

Министерство образования и науки РФ
Уральский государственный экономический университет



Е. Н. Алимова, О. Б. Долганова, Т. А. Прешкина

АНГЛИЙСКИЙ ЯЗЫК

Под общей редакцией О. Б. Долгановой

Рекомендовано Учебно-методическим советом
Уральского государственного экономического университета
в качестве учебного пособия

Екатеринбург
2015

УДК 811.111(07)
ББК 81.2Англ я7
А50

Рецензенты:

кафедра иностранных языков и деловой коммуникации Уральского государственного горного университета;

М. Ю. Илюшкина, кандидат филологических наук, доцент кафедры лингвистики и профессиональной коммуникации на иностранных языках Уральского федерального университета имени первого Президента России Б. Н. Ельцина

Алимова, Е. Н.

А50 Английский язык : учеб. пособие / Е. Н. Алимова, О. Б. Долганова, Т. А. Прешкина ; под общ. ред. О. Б. Долгановой ; М-во образования и науки РФ, Урал. гос. экон. ун-т. – Екатеринбург : Изд-во УрГЭУ, 2015. – 52 с.

Учебное пособие включает темы, соответствующие учебному базовому материалу, на основании которого формируются языковые компетенции. Выполняет роль дополнительного учебного материала для закрепления навыков просмотрового чтения, умения «свертывать» информацию, выделять главную идею с последующим выходом в устную речь в виде краткого сообщения об основном содержании текста.

Предназначено для самостоятельной работы студентов II курса (экономическое направление), поступающих в аспирантуру, а также будет полезным в качестве тренировочного учебного материала при подготовке к сдаче кандидатского минимума.

УДК 811.111(07)
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INTRODUCTION



The Phrases to Be Used when Writing Essays or Retelling Texts

1.
 - a. The article headlined ... is written by ... and published in ...
 - b. It consists of ... sections and subsections, namely ...
 - c. The article is concerned with ... (deals with)
 - d. The subject of the article is ...
 - e. The article (the author) begins (opens, starts) with the detailed examinations of the facts relating to ... (with the description of ..., a summary of ..., a comment on ..., the generalization of ...)
 - f. The first (the second, the next ...) part of the article reports on the ...
2.
 - a. The article contains (suggests, concerns, proves) the ...
 - b. Then (after that, further on, next) the author passes on to ... (goes on to say that ..., gives a detailed, profound analysis of ...)
 - c. The author studies (considers, describes ...)
3.
 - a. In conclusion the author (informs, hopes, points out ...)
 - b. The article ends with ...
 - c. At the end of the article the author draws the conclusion that ...

Linking Signals and Linking Constructions

a Adverbs:

anyhow	в любом случае
besides	кроме того
finally	в конце концов
however	однако
moreover	более того, кроме того
therefore	по этой причине, поэтому

b Word combinations:

as compared to (with)	по сравнению
as far as ... is concerned	что касается ...;
	поскольку речь идет о ...;
	когда дело идет о ...
in the first (second, etc.) place	во-первых (во-вторых и т. д.)
in contrast with / to	в противоположность чему-л.;
	по сравнению с чем-л.
in comparison with	по сравнению с
in conclusion	в заключение

c Compound prepositions and prepositional word combinations:

according to	согласно чему-л., согласно (чьему-л.) заявлению; на основании (какого-л.) высказывания; по чьим-л. словам
in addition to	в дополнение к
as to	что касается
<i>Для выражения сходства:</i>	
as ... as	такой же ..., как
to be the same (similar)	быть таким же, похожим
<i>Для выражения различия:</i>	
unlike	в отличие от
in contrast	в противоположность
to differ	отличаться
to be different	отличаться
not as (so) ... as	не такой ... как

Summary

When you summarize something, you express the most important facts or points about something in a short and clear form.

Writing a summary involves:

- selecting the most important ideas of facts from a text;
- rewriting those ideas/facts in a short form, using your own language;
- producing a text which is shorter than the original — usually at least half the number of words.

Here is an example of an original text and a sample summary.

Hispanics are more influenced by advertising than other US consumers, suggesting that the growth of the Spanish-speaking population could prove beneficial to big corporate sponsors, according to two studies.

A Nielson Media Research study released on Wednesday found that Spanish-language television viewers pay more attention to commercials and are more likely to base their purchasing decisions on advertisements than other US consumers.

Taken together, the reports suggest that growing corporate interest in Hispanic marketing might involve factors that go beyond the mere size of the Spanish-speaking population. The US Hispanic population is estimated at about 39m.

The studies also suggest that Hispanic consumers offer big companies the chance to use the kinds of pitches that worked with US consumers in decades past, but which are now less popular with advertising-weary viewers.

Forty-two per cent of Hispanic say they frequently get information for making purchase decisions watching TV commercials in Spanish, compared with seven per cent of non-Hispanics watching English-language television.

This summary is effective because:

- it contains the key ideas from the original text;
- the language used to express the key ideas is different from the original;
- the new text is much shorter in length.

The Spanish speaking population in the US (about 39m) is an important group of consumers for large companies.

Recent research has found that Spanish TV viewers are very influenced by television commercials. When they buy products, and they also know more about brands than other people in the United States.

Another finding of the research was that conventional methods of advertising appeal to Spanish-speaking people even though viewers are tired of them. Some interesting statistics: 52% of Hispanics depend on TV commercials for information about what to buy, whereas only 7% of non-Hispanics do. *(96 words)*

Sometimes a summary can be expressed in a series of numbered short statements:

1. Spanish speaking population in the United States is 39m. Research has been carried out into this group's buying habits. Spanish TV viewers are very influenced by television commercials when buying products.
2. They know more about brands than other consumers.
3. Spanish-speaking people respond to conventional methods of advertising, but other consumers do not.
4. 52% of Hispanics use television commercial to help them choose products; only 7% of non-Hispanic do so.

UNIT 1



TEXT 1. NEW WORKING MODEL

Read the text and do the exercises which follow.

1. The world economy is rapidly changing. There is nothing new about our sense that we are at a turning point. People have often felt that work was changing in ways they had not seen before. Is it different this time? Is the way we work really changing fundamentally?

In one sense yes, simply because the countries that are plying a fuller part in the world economy, particularly China and India have such large populations. 'We simply have not comprehended yet the full impact of 2.5bn people coming into the world economy who were not part of it before,' says Kim Klark, dean of Harvard Business School.

2. The second change is the technology affecting work today. The internet and broadband connections have made far easier for companies to distribute their work around the world and to remain open 24 hours a day, seven days a week.

The trends towards both outsourcing and offshoring have offered China and India huge opportunities to develop their people's skills. They have also provided companies around the world with enticements that are difficult to resist. Diana Farrell, director of the McKinsey Global Institute, says that 70 per cent of the costs of a typical company in developed world come from labour cheap in countries such as India and China. Companies that benefit from the cost saving involved in employing Indian and Chinese labour are at a significant advantage.

3. The problem is, Ms Farrell says, that competitor can achieve the same benefits by moving some of their operations to India or China too. Competitive advantage can only be retained if companies understand that there is more to be gained from China and India than cost-cutting. The two countries are potentially huge markets too. Lower vehicle development costs in India, far example, mean cheap cars can be produced for local market. New niche market can be found for these products in

developed countries too. Companies can address business problems China and India that they could not solve in their home markets. For example, Ms Farrell cites an airline that used to find it uneconomic to chase debts of less than \$200. By using Indian accountants, they were able to chase debts of \$50. This is good for western companies, but what of western workers?

