothpaste |
| Microsoft | refrigerator |
| Dirol | cocktail for losing weight |
| Slim Fast | PC and peripherals |
| The Penguin | furniture |
| Lipton | cosmetics |
| P&G | after shave lotion |
| IKEA | shampoo |
| Old Spice | coffee |
| Tchibo | cars |
| Maybelline | chewing gum |
| Sun Silk | books |
| Hewlett & Packard | software |
| White and Healthy | detergents |

VII. Can you match the two parts of the following ads? Guess what they advertise.

1. Crafted to fit any space, ...
2. Skyscrapers can't make a business successful, ...
3. Once you understand the basic swing, ...
4. Think locally, ...
5. Bond investments offer attractive returns – ...
6. We understand...
7. The key to corporate finance is ...
8. The soul of wine, ...
9. Combining the two terms forms a new concept in language and television – ...
10. For 160 years...
11. Discover how different we are ...
12. Save up to 56 % ...
13. Open an account with Roberto Bank ...
14. Where the people who run things ...
15. When you get near the top...
16. No choice...
17. We give you security...
18. One unique solution...



- a) Infotainment – that is Super Channel.
- b) when you subscribe to Newsweek.
- c) and how very much alike.
- d) and watch your money grow into wealth.
- e) can stop running.
- f) you can see things differently.
- g) it's just a matter of adapting it to different situations.
- h) but forward.
- i) designed to fit any budget.

- j) in finding new ways to do business.
- k) after another.
- l) it's what lies behind the company facade that counts.
- m) act globally.
- n) the pleasure of business.
- o) but did you choose the right currency?
- p) the king of spirits.
- q) we haven't lost a second.
- r) long-term access to a wide range of financial and advisory services.

VIII. Read the text:

Appointing the New Advertising Manager

Harper & Grant is a growing company. It is necessary for a growing firm to advertise. Up till now the Sales Manager, John Martin has dealt with the advertising. He employs an «Advertising Agency» to design the advertisements and place, or put, them in certain newspapers or magazines. An «Advertising Agency» is an organization which undertakes advertising on behalf of the advertiser. It employs artists, copywriters, etc. who are specialists in the field. Its staff are specialists in buying space in newspapers or time on radio and television as well. They are usually able to do by far more professional job than the advertising manager who belongs to the company and who therefore has a limited experience. However, many firms now employ an advertising manager as well to liaise with the agency.



At Harper & Grant John Martin is now too busy on the sales side to be able to handle the work involved. He needs an expert to supervise an advertising campaign, check proofs, make sure that the agency use the media which best suit the

company's interests. The media are the various means by which one can advertise, for example in newspapers, magazines, on television, on hoardings, large display boards, etc.

John Martin also cannot cope with the increasing public relations work. This side of the business involves contacts with the public at large through newspapers, magazines and television, giving editors correct information about the company and its products when such information is necessary.

The Managing Director, Mr. Grant has agreed that they should appoint a new advertising manager who will relieve John Martin of his work but still be ultimately accountable to him for advertising. In fact, the new department will be a branch of his Sales Department. However, Mr. Grant is very interested in public relations and insists that the new adman will be under him for this side of the job.

An advertisement has been inserted in the «situations vacant» column of several appropriate newspapers, giving details of the new appointment and inviting applicants for the job.

John Martin has the work of going through the written applications and deciding which of the applicants have the right qualifications for the post. He will then interview the selected applicants from his short list and send his candidate or candidates to Mr. Grant for the final interview.

IX. Translate the following using the text:

a) to undertake advertising, to do by far more than, to be under, to check proofs, to be accountable; to advertise, advertisements, copywriter, advertising manager, advertising campaign, to check proofs, public relations, applicant, short list, leaflet, visualiser, layout.

b) растущая компания, от имени..., отрасль, штат, место в газете, ограниченный опыт, контролировать, средства массовой информации, справляться с чем-либо, работа по связи с общественностью, быть в подчинении у кого-либо.

X. Answer the question:

What are the main functions of John Martin?

Firstly...

Secondly...

Then...

XI. What is public relations work?

XII. You work for ... company. Design a new product for the domestic and a new product for the foreign market. Think of a good brand name and design a package (box, can, paper, plastic wrapping, etc.).