4. A common question heard in the US and Western Europe today is: 'What are we all going to do?' Technology is likely to continue to allow more jobs to be done remotely, but, Prof Clark argues, there will be an opposing trend too: companies offering a more personal service at close quarters. Ms Farrell argues that demographic changes mean there are going to be fewer Americans and western Europeans to do the job available anyway.

Japan and Western Europe are ageing societies. Even the US, still a relatively young country by comparison, will have 5 per cent fewer people of working age by 2015 than it does today. Faced with these projections, western societies can either export the jobs or import the workers.

Will China and India become as dominant as Japan once looked like becoming? Prof Klark says the most significant obstacle they face is the quality of the universities. Few of them show signs of becoming the world-class research centers they need to be if China and India are to become world economic leaders.

(From The Financial Times)

Exercise 1. *Look through the first paragraph and*

a) find the sentence that points to some countries' influence which we have not realized yet;

b) find words which are used to express the present state of economy in general.

Exercise 2. *Look through the second paragraph and find which business terms are mentioned here:*

a) a system that can send large amounts of electronic data at a very fast speed;

b) moving part of company's operations to a foreign country;

c) the process of arranging for somebody outside a company to produce goods or provide services for that company.

Answer the question

What attracts companies in the developed countries to such countries as India and China?

Exercise 3. *Look through the third passage and answer:*

- a) What do the companies get in India and China apart from the cost savings?
- b) or Why are outsourcing and offshoring profitable for companies ?

Exercise 4. *Look through the fourth passage and answer the following questions:*

- a) What facts prove the necessity for companies to solve their labour (jobs) problems?
- b) What is it necessary to do to become world economic leaders?

Exercise 5. *Write an essay or retell the text.*

TEXT 2. FINDING NEW WAYS TO GROW A COMPANY IN TODAY'S TOUGH CLIMATE ISN'T EASY

Read the text and do the exercises which follow.

1. The challenge for all companies: finding the next new source of growth will be more difficult than ever before. Traditional sources of revenue growth — such as product in enhancements grabbing market share or acquiring competitors — have been largely tapped out, says Adrian Slywotzky, a managing director at Mercer Management Consulting in the US. Slywotzky echoes other management gurus in calling this 'a growth crisis'.

2. In the hunt for growth opportunities, failure is common. According to research overseen by Chris Zook, head of the global strategy practice at US-based consultancy Bain, only 13% of companies worldwide during the 1990s achieved 'even a modest level of sustained and profitable growth'. In today's hyper-competitive environment, he says he'd be surprised if that figure can reach 10%.

3. Yet that hasn't stopped companies from whipping up investor enthusiasm with magnetically ambitious growth plans. Zook notes that the

average company sets a public target of revenue growth at twice its industry's rate, and earning four times higher. Where will all that growth come from?

4. In many cases, finance might have the answer. Take, for example, these three very different companies, all renowned for their ability to tap into new avenues of growth: Logitech, a small start-up founded in 1981, made a name for itself as a maker of computer mice for PC manufacturers before expanding into the retail market to sell a vast range of accessories for computers, gaming and entertainment systems; Giorgio Armani, the Italian fashion house, which, since its founding in 1975, has grown revenue organically to €1.3 billion through shrewd customer segmentation and brand control; and French hotel group Accor, which revolutionized its industry in the 1980s with a smart investment aimed at budget travellers and today is seeking to rekindle that innovative spirit.

5. Zook contends that the underlying strength in companies like these is in their ability to combine high growth and low risk by moving systematically into 'adjacencies' — products, services, geographies or customer segments that are highly related, or adjacent, to the company's core business. Other consultants offer variations on that theme, Richard Wise, another managing director at Mercer, for example, says that a successful growth strategy in his view is one that adds to, not detracts from, a company's core business. "The idea is not to abandon the pillars of growth, but to add to the playbook," he says.

6. Attempting to produce new growth via adjacency moves is not without risk. Chris Zook estimates that almost all of history's biggest business blunders were caused or made worse by growth strategies gone awry.

7. Swissair, for one, built a strong reputation for punctuality and efficiency since its foundation in 1931. In the mid-1990, a new management team launched a global growth initiative that involved investments in several new additional airlines — Belgium's Sabena, Ukraine International Airlines and South African Airways, to name a few — and a clutch of travel-related ventures like airline caterer Gate Gourmet and airport retailer Nuance.

8. Was it distraction that caused Swissair's punctuality and baggage handling to worsen, hurting business, and its investments in the world's more marginal airlines to prove an additional drag on its finances? Hard

to say, but in 2000 the company reported a mammoth loss of SFr3 billion (€2 billion at the time), and declared bankruptcy shortly the September 11th 2001 terrorist attacks.

9. Marconi is another example of growth strategy gone awry. A sprawling conglomerate with interests in products from lifts to semiconductors to defence electronics made a big bet in the booming 1990s on telecoms equipment — a business in which it didn't actually have a toehold at the time. It sold all unrelated business and went on a spending spree to buy up telco equipment companies. When the tech bubble burst, the new Marconi was badly exposed and nearly collapsed. It trades as a shadow of its former self today. Adding insult to injury, Marconi's sale of its former 'core' defence-electronics business to BAE in 1999 turned that company into one of Europe's leading defence contractors.

10. At any given time, says Zook, a company with a strong core faces between 80 and 110 possible adjacency moves. Of these, 'only one in four, maybe fewer, will succeed in creating a stream of growing revenue and earn their cost of capital,' he says.

Exercise 1. *Match the words and expressions from the text with the definitions and synonyms:*

- | | |
|----------------------------|--|
| 1) revenue (para. 1) | a) someone's first involvement in a particular business activity from which they can develop and become stronger |
| 2) target (para. 3) | b) activity that makes most money for a company and that is considered to be its most important and central one |
| 3) start up (para. 4) | c) very successful and growing |
| 4) range (para. 4) | d) a result such as a tool, an amount or a time which you aim to achieve |
| 5) core business (para. 5) | e) a new company |
| 6) playbook (para. 5) | f) money that a business receives over a period of time, especially from selling goods or services |
| 7) adjust (para. 5) | g) a set of similar products made by a particular company |

- | | |
|-----------------------|---|
| 8) venture (para. 7) | h) a short period of time during which someone spends a lot of money |
| 9) retailer (para. 7) | i) a business that sells goods to members of the public, rather than to shops, etc. |
| 10) booming (para. 9) | j) a new business activity or project that involves taking risks |
| 11) toehold (para. 9) | k) a set of plans for achieving an aim |
| 12) spree (para. 9) | l) to change something slightly to make it more suitable or more accurate |

Exercise 2. *Read the text and match the name of the company with the type of its production and service.*

- | | |
|---------------------------------------|------------------------------------|
| 1. Logitech | a) hotel group |
| 2. Giorgio Armani | b) defence-electronic business |
| 3. Accor | c) airlines' service |
| 4. Swissair | d) telecoms equipment |
| 5. Marconi | e) a maker of computer mice for PC |
| 6. BAE (British Aircraft Engineering) | f) the Italian fashion house |

Exercise 3. *Complete the following summary in your own words.*

Adrian Slywotzky and other management gurus argue there is a growth crisis on the basis that¹. Another consultant, Chris Zook predicts that². However, Zook has found that many companies are forecasting³., and⁴ are three companies which have experienced healthy growth. Zook believes that the secret of these companies success lies in⁵. Swissair's growth initiative involved⁶ which may have led to⁷. In the 1990s, Marconi's decision⁸ caused⁹.

TEXT 3. THE KEY TO SUCCESS

Read the text and do the exercises which follow.

1. A good team player has the key to success. Being the smartest, being the brightest, being the hardest; all of these attributes that worked so well in business in years gone by, now will not push you up the ladder quickly.