1. Discuss the following:

Who is going to buy your product (What are your target consumers)?

What image do you want (luxurious/ economical/ natural & healthy/ old-fashioned and traditional/ sophisticated high-tech formula, etc.)?

How much will it cost?

How are you going to market your product?

How and where will you advertise your product (television/ radio/ direct mail/ newspapers, catalogues and magazines/ hoardings/ billboards/ signs, etc.)?

What advertising slogan will you use?

What artistic design will you choose?

2. Prepare an advertising campaign for the product you've designed.

XIII. Read and try to understand the most widely used word combinations and phrases:

✿ **Madison Avenue** – a street in New York which has become the symbol of American advertising.

✿ **account side** – the half of an advertising agency which attracts and keeps clients (the other half is creative side).

This hotdogger works for an account side (a hotdogger – somebody who hunts for publicity).

✿ **ad/ advert** (GB) – a printed advertisement as opposed to a **commercial** which appears on radio or TV.

Can you give me this periodical? I just want to scan for ads.

✿ **adman** – a person who works in advertising.

✿ **shop** – an advertising agency.

What shops does this adman work for?

✿ **advertorial** – a form of advertising (usually practised in newspapers and magazines) printed in such a way as to make it look like an editorial or an article with the purpose of adding some more authority to the publication as a recommendation of the product.

Our advertorial will appear in the bulldog tomorrow (a bulldog – the first edition of a daily newspaper).

✿ **aerial advertising** – advertising displayed in the air from balloons/ planes or in smoke designs.

We use aerial advertising to attract people's attention especially during the airshows.

✿ **air-time** – time set aside for advertising on TV or radio.

How much air-time do you need to push your products (service, a story)?

✿ **below-the-line advertising** – advertising by direct mail, merchandising, etc.

The advertising agency gets no commission for the below-the-line advertising.

✿ **boutique** (U.S.) – a small advertising agency often noted for its creativity.

It's better to work for a boutique than for a zoo agency (a zoo agency (U.S.) – an acronym for «zero on originality» – an agency that lacks innovation and creativity).

✿ **counteradvertising** – advertising aimed as a reply to a competitor’s advertisements.

When we start our counteradvertising we’ll make use of all our reserve advantages.

✿ **creative side** – the part of an advertising agency that actually creates advertisements.

He has been in the creative side for several years and is likely to be appointed art director soon (art director – a coordinator of creative work in advertising).

✿ **double-truck** – a two-page advertisement

He thinks a double-truck to be more cost-effective (bringing profit especially when compared with something else) than a short advertisement.

✿ **freesheet** – a local weekly newspaper or a magazine with plenty of advertisements (which are the source of its revenue) given free to customers.

We have put an omnibus ad in the freesheet (omnibus ad – an advertisement which covers several different products).

✿ **hyper/ hype artist** (U.S.) – an advertiser (a promoter).

This hype artist is a hot (very much in demand) on Madison Avenue.

✿ **knocking copy** – any words in an advertisement that is critical of a rival product.

They are using this knocking copy to defeat their competitors commercially.

✿ **makegood** – an advertisement placed once again in a magazine or a newspaper free of charge because a mistake was made in it when it was first published.

Our makegood has just appeared, now without any mistake in it.

✿ **starch ratings** (U.S.) – a method of estimating the effectiveness of an organization’s advertising.

According to starch ratings this advertising agency is A1 (the best).

✿ **teaser** – an ad that gives little information about a product to make the customers curious to learn more.

Our teaser ends with a live tag (the voice at the end of a commercial that gives current/ local information): «For more information see the tomorrow’s mention (a short item in the press) in the Financial Times».

XIV. Discuss some methods of advertising. Give examples of ads that:

- ◆ show a product and explain what it does
- ◆ show a scientific telling about the product
- ◆ show a popular personality
- ◆ compare the qualities of a product with competitors
- ◆ appeal to consumers' emotions and feelings
- ◆ make special offers
- ◆ use humour, irony and sarcasm

XV. Read and translate the text:

Advertising and Marketing in the Future

Fundamental changes take place in many industrial societies. The main factors are the following:

The raw materials cost increases. Shortages and the high cost of raw materials produce an economic and moral pressure to avoid wastes.