How a good team player you are and how well you share your knowledge with your colleagues is the important factor in growing your career today. If you can build a company culture that does not worry about who gets credit for something, think about what you could achieve! To survive in the big bad tough working environment of today you don't need to your own people competing with each other. It the commercial 'enemy' against whom all the energy should be focused.

2. It is not always easy to be a good team member and compromise your own views for the good of the whole, but it works for the betterment of the company. You have to believe in the workings and the power of the team and recognize where your own strength and contribution fit in. You have to be honest, both with yourself and with your team members. You will have conflicts within your team and as long as this is controlled then it can be a very healthy element for both the team and the development of the business. Research into high-performing teams shows that each member cares for the development of his team mates. This appreciation of each other's learning and development is key to the success of a team and the commitment of each member to the other.

3. Over 70% of a manager's time is spent in some form of group activity, often in meetings with others; relatively little time is spent in the supervising of single individuals or on one-to one discussions, thus the need for team building. Indeed, the success of individual managers depends on how well that manager's team or teams improve in quality and productivity on a continuous basis. In reality, group productivity is more important than individual task accomplishment. The most effective teams are able to solve complex problems more easily than one person can, for many capable minds are brought to bear on an issue. However, all teams must be managed well by a capable facilitator who understands that every team is unique dynamic and ever changing. Moreover, teams have behavior patterns, just as individuals do and, just as children develop into adults, teams have developmental stages, being more productive and efficient at one stage than another.

4. It is also extremely desirable for team members to have the following attitudes: "I know what I have to do and the team's goals are clear", "I am willing to share some responsibility for leadership", "I am an active participant", "I feel appreciated and supported by others", "Communication is open, new ideas are encouraged and we are having fun working together".

Teams soon develop a clear problem-solving approach that can be applied time and again as long as their leader initially creates a common purpose and vision, pointing the team in the right direction.

5. Cross-cultural issues can assail and impact the working of teams, but it is well to remember that, despite culture, most team members have similar objectives in life. Objectives that relate to happiness and health, to success and recognition, to love and being well-accepted by others. The clever team leader recognizes and plays upon these similarities while moulding the cultural differences to benefit the team. For example, Thai team members place a greater focus on personal relationships in everything they do while western team members are looking more for personal achievement.

(From Benjarong Magazine, Thailand)

Exercise 1. *Complete the following sentence: The main idea of the first paragraph is:*

- a) your career depends only on your own abilities;
- b) your career depends on your manager;
- c) your career depends on your ability to work with other team-players.

Exercise 2. *Is the following statement 'Tension between team members makes a team more effective'?*

- a) true; b) false; c) there is no information?

Exercise 3. *In which paragraph does the author describe a team as a living organism?*

- 1, 2, 3

Exercise 4. *Which paragraph may be entitled 'How to be a good team player'?*

- 3, 4, 5

Exercise 5. *Complete the statement: 'Cultural differences*

- a) are of great importance';
- b) are of no importance';
- c) should not be an obstacle to success'.

UNIT 2



TEXT 1. CASE STUDY: FORD AND HONDA

Read the text and do the exercises which follow.

Haig Simonian on two car groups' different routes to the global market.

1. Rising costs and the worldwide spread of shared tastes in car styling have prompted the industry's giants to exploit global economies of scale. But rivals such as Ford and Honda have approached the task very differently.

2. Ford is one of the world's earliest multinationals. Its first foreign production unit was set up in Canada in 1904 just a year after the creation of the US parent. For years Ford operated on a regional basis. Individual countries or areas had a large degree of autonomy from the US headquarters. That meant products differed sharply, depending on local executives' views of regional requirements. In Europe the company built different cars in the UK and Germany until the late 1960s.

3. Honda, by contrast, is a much younger company, which grew rapidly from making motorcycles in the 1950s. In contrast to Ford, Honda was run very firmly out of Japan. Until well into the 1980s, its vehicles were designed, engineered and built in Japan for sale around the world.

Significantly, however, Honda tended to be more flexible than Ford in developing new products. Rather than having a structure based on independent functional departments, such as bodywork or engines, all Japan's car makers preferred multi-disciplinary teams. That allowed development work to take place simultaneously, rather than being passed between departments. It also allowed much greater responsiveness to change.

4. In the 1990s both companies started to amend their organizational structures to exploit the perceived strengths of the other. At Ford, Alex Trotman, the newly appointed chairman, tore up the company's rule-book in 1993 to create a new organization. The Ford 2000 restructuring programme threw out the old functional departments and replaced them with multi-disciplinary product teams.

The teams were based on five (now three) vehicle centres, responsible for different types of vehicles. Small and medium-sized cars, for example, are handled by a European team split between the UK and Germany. The development teams comprise staff from many backgrounds. Each takes charge of one area of the process, whether technical, financial or marketing-based.

5. Honda, by contrast, has decentralized in recent years. While its cars have much the same names around the world, they are becoming less, rather than more, standardized. 'Globalization' — a global strategy with local management — is the watchword. Eventually the group expects its structure will comprise four regions — Japan, the US, Europe and Asia-Pacific — which will become increasingly self-sufficient.

Two reasons explain Honda's new approach. Shifting to production overseas in the past decade has made the company more attuned to regional tastes. About 1m of Honda's 2.1m worldwide car sales last year were produced in the US. A further 104,000 were made in the UK. No other manufacturer has such a high proportion of foreign output.

6. Honda engineers also reckon they can now devise basic engineering structures which are common enough to allow significant economies of scale, but sufficiently flexible to be altered to suit regional variations. The US Accord, for example, is longer and wider than the Japanese version. The European one may have the same dimensions as the Japanese model, but has different styling and suspension settings.

Both Ford and Honda argue their new structures represent a correct response to the demands of the global market. Much of what they have done is similar, but intriguingly, a lot remains different.

(From The Financial Times)

Exercise 1. *Answer the following questions concerning both companies.*

1. When was the company founded?
2. When did foreign production unit of the company begin to work?
3. How was the company run? Explain Ford's method of operation on a regional basis. Analyze the peculiarities (особенности) of the organizational structure of each company before the restructuring process.
4. How did both companies use each other's experience concerning there restructuring?
5. What are these companies experiencing now?

Exercise 2. Match the left column with the right one concerning both companies.

- | | |
|--|------------------------------|
| 1. The company was founded | a) on a regional bases |
| 2. The first production unit abroad was set up | b) in the US |
| 3. The company operated | c) in 1903 |
| 4. The Heard Quarters were | d) in 1904 |
| 5. Subsidiaries had | e) differed greatly |
| 6. Products | f) a large degree of economy |
| | g) in 1950s |
| | h) in the country of origin |

Exercise 3. Write an essay using this plan.

1. What does the author begin with?
2. What information does the second paragraph start with? What does the author point out here? What does he explain?
3. To what does the author pass after that? To what does he pay attention here?
4. What event does the author describe next? What should specially be mentioned here?
5. What information does the author introduce further? What does he explain here?
6. What conclusion does the author draw?

TEXT 2. BEHIND BIG BUSINESS

Read the text and do the exercises which follow.

Limited companies. Most larger firms are limited companies (or corporations in the USA). They are called 'limited' because people can invest in the company without having unlimited responsibility for its debts. If a company goes bankrupt, they would only lose the money they invested in the company. Limited companies are managed by a *board of directors*, which is responsible for making major business decisions. The capital which is invested in the company is divided into *shares* of equal value.

The value of the shares rises or fall depending on the success of the firm. The profits are distributed to the *shareholders*.

Private limited companies (ltd). These are owned by at least two shareholders, usually the people who set up the business, their business associates, and employees — shares are not advertised publicly for sale.