Advertising and marketing men can expect rapid changes in a variety of markets and industries. In energy, there will be a decrease in competitive advertising between the various types. We will probably see a switch to more educational advertising for coal, gas and electricity. Advertising campaigns will be directed towards eliminating waste rather than increasing consumption. In consumer durables there will be a move away from planned obsolescence. Cars, for example, will be replaced every five to ten years rather than every three. Total consumer expenditure will fall and price will become an even more important factor. In manufacturing, small companies will be squeezed out of existing markets.

XVI. Discuss your ideas of advertising in future.

XVII. Render:

С ПЕРВОГО ВЗГЛЯДА!

Самая краткая формула воздействия рекламы на потребителя **AIDA*** состоит из начальных букв английских слов, обозначающих этапы «завоевания» клиента. На первом месте – «attention» – **А – внимание**. С внимания начинаются контакты в любой форме человеческого общения.

Представьте себя входящим в комнату, где собралось много людей, вам незнакомых. А вам нужно получить какую-то информацию, задать вопрос. К кому вы обратитесь? Конечно, к человеку, который вас чем-то привлечет: может, он стоит к вам ближе всех или сидит за солидным столом. Или лицо его вам кажется знакомым. Или взгляд приветливый. А может, эта персона одета ярко или имеет броскую внешность. Ваш выбор будет произвольным. Но специалисты-психологи определяют причины, подтолкнувшие вас именно к данному незнакомцу.



Примерно в таком же положении, положении человека, попавшего в помещение с массой незнакомых людей, оказывается читатель, обративший свой взор на рекламную страницу газеты. На какое предложение он обратит свое внимание? Если у него нет особой цели найти что-то конкретное, реклама, которая невольно зацепит его внимание должна обладать какими-то специфическими чертами.

Какими? На этот вопрос отвечают все те же психологи. И дают советы, как сделать рекламу привлекающей внимание. Понятно, что рекламное творчество, как всякое творчество, бывает непредсказуемым и порой ломает рамки правил. Так появляются «эпохальные» рекламные озарения, шедевры.

В повседневной практике дело часто бывает поставлено на поток, и советы сокращают усилия создателей рекламы в поиске заметной композиции.

Все советы, однако, можно объединить в одно требование: чтобы реклама обратила на себя внимание, она должна быть оригинальной, *выходящей из ряда однотипных образов*.

Геометрическая форма. Если на газетном листе преобладают прямоугольные макеты, выигрышным становится непрямоугольник: круг, овал, треугольник... А среди кругов, естественно, особое внимание завоюет фигура с углами.

Цвет. Смотрим на черно-белую страницу. И вдруг 2-3 цветных макета. Глаз обязательно остановится на цветном изображении. А хорошая черно-белая композиция выделяется среди многоцветных.

Размеры. Принцип нарушения монотонности и здесь дает положительные результаты. Страница, испещренная «маломерками» по 12-15 квадратных сантиметров, а на ней солидная стосантиметровая реклама. Она и станет доминирующей.

Но если все по 100-150, то крохотулька как раз может выиграть!

Декоративность. Если практически все оригинал-макеты на полосе выполнены с дизайнерскими «наворотами», то лаконичная по оформлению «простушка» может сильнее привлечь внимание. Хотя это труднее, чем пышно изукрашенной рекламе победить своих многочисленных соседок. Однако бывает.

То же и с рамками. Скромный рант среди рамок с завитушками, картушами и прочими изысками может выглядеть выразительней.

Фотографии. Да, мы любим разглядывать фотографии в рекламе. Но все должно работать на индивидуальность. Нам же довелось недавно встретить в одном издании целый разворот с рекламой обуви, где в каждом (!) оригинал-макете были компонованы фотоизображения сапожек. Было просто забавно смотреть на эти ряды примерно одинаковой обуви в черно-белой печати. Однообразие сыграло злую шутку с рекламодателями.

Есть и другие аспекты в активизации внимания. Например, выигрывают не перенасыщенные информацией рекламные предложения. Как правило, читатель сразу отводит взгляд от многочисленных строчек убористого текста.