Public limited companies (plc). These have shares which can be bought and sold by the public through firms that deal with the stock market. To become a plc a company must have a minimum of £50,000 invested in shares. However, most plc's are worth much more than this. If the company is large enough it will be listed on the *stock exchange*. A private shareholder has very little influence, but most shares are owned by big *investors* such as banks who are involved in how the company is run. They decide who should be on the board, and if a company is doing badly they can force directors to resign. The two most important jobs are the chairperson, who represents the firm to the outside world, and the chief executive officer (CEO), who is responsible for running the company.

Multinationals. Multinationals are massive groups of companies which operate in many countries. There are over 60,000 in the world and they are responsible for about one third of world production; their *turnover* can be larger than the income of small countries. They have global access to capital, and can avoid *duties* by choosing where to manufacture. The parent company keeps control over its global operations through its foreign subsidiaries (firms which produce or market its products). Multinationals are very powerful and can influence economic *policies*.

Exercise 1. Match these definitions with the words in the text.

1. Someone who invests money in order to make a profit.
2. The total value of what a company owns, minus its debts.
3. Taxes that you pay on things you import.
4. The group of people which controls a company and decides its policies.
5. A plan of action chosen by a business, organization or political party.
6. An amount of money that a person, company or country owes.
7. A place where shares in companies are bought and sold.
8. Units of equal value into which a company is divided and sold to raise money.

9. Total value of goods and services sold by a company over a certain period.

10. A person or group that owns shares in a company.

Exercise 2. *Read Limited companies and answer the questions.*

1. What does 'limited' refer to in relation to companies?
2. Who manages a limited company?
3. What happens to shares when a company is doing well or badly?
4. How do investors earn money from shares?

Exercise 3. *Read the rest of the article and decide if the sentences are true (T) or false (F).*

1. Private limited companies advertise their shares for sale.
2. All plc companies are listed on the Stock Exchange.
3. Big investors own most of the shares in plcs.
4. Big investors have a lot of power over how a plc company is run.
5. The Chief Executive Officer represents the firm to the outside world.
6. Multinationals are big groups of companies operating in many countries.
7. Multinationals are responsible for the income of small countries.
8. The parent company of a multinational controls its foreign subsidiaries.

Exercise 4. *Write a summary.*

TEXT 3. DOING THE BUSINESS

Read the text and do the exercises which follow.

A. The need for a solid structure within all business entities is 'absolutely fundamental', according to Ms Angela Tripoli, a lecturer in Business Administration at University College Dublin. 'Organisational structure concerns who reports to whom in the company and how different elements are grouped together. A new company cannot go forward without this and established companies must ensure their structure reflects their target markets, goals and available technology.'

Depending on their size and needs there are several organizational structures companies can choose from. Increasingly though, in the

constantly evolving business environment, 'many firms are opting for a kind of hybrid of all of them.'

The most recognisable set up is called the *functional* structure where a fairly traditional chain of command (incorporating senior management, middle management and junior management) is put in place. The main benefit of this system is clear lines of communication from top to bottom but it is generally accepted that it can also be a bureaucratic set up which does not favour speedy decision-making.

B. More and more companies are organizing themselves along *product* lines where companies have separate divisions according to the product that is being worked on. 'In this case the focus is always on the product and how it can be improved.'

Microsoft is a good example of a company that is structured along product lines. In Ireland, where 1,000 employees work on localization of the software for all Microsoft's markets, the company is split up into seven business units. Each unit controls the localisation of their specific products while working closely with the designers in Microsoft's Seattle Headquarters.

C. The *matrix* structure first evolved during a project developed by NASA when they needed to pool together different skills from a variety of functional areas. Essentially the matrix structure organizes a business into project teams, led by project leaders, to carry out certain objectives. Training is vitally important here in order to avoid conflict between the various members of the teams.

D. During the 1980s a wave of restructuring went through industry around the globe. This process, known as delayering, saw a change in the traditional hierarchical structures with layers of middle management being removed. This development was driven by new technology and by the need to reduce costs. The overall result was organizations that were less bureaucratic.

The delayering process has run its course now. Among the trends that currently influence how a company organizes itself is the move towards centralization and outsourcing. Restructuring has evolved along with a more 'customer centric' approach that can be seen to good effect in the banks. They now categorize their customers and their complex borrowing needs into groups instead of along rigid product lines.

Another development can be seen in larger companies, which are giving their employees more freedom-to innovate in order to maintain a competitive edge.

Ms Julia MacLauchlan, Director of Microsoft's European Product Development Centre in Dublin, said the leading software company had a very flat organizational structure. 'There would not be more than around seven levels between the average software tester and Bill Gates,' she said. 'Without a huge bureaucratic infrastructure people can react a lot more quickly to any challenges and work towards the company's objectives.'

(From The Irish Times)

Exercise 1. *Read the text and choose the sentence that expresses the main idea of the text.*

1. The matrix structure is the most productive one.
2. Efficient management structures are vital for success.
3. A bureaucratic set up is an obstacle to company's success.

Exercise 2. *Read paragraph B and define if the statement 'The bureaucratic set up of Microsoft contributed greatly to its success' is true, false or there is no such information.*

Exercise 3. *Choose the answer to the question: Which company structure carries out the process of deciding more efficient?*

- a) functional; b) product lines; c) matrix.

Exercise 4. *What is the name of the term which means the act of reducing the number of levels of stuff in a company?*

- a) setting up; b) restructuring; c) delaying.

Exercise 5. *Which paragraph deals with the description of the formal company structure?*

- A, B, C, D

UNIT 3



You are offered two texts about quality gurus.

Your task is to write an essay according to the following plan:

1. Point out common facts in their lives.
 2. Summarize their business philosophies.
 3. Point out the similar or different approach to quality.
- Use as many linking words as possible (*See the Introduction on. pp. 3–4*).

TEXT 1. DR. W. EDWARDS DEMING (1900–1993)

“We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy in America”.

Who is Dr. W. Edwards Deming?

Dr. W. Edwards Deming is known as the father of the Japanese the post-war industrial revival and was regarded by many as the leading quality guru in the United States. He passed on in 1993.

Trained as a statistician, his expertise was used during World War II to assist the United States in its effort to improve the quality of war materials.

He was invited to Japan at the end of World War II by Japanese industrial leaders and engineers. They asked Dr. Deming how long it would take to shift the perception of the world from the existing paradigm that Japan produced cheap, shoddy imitations to one of producing innovative quality products.

Deming Prize Medal

Dr. Deming told the group that if they would follow his directions, they could achieve the desired outcome in five years. Few of the leaders believed him. But they were ashamed to say so and would be embarrassed if they failed to follow his suggestions.

As Dr. Deming told it, “They surprised me and did it in four years.”

He was invited back to Japan time after time where he became a revered counselor. For his efforts he was awarded the Second Order of the Sacred Treasure by the former Emperor Hirohito.

Japanese scientists and engineers named the famed Deming Prize after him. It is bestowed on organizations that apply and achieve stringent quality-performance criteria.

Deming's business philosophy is summarized in his famous "14 Points," listed below. These points have inspired significant changes among a number of leading US companies striving to compete in the world's increasingly competitive environment.

But the 14 Points pose a challenge for many firms to figure out how to apply them in a meaningful way that will result in continual improvement. Leadership Institute has developed powerful processes for coaching executive teams, and eventually their entire organizations, to begin accomplishing what Deming referred to as "the transformation."

His work is outlined in two books: *Out of the crisis* and *The New Economics*, in which he spells out his System of Profound knowledge.

What are Dr. Deming's 14 Points?

1. Constancy of Purpose. Create constancy of purpose for continual improvement of products and service to society, allocating resources to provide for long range needs rather than only short term profitability, with a plan to become competitive, to stay in business, and to provide jobs.