И последнее. О месте размещения оригинал-макета. Считается, что наиболее

активно работают на внимание углы страницы: правый верхний, затем левый верхний, нижние – правый, левый. Но талантливо сделанная реклама и в центре листа будет «королевой бала».

***AIDA – Attention, Interest, Desire, Action**

XVIII. For your information:

1. One brand might obtain a momentary profitable advantage, but heavy and sustained market movements are relatively stable for most major companies. This is the major role of high-volume competitive advertising – to keep any one brand from gaining a quick ascendancy.

2. Economist John Kenneth Galbraith, among others, has pointed out that large corporations cannot afford to compete with one another. Their survival is predicted upon cooperation and market segmentation. In a truly competitive system someone stands to lose. If General Motors, for example, were to lose, Ford would as well. American big business has finally learned that everybody has to protect everybody else's investment.

3. Occasionally, as happened with Winston, a brand is able through skillful management (a euphemism for people manipulation) to capture and hold a large market segment, at least for a while. But this doesn't happen very often. Most successful cigarette marketing is a long, tedious effort.

4. The primary function of fashion is simply to sell clothing. The secondary function is to make obsolete, out-of-fashion clothing. Both the men's and the women's fashion industries are efficient – and highly profitable – systems of planned obsolescence for the multi-billion-dollar textile industry.

5. At least a billion dollars is spent annually in the United States on drug advertising. It is impossible to know the exact amount. Americans are taught from infancy that any

discomfort, anxiety or systemic irregularity can be handled, for a small price, by some chemical or another. Intense pressure is exerted upon every citizen to resolve his emotional (psychogenic) problems with various medicinals, pharmaceuticals, remedies, drugs or any of the other labels used to describe these extremely profitable products.

6. Popular music is skillfully marketed to specific groups and subgroups within the society with an intensity that would make any salesman blush with envy. A record might be produced and marketed for several markets but producers usually aim at specific targets: the preteen, eight to twelve; early teen, thirteen to fourteen; midteen, fifteen to sixteen; late teen, seventeen to nineteen; and postteen, over twenty. Rarely will a single recording artist or group hit across the board, selling to all the markets.

7. America's most honored, celebrated and profitable forms of addiction involve alcohol, tobacco and drugs – the three highest-profit products manufactured and marketed in modern society. The cost of selling these three products, of which advertising is only a portion, is also the highest for any manufactured product in America.

8. Many individual journalists appear to believe that advertising really does not sell anything and is a losing proposition for advertisers most of whom are buying ads out of habit. But in America it is virtually impossible for any publication to survive without advertisers. Advertising predicates its effectiveness upon the high-credibility source with which readers will associate the ad. Since advertising effectiveness directly relates to this credibility factor, newspapers can claim a very high level of sales effectiveness.

Part II

I. Read the text:

STRANGE ADVERTISEMENTS

Strange advertisements are sometimes to be read in American newspapers.

Jane, a young typist, often looked through them just for fun. One day she came across a very strange advertisement indeed. It was as follows:

«A young man, clever, easy to get on with and good-looking, wishes to marry but has no means to support a wife. To get one and the necessary money to support her he has had the following idea:

One thousand numbered tickets will soon be printed and sold for fifty dollars each at the kiosk in Lincoln's Square. Only pretty girls, easy to get on with and no older than twenty-five can buy a ticket. When all the tickets have been bought, the young man will draw one number and it will be printed in another advertisement together with his address. In this way the lucky girl will get a good husband and the necessary means to start life together with him».

Jane laughed at the strange advertisement and wondered how it was possible to have such a crazy idea. Suddenly she thought of George and stopped laughing. Could it be? Yes, it could. It was just like him. She had known George for many years. They had been schoolmates and after leaving school they had often met. He had asked her several times to marry him but though she was very fond of him she had refused as he was not reliable. The strange advertisement made her think of him now because he had always been full of crazy ideas about making money in the easiest possible way. She had told him time and time again to stop being silly and get a steady job but it had done no good. She had not seen him for over a year and she wondered where he was and what he was doing now. She missed him badly and worried about him but she was sure she had been right in refusing to marry him. Every sensible girl wants a reliable husband and Jane was a



sensitive girl indeed. Suddenly the telephone rang. She answered it.