2. The new philosophy. Adopt the new philosophy. We are in a new economic age, created in Japan. We can no longer live with commonly accepted levels of delays, mistakes, defective materials, and defective workman ship. Transformation of Western management style is necessary to halt the continued decline of business and industry.

3. Cease dependence on mass inspection. Eliminate the need for mass inspection as the way of life to achieve quality by building quality into the product into the first place. Require statistical evidence of built in quality in both manufacture and purchasing functions.

4. End lowest tender contracts. End the practice of awarding business solely on the bases of price tag. Instead require meaningful measures of quality along the price. Reduce the number of suppliers for the same item by eliminating those that do not qualify with statistical and other evidence of quality. The aim is to minimize total cost, not merely initial cost, by minimizing variation. This may be achieved by moving toward a singer supplier for any one item, on a long term relationship of loyalty and trust.

5. Improve every process. Improve constantly and forever every process for planning, production, and service. Search continually for problems in order to improve every activity in the company, to improve quality and productivity, and thus to constantly decrease costs. Institute innovation and constant improvement of product, service, and process. It is management's job to work continually on the system (design, incoming materials, maintenance, improvement of machines, supervision, training, retraining)

6. Institute training on the job. Modern methods of training on the job for all, including management, to make better use of every employee. New skills are required to keep up with changes in materials, methods, product and service design, machinery, techniques, and services.

7. Institute Leadership. Adopt and institute leadership aimed and helping people do a better job. The responsibility of managers and supervisions must be changed from sheer numbers to quality. Improvement of quality will automatically improve productivity. Management must ensure that immediate action is taken on reports of inherited defects, maintenance requirements, poor tools, fuzzy operational definitions, and all conditions detrimental to quality.

8. Drive out fear. Encourage effective two way communication and other means to drive out fear throughout the organization so that everybody may work effectively and more productively for the company.

9. Break down barriers. Break down barriers between departments and staff areas. People in different areas, such as Leasing, Maintenance, Administration, must work in teams to tackle problems that may be encountered with products or service.

10. Eliminate exhortations. Eliminate the use of slogans, posters and exhortations for the work force, demanding Zero Defects and new levels of productivity, without providing methods. Such exhortations only create adversarial relationships; the bulk of the causes of low quality and low productivity belong to the system.

11. Eliminate arbitrary numerical targets. Eliminate work standards that prescribe quotas for the work force and numerical goals for people in management. Substitute aids and helpful leadership in order to achieve continual improvement of quality and productivity.

12. Permit price of workmanship. Remove the barriers that rob hourly workers, and people in management, of their right to pride

of workmanship. This implies, among other things, abolition of the annual merit rating (appraisal of performance) and of Management of Objective. Again, the responsibility of managers, supervisors, foremen must be changed from sheer numbers to quality.

13. Encourage education. Institute a vigorous program education, and encourage self improvement for everyone. What an organization needs is not just good people; it needs people that are improving with education. Advances in competitive position will have their roots in knowledge.

14. Top management commitment and action. Clearly define top management's permanent commitment to ever improving quality and productivity, and their obligation to implement all of this principles. Indeed, it is not enough that top management commit themselves for life to quality and productivity. They must know what it is that they are committed to — that is, what they must do. Create a structure in top management that will push every day on the preceding 13 Points, and take action in order to accomplish the transformation. Support is not enough: action is required!

**TEXT 2. PHILIP B. CROSBY "THE LEADING EVANGELIST OF QUALITY."
"DO IT RIGHT THE FIRST TIME"**

Dr. Deming and Dr. Juran were the great brains of the quality revolution. Where Phil Crosby excelled was in finding a terminology for quality that mere mortals could understand. His books, "Quality without Tears" and "Quality is Free" were easy to read, so people read them. He popularized the idea is figuring out how much it really costs to do things badly.

Biography

Philip Crosby was born in West Virginia in 1926. After serving in WWII and the Korean War he has worked for Crosley, Martin-Marietta and ITT where he was corporate vice president for 14 years. Philip Crosby Associates, Inc., founded in 1979, was his management consulting firm that served hundreds of companies. Since retiring in 1991 he has founded Career IV, Inc., Philip Crosby Associates II, Inc. and the Quality College. Phil Crosby died in August, 2001, but his legacy will live on in better quality in thousands of organizations.

Philip Crosby is an American who promoted the phrases “zero defects” and “right time”. Rather that there is no allowable number of errors built into a product or process and that you get it right first time. Philip Crosby believes management should take prime responsibility for quality, and workers only follow their managers’ example. He defined the Four Absolutes of Quality Management.

The Four Absolutes of Quality Management

1. Quality is conformance to requirements.
2. Quality prevention is preferable to quality inspection.
3. Zero defects is the quality performance standard.
4. Quality is measured in monetary terms — the price of nonconformance.

Crosby’s 14 Steps to Quality Improvement

1. Management is committed to quality — and this is clear to all.
2. Create quality improvement teams — with (senior) representatives from all departments.
3. Measure processes to determine current and potential quality issues.
4. Calculate the cost of (poor) quality.
5. Raise quality awareness of all employees.
6. Take action to correct quality issues.
7. Monitor progress of quality improvement — establish a zero defects committee.
8. Train supervisors in quality improvement.
9. Hold “zero defects” days.
10. Encourage employees to create their own quality improvement goals.
11. Encourage employees communication with management about obstacles to quality.
12. Recognize participants’ effort.
13. Create quality councils.
14. Do it all over again — quality improvement does not end.

Philip Crosby has broadened his approach to include wider improvement ideals. He defined the:

Five characteristics of an “Eternally Successful Organization”

1. People routinely do things right first time.
2. Change is anticipated and used to advantage.

3. Growth is consistent and profitable.
4. New product and services appear when needed.
5. Everyone is happy to work there.

Crosby's name is best known in relations to the concepts of *Do It Right First Time* and *Zero Defects*. He considers traditional quality control, acceptable quality limits and waivers of sub-standard products to represent failure rather than assurance of success. Crosby therefore defines quality as conformance to the requirements which the company itself has established for its products based directly on its customers' needs. He believes that since most companies have organizations and systems that allow deviation from what is really required, manufacturing companies spend around 20% of their revenues doing things wrong and doing them over again. According to Crosby this can be 35% of operating expenses for service companies.

He does not believe that workers should take prime responsibility for poor quality; the reality, he says, is that you have to get management straight. In the Crosby scheme of things, management sets the tone on quality and workers follow their example; whilst employees are involved in operational difficulties and draw them to management's attention' the initiative comes from the top. Zero defects means that the company's objective is "Doing Things Right First Time". This will not prevent people from making mistakes, but will encourage everyone to improve continuously.

In the Crosby approach the Quality Improvement message is spread by creating a core of quality specialists within the company. There is strong emphasis on the top-down approach, since he believes that senior management is entirely responsible for quality.

The ultimate goal is to train all the staff and give them the tools for quality improvement, to apply the basic precept of Prevention Management in every area. This is aided by viewing all work as a process model and be used to ensure that clear requirements have been defined and understood by both the supplier and the customer. He also views quality improvement as an ongoing process since the work "programme" implies a temporary situation.

(From The Time Magazine)

TEXT 3. OLD-FASHIONED QUALITY REMAINS

The German company Miele, a global leader in high-quality domestic appliances such as washing machines and vacuum cleaners, is renewed for its high manufacturing standards and its refusal to move down-market and compete on price. Miele bases nearly all its manufacturing in high-cost Germany and is self-sufficient to a high degree. Rather than outsource to low-cost suppliers, it makes 4 million electric motors a year (enough for all its products) in its own plant in the country. Keeping the manufacturing base in the company's own plant is, Miele believes, essential to maintaining its quality standards.

The company sells appliance a ranging from dishwashers to coffee machines, at price premium of up to 70 percent over their competitors' products. It spends 12 percent of its revenue on product development-far more yhan the industry norm. Miele's attention to detail is legendary. Ovens are tested using machines that open and shut their doors 60,000 times to stimulate the use they will have in their owners' kitchens.

The company tries to make its German plants more competitive by encouraging their factories to make improvements and innovations in their production processes and in this way they make them compete with outside contractors to see who gets the work for specific jobs (individual parts).

Even though Miele's manufacturing costs are higher than those of its competitors, the company says these are justified by its ability to produce appliances that -despite their high prices- people want to buy. Roughly 50 percent of Miele's manufacturing costs come from components it makes itself compared with about 30 percent for equivalent companies. But, the company says, most Miele appliances will work for 20 years, which is longer than comparable products. This, it says is linked to the reliability of individual parts.

Miele faces a tough few years as it strives not just to keep ahead of competitors at the top end of the white goods market but also to interest new generations of increasingly cost-conscious consumers in buying machines that-in terms of kitchen-are the equivalent of luxury Swiss watches. So, Miele's strategy for survival is to focus on its old-fashioned quality.

Exercise 1. *Match the left column of the business terms with the right one concerning their definitions:*

- | | |
|-------------------|---|
| 1. down-market | a) to make something continue at the same level, standard |
| 2. renowned | b) a symbol of a particular style, way of doing things |
| 3. to maintain | c) careful not to spend more money than necessary |
| 4. peer | d) famous |
| 5. icon | e) a company or product that is similar to others |
| 6. at a premium | f) tender |
| 7. revenue | g) cheap and of poor quality |
| 8. bidder | h) at a higher than normal price |
| 9. cost-conscious | i) the money that is received by a business usually from |

Exercise 2. *Answer the following questions.*

1. What is Miele famous for?
2. What is this company going to do?
3. Where does this company produce its goods?
4. How is this company considered by its peers?
5. What do 70 percent and 12 percent stand for?
6. How does the company make its plant innovate the production process?
7. What facts prove the high quality of Miele appliances?

Exercise 3. *Write a summary (See the Introduction on pp. 4–5).*

|||||

Read the text and do the exercises which follow.

The industry faces the problem of choosing the way to achieve results. It is more cost-effective, for instance, to use a public relations agency to invite a journalist out to lunch and persuade him to write about a product than to pay for a display ad in that journalist's newspaper? Should you launch a new car with glossy magazine ads, or as some car makers now do—simply park demonstration models in shopping malls and motorway service stations? And is better to buy a series of ads on a specialist cable TV channel?

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is it seen as being particularly good at building brands. So far, the internet accounts for only a tiny slice of the overall advertising pie, although its share has begun to grow rapidly. According to some industrialists, despite all of these new developments, many in the advertising business remain confident. They point out that TV never killed the radio, which in turn never killed the newspapers, so advertising industry has a great creative potential is relentlessly inventive.

Exercise 1. *Answer the following questions.*

1. What changes have taken place in the advertising industry?
2. What is the advertising industry experiencing now?
3. What modern methods of advertising are being used now?
4. Will the internet overtake other advertising media?

Exercise 2. *Give a short account of the text, using as many linking words and expressions as possible.*

UNIT 5



TEXT 1. CASE STUDY

Read the text and do the exercises which follow.

Of Italian origin, Silvana immigrated to England from Lugano, Switzerland, with her family when she was ten years old. Later, she married Pierre, who was also Swiss, and worked in his designer clothing business in London. In 1980, they moved to Oxford and opened a French-style restaurant. The restaurant was very successful, but Silvana found it difficult to get high quality after-dinner chocolates in England. She was so disappointed about this that she decided to return to Lugano and learn how to make them herself. A friend of hers owned a large chocolate factory there, and happily showed her how chocolates were manufactured. Back in England, she started producing hand-made chocolates for her restaurant clientele and friends. She used top-quality ingredients, and the chocolates were greatly praised by all who tasted them.

The idea of establishing a hand-made confectionery business came almost by chance. One day, on an impulse, they contacted a famous chain of quality food stores based in London. The firm's chief buyer expressed interest in their products, and the following week they went to London with their samples. To their astonishment, they left the buyer's office with an order for 30 kilos!

Seeing the potential in Silvana's 'hobby', the couple sold their restaurant and used the proceeds to set up Silvana Chocolates. Within a year, they were unable to cope with the demand and had to take on additional labour. Five years later, Silvana Chocolates was a flourishing business, producing a wide range of truffles, pralines and liqueur chocolates.

Today, the chocolates are selling well in the UK, but Silvana and Pierre are ambitious: they want the business to be much bigger. They would also like to expand into Europe as soon as possible. To do so successfully, they know they must create a stronger brand image — the chocolates don't really have a 'personality' at the moment — and devise a marketing

plan to increase brand awareness — their products are still not widely known by the general public.

To discuss suitable ways of improving brand image and increasing consumer awareness, Pierre and Silvana have set up a meeting with a small advertising agency in London.

Exercise 1. *Read the text and find which business terms are mentioned here:*

- 1) all the customers of the shop;
- 2) to make a legal agreement with somebody;
- 3) a small amount or example of something that can be looked at to see what it is like;
- 4) money that somebody received, for example when they sell something;
- 5) knowing that something exists and is important.

Exercise 2. *Answer the following questions.*

1. What kind of business did the family open?
2. What problem did Silvana face?
3. How did she solve her problems?
4. Did people like her hand-made chocolates?
5. How did the idea of establishing of hand-made confectionary business come?
6. How did they use money from the sale of the restaurant?
7. How long did it take them to make the business flourish?
8. What must they do to create a stronger brand image?

Exercise 3. *Write an essay, describing the story of family business, like this:*

First it was designer clothing business, than after that, next, finally

(See the Introduction on pp. 3–4)

TEXT 2. MADE IN EUROPE

Read the text and do the exercises which follow

Almost every fashion label outside the top super-luxury brands is either already manufacturing in Asia or thinking of it. Coach, the US

leather goods maker, is a classic example. Over the past five years, it has lifted all its gross margins by manufacturing solely in low-cost markets. In March 2002 it closed its factory in Lares, Puerto Rico, its last company-owned plant, and outsources all its products.

Burberry has many Asian licensing arrangements. In 2000 it decided to renew Sanyo's Japanese license for ten years. This means that almost half of Burberry's sales at retail value will continue to be produced under license in Asia. At the same time however, Japanese consumers prefer the group's European-made products.

Sanyo is now reacting to this demand for a snob alternative to the Burberry products made in its factories across Asia by opening a flagship store in Tokyo's Ginza, where it sells Burberry products imported from Europe.

In interviews with the FT, many executives say the top luxury brands will continue to be seen, particularly in Asia, as European. Domenico De Sole of Gucci says: "The Asian consumer really does believe — whether it's true or not — that luxury comes from Europe and must be made there to be the best."

Serge Weinberg, Chief Executive of Pinault Printemps Redoute, which controls Gucci, says it will not move Gucci's production offshore. Yet some in the industry recognize that change may be round the corner even for the super-luxury brands. Patrizio Bertelli, Chief Executive of Prada, says: "The 'Made in Italy' label is important but what we are really offering is a style, and style is an expression of culture." He therefore recognizes that quality fashion items may not always need to be produced in Italy.

Amitava Chattopad, Professor of Marketing at Insead, the business school, says: "A brand is a set of associations in the mind of consumer and one of these is the country of origin. For luxury goods, the role of the brand is crucial. To damage it is a cardinal sin and no brand manager will want to get the balance between manufacturing location and the brand image wrong."