«Jane Taylor speaking».

«Hallo, honey! How are you? Remember me?»

«George!»

«Yes, of course. May I come and see you?»

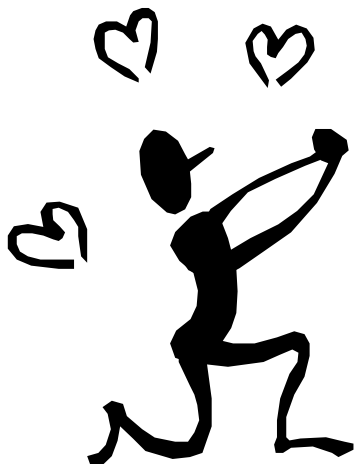
«But where have you been all this time?»

«I'll tell you everything. Wait for me, I won't be long».

And before Jane could say anything more he had rung off. He must have been quite near because in a few minutes he was with her telling the story:

«When you refused me last time I couldn't stand this town any longer. I wanted to disappear, but didn't know where to go. Then I met Fred Johnson – you know Fred, he was at school with us. His father has that big department store in Lincoln Square. At first Fred laughed at me when I told him I'd like to leave and get a job anywhere but here. He knew of my crazy ideas and that I had gone from job to job, always looking for the easiest possible way of making money. He spoke to me just as you would have done. He said that only a steady job and hard work meant making good money and that it was high time I stopped being silly and acted like a sensible man. I asked him to give me a chance and promised I'd do my best if he helped me and he did. He got me a job in New York in the department store of his father's business friend. They made me work from early morning till late at night. I had never worked hard before, I was dead tired and at first I thought I couldn't stand it. But I had promised Fred. I was grateful to him and I kept thinking of you all the time, so I kept my promise. They saw I was doing my best and they were pleased with me. Little by little I began to enjoy my work, going from department to department and learning everything about the business of buying and selling. I saw it was good to have a steady job and to be doing something useful. When I had been there for a year, Mr. Ford, the assistant sales manager, fell ill and they said I could try my hand at his job. I was delighted, of course, and did my very best to show that I could manage. Then one day I got a letter from Fred. He wrote that his father knew everything about me and would like to give me that job of assistant sales manager at his department store here. By that time I was

missing you so badly that I wanted to come back more than anything. Of course I couldn't leave at once, but as soon as Mr. Ford was well again I did. So here I am, honey. Will you marry me now? I've got a good, steady job at last. You wanted a reliable husband, didn't you?»



At first Jane was too happy to speak. She only showed him the strange advertisement in the newspaper and waited until he had read it. Then she said:

«And I thought it was yours. You used to have such crazy ideas».

He laughed and answered:

«Not that crazy as this one. Besides, it's all over. Well, honey, will you marry me?»

FOR YOU TO BE DONE:

II. Render the following sentences in your own words:

1. Jane looked through advertisements just for fun.
2. A young man seems to be easy to get on with.
3. So the lucky girl is expected to have necessary means to start life.
4. Isn't it natural to have such a crazy idea?
5. It was just like him!
6. He was not reliable!
7. It is necessary to have a steady job.
8. All her efforts had done no good.
9. I was dead tired.
10. Little by little he began to move to the top.
11. My father wanted me to try my hand at this job.
12. It was all over.

III. Choose one word in a column for each underlined:

1. She was a sensible girl.

- a) sensitive;
- b) sensual;
- c) reasonable;
- d) real.

2. She refused him.

- a) gave him a refund;
- b) declined to accept;
- c) refrained;
- d) refined him.

3. He used to have a lot of ideas.

- a) dealt with;
- b) was secondhand;
- c) was accustomed;
- d) had no need of.

IV. Retell George's steps of a career.

V. The story is not finished. End it.

VI. Explain the meaning of the following sayings and use them in a natural conversation context:

1. Easier said than done.
2. Well begun is half done.
3. No sooner said than done.
4. What is done can't be undone.
5. If we can't do as we would, we must do as we can.

6. Do as you would be done by.

7. What we do willingly is easy.

VII. What proverbs can be used to describe some episodes of the text?

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Шишкина Светлана Григорьевна

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