(From The Financial Times)

Exercise 1. *Match the left column of the terms with the right one of the definition:*

- | | |
|-----------------|--|
| 1) to lift | a) most important |
| 2) gross margin | b) the most important product, service |
| 3) arrangement | c) a single article or object that you buy |
| 4) license | d) to raise smth. to a higher position or level |
| 5) flag ship | e) decisive |
| 6) item | f) to give a person or organization official permission to do, own or use, in exchange for a fee |
| 7) crucial | g) formal relationship between two companies that provides some benefit to them both |
| 8) cardinal | h) a percentage showing the relationship between a business's profit before overheads are taken away and the total amount of income from sales |

Exercise 2. *Which of these statements are true? Correct the false ones.*

1. Coach no longer has a factory in Puerto Rico.
2. Coach, like many other companies, is outsourcing its products to reduce costs.
3. Some Japanese people choose to buy Burberry products made in Europe rather than in Japan.
4. Sanyo's store in Tokyo sells Burberry products made only in Asia.
5. According to Domenico De Sole, the best luxury products are made in Japan.
6. Gucci is planning to outsource some of its products.
7. Patrizio Bertelli believes that luxury fashion products should always be made in Europe.
8. Amitava Chattopad says that companies need to pay careful attention to where they manufacture their products.

Exercise 3. *Choose the best summary of the article.*

- a. Most manufacturers of luxury brands do not wish to produce their goods in low-cost countries because they believe that it will damage their brand image.

b. Most manufactures of top brands now produce their goods in low-cost counties. Consumers no longer care about where the products are manufactured.

c. Asian consumers think that European luxury goods are of high quality. The current trend of making such goods in Asia could damage the reputation of these luxury brands.

TEXT 3. WHAT GREAT BRANDS DO?

Read the text and do the exercises that follow.

1. A great brand is hard to find. “I walked through a hardware store last night and I came across 50 brands I didn’t know existed,” says Scott Bedbury. Bedbury knows well what he says. He is responsible for growing the \$700 million Seattle-based company into a global brand. Since Bedbury joined Starbucks in 1995, the company has been on a violent branding attack starting with the relationship with United Airlines to serve Starbucks on all United flights up to opening its first retail stores in Tokyo and Singapore with 10 more to follow in each market, expending the Starbucks stores to 1,100 outlets with 22,000 employees and serving coffee to 4 million people each week.

Building the Starbucks brand, however, is *deja vu* for Bedbury: his first great brand was Nike Inc. When he joined the Beaverton, Oregon-based footwear and apparel company in 1987, Nike was a \$750 million business; when he left seven years later, Nike was \$4 billion business. Bedbury believes building a great brand to be dependent on knowing the right principles.

2. During his interview Bedbury was asked identify some his brand-building principles. First he prints out that in the age of accelerating product proliferation, enormous customer choice, a great brand is a necessity, not luxury. A great brand can travel world wide, cross cultural barriers, speak to multiple consumer segments simultaneously if you take a long-term approval. As to the choosing a thing to make it agreed brand, he is sure that anything is brandable, if it influences people emotionally. Nike, for example, is leveraging the deep emotional connection that people have with sports and fitness. And he goes on to say that a great brand that knows itself is required to constantly surprise the consumer, add a new

dimension to it, and reenergize it. “A Great Brand”, he says,” invents or reinvents an entire category.” At Starbucks, our greatest opportunity is to become the protagonist (chief) for all that is good about coffee. Go to Ethiopia and you’ll immediately understand that we’ve got a category that is 900 years old. But here in the United States we’re sitting on a category that has been devoid of any real innovation for five decades.

3. He believes that there is no end of a great brand story. Levi’s has a story that goes all the way back to the gold rush. They have photos of miners wearing their dungarees. And every time you notice the rivets on a pair of their jeans, at some level it reminds you of the Levi’s story and the rich history of the product and company,

“A great brand has a design consistency” is the next Bedbury principle. He proves it speaking about Ralph Lauren and Calvin Klein who have built the fashion brands. They have a consistent look and feel and a high level of design integrity. They refuse to follow any fashion trend that doesn’t fit their vision. And they are able to pull it off from one season to the next, managing to remain relevant. Being relevant means to meet what people want, to perform the way people want it to. But not to be cool, because it’s dangerous, if your only goal is to be cool. Consumers are looking for something that has a lasting value. There’s a quest for quality, not quantity.

(Adapted from Fast Company. Com.)

Exercise 1. *Read the first paragraph and decide if the following statement.*

a. “Thanks to Bedbury Starbucks, his great brand, has grown into a global brand”

- is a) right
 b) false
 c) there is no information

b. Bedbury made Nike bankrupt, left it and decided to start new business

- is a) right
 b) false
 c) there is no information

- c. Complete the sentence: According to Bedbury in order to create a great brand it is necessary
- a) to have enough money
 - b) to realize the importance of it
 - c) to follow basic rules

Exercise 2. Read the text and decide if the following statement.

- a. "A lot of brands that try to be cool face some difficulties"
- a) right
 - b) false
 - c) there is no information

- b. Which paragraph describes general consumers' preferences: 1, 2, 3.

ABBREVIATIONS



Write the full forms of these abbreviations. The clues will help you.

1. HR (a person responsible for recruiting people).
2. HQ (the centre of operations).
3. R&D (a department).
4. OHP (for visual aids).
5. CEO (top job in the company).
6. GNP (a measure of national wealth).
7. GDP (another measure of national wealth).
8. asap (used when they want you to do something quickly).
9. AGM (a meeting for shareholders).
10. BA (a first degree awarded by universities in arts and su:: subjects as history, sociology, etc.).
11. BSc (a first degree awarded by universities in arts and su:: subjects as chemistry, botany, etc.).
12. MA (a second degree awarded by universities in arts aa: such subjects as history, sociology, etc.).
13. MSc (a first degree awarded by universities in arts and su:: subjects as chemistry, botany, etc.).
14. MBA (a managerial qualification).
15. AOB (when items not on the agenda can be discussed).
16. CV (a document you need when applying for a job).
17. ISO (a quality benchmark).
18. JIT (a stock management system).
19. Enel, (look for additional information).
20. VAT (a tax).
21. USP (what companies and products should have).
22. ca (not exactly).
23. SMEs (companies of a certain size).
24. PIN (for your bank and credit cards).
25. PA (for a certain period of time).

GRAMMAR COMMENTS



Conditional Sentences | Условные предложения

Условные предложения состоят из главного предложения и придаточного условия. В английском языке есть три типа условных предложений.

Тип условного предложения	Придаточное предложение	Главное предложение
I. Осуществимое условия (настоящее или будущее время)	Present Simple If you work hard, Если ты будешь усердно работать,	Future Simple you will get a pay rise. ты получишь повышение зарплаты
II. Маловероятное условие (настоящее или будущее время)	Past Simple If you worked hard, Если бы ты усердно работал,	Would (could) + Indefinite Infinitive you would get a pay rise. ты бы получил повышение зарплаты
III. Неосуществимое условие (прошедшее время)	Past Perfect If you had worked hard last month, Если бы ты усердно работал в прошлом месяце,	Would (could) + Perfect Indefinite you would have got a pay rise. ты бы получил повышение зарплаты

The First Conditional (I тип условных предложений) выражает вполне реальное предположение. Такие предложения относятся к настоящему или будущему времени. Придаточные предложения условия вводятся союзами: if — если; unless — если не; provided — при условии и др. В английском языке в придаточных предложениях употребляются формы настоящего времени (Present Simple, Present Continuous), а в главном предложении — Future Simple или модальный глагол.

The Second Conditional (II тип условных предложений) выражает маловероятные или невероятные предположения. Они также

относятся к настоящему или будущему времени. Такие предложения переводятся на русский язык глаголами сослагательного наклонения с частицей «бы». В английском языке в придаточных предложениях употребляются формы прошедшего времени (Past Simple), а в главном предложении — would + инфинитив без частицы 'to' (Future-in-the Past) или модальный глагол (could + инфинитив без частицы 'to').

Глагол 'to be' употребляется в форме 'were' со всеми лицами как единственного числа, так и множественного числа: If I were you I should agree to his proposal. — Если бы я был на вашем месте, я согласился бы на его предложение.

The Third Conditional (III тип условных предложений) выражает сожаление или упрек, что действие произошло так, как не должно было произойти. Они относятся к прошедшему времени.

В английском языке в придаточных предложениях употребляются формы прошедшего времени (Past Perfect), it в главном предложении — would + перфектный инфинитив (would + have done).

- В современном языке, особенно в разговорной речи, наряду с were с 1-м и 3-м лицом единственного числа иногда употребляется was.

- В США с 1-м лицом употребляется would. В Англии также имеется тенденция к употреблению would вместо should.

- Иногда встречаются предложения, в которых главное и придаточное предложения относятся к разным временам и, следовательно, разным типам условных предложений. Они называются 'mixed conditionals': If Paul had won a lot of money (in the past), he would be rich (in the present). — Если бы Пол выиграл много денег, он бы был очень богат.

The Infinitive | Инфинитив

Инфинитив — неличная форма глагола, выражающая название действия, отвечает на вопрос «что делать?»: to work — работать, to make — делать. Признаком английского инфинитива является наличие частицы to перед глаголом. После модальных и вспомогательных глаголов частица to отсутствует.

He likes to read. — Он любит читать.

I am ready to do it. — Я готов это сделать.

You can write an application. — Ты можешь написать заявление.

Infinitive (Forms) | Формы инфинитива

	Active Voice Действительный залог	Passive Voice Страдательный залог
Simple (Indefinite)	to ask	to be asked
Continuous	to be asking	X
Perfect	to have asked	to have been asked
Perfect Continuous	to have been asking	X

Infinitive (Functions) | Функции инфинитива

Функция	Пример	Перевод
1. Подлежащее	But to make much more than 1 million profit means to struggle hard in the competitive world.	Но <i>получение</i> многомиллионных прибылей означает упорную борьбу в конкурентном мире.
2. Часть составного глагольного сказуемого	The company's finance director has to analyse the situation and prepare a report.	Финансовый директор компании должен <i>проанализировать</i> ситуацию и <i>подготовить</i> доклад.
3. Дополнение	But to make much more than 1 million profit means to struggle hard in the competitive world.	Но получение многомиллионных прибылей означает упорную <i>борьбу</i> в конкурентном мире.
4. Определение	One of the most important lessons to be learned is the need to create effective competition in developing markets. The meeting to be held on Monday is very important.	Один из важнейших уроков, <i>который нужно усвоить</i> , это необходимость создать эффективную конкуренцию на развивающихся рынках. Встреча, которая <i>должна состояться</i> в понедельник имеет большое значение.
5. Обстоятельство	In January, our company took an \$850ml loan to boost reserves to \$1.185bn. To encourage foreign investment, the government has instituted investment incentives.	В январе компания взяла кредит на 850 млн долларов, <i>чтобы увеличить</i> свои резервы до 1,185 млрд долларов. <i>Чтобы привлечь</i> иностранные инвестиции, правительство установило стимулы для инвесторов.

Subjective Infinitive Construction |

Субъективный инфинитивный оборот (сложное подлежащее)

Субъективный инфинитивный оборот состоит из: существительного (в общем падеже) или местоимения (в именительном падеже) I, he, she, you, they + инфинитив, стоящий после сказуемого. Как правило, оборот переводится на русский язык сложно-подчиненным предложением; сказуемое оборота переводится неопределенно-личным предложением типа: *сообщают, считают, предполагают, кажется, оказалось* и т. д., или предложением типа: *известно, вероятно, по-видимому*. Существительное (или личное местоимение), входящее в состав сложного подлежащего становится подлежащим русского придаточного предложения, а инфинитив — его сказуемым. Придаточное предложение в русском переводе вводится союзом *что*.

Существительное или местоимение	Сказуемое (глагол чаще в страдательном залоге)	Инфинитив
This woman (she)	is known	to be a good specialist.
You	are said	to know business well.

Перевод

Сказуемое (глагол чаще в страдательном залоге)	Существительное или местоимение	Инфинитив
Известно, что	эта женщина (она)	хороший специалист.
Говорят, что	ты	хорошо разбираешься в бизнесе.

Сказуемое в предложениях с субъектным инфинитивным оборотом употребляется как в страдательном, так и в действительном залоге:

а. Глаголы в страдательном залоге

is said	говорят
is reported	сообщают
is known	известно
is supposed	предполагают
is expected	полагают
is considered	считают

Например. Their products **are known** to be of high quality. — *Известно, что их продукция высокого качества.*

6. Глаголы в действительном залоге

seem	казаться
appear	оказываться
happen	случаться
prove	оказываться

Например. The company **seems** to have been in a difficult situation. — Кажется, эта компания была в сложной ситуации.

в. Выражения

is likely	вероятно
is unlikely	маловероятно
is certain	несомненно
is sure	безусловно

Например. These firms **are likely** to take part in the exhibition. — Вероятно, эти фирмы примут участие в выставке.

Participle (Functions) | Функции причастия

Функции причастия	Пример	Перевод
1. Часть составного глагольного сказуемого	We have just elected a new Board. The Board was elected last year.	Мы только что <i>выбрали</i> новое правление. Правление <i>было выбрано</i> в прошлом году.
2. Часть составного именного сказуемого	She looked surprised .	У нее был <i>удивленный</i> вид.
3. Определение	existing processes actions taking place inside a company restricted amount of finance economic policy established by the government	<i>существующие</i> процессы действия, <i>происходящие</i> внутри компании <i>ограниченная</i> сумма финансов экономическая политика, <i>проводимая</i> правительством
4. обстоятельство	Following the studies of the National Monetary Commission, several proposal were put forward. When asked , he always answered well.	<i>Исходя из</i> (в соответствии с) исследований Национальной денежной комиссии, было выдвинуто несколько предположений. Когда его <i>спрашивали</i> , он всегда хорошо отвечал.

Participle Constructions | Причастные обороты

В английском языке принято различать зависимые и независимые причастные обороты.

Зависимые причастные обороты переводятся на русский язык деепричастными / причастными оборотами или придаточными предложениями.

Being the nation's central bank, the Bank of England encourages growth in economy. — *Являясь национальным центральным банком*, Банк Англии стимулирует рост экономики.

Having had this business for 20 years, he always paid this takings in at the local branch. — *Занимаясь бизнесом 20 лет*, он всегда проводил все платежи через местный филиал.

Независимые причастные обороты могут находиться как в начале, так и в конце предложения. Что касается структуры независимого причастного оборота, то он прежде всего характеризуется тем, что имеет собственное подлежащее, отличное от подлежащего всего предложения, причастие при этом выполняет функцию полноценного сказуемого. Как правило, на письме независимый причастный оборот отделяется запятой.

All the problems having been solved, they identified the strategy to increase their profits. — *После того, как все проблемы были решены*, они определили стратегию по увеличению прибыли.

Если самостоятельный причастный оборот стоит перед основной частью предложения, он переводится придаточным предложением, может вводиться союзами *так как, когда, если, после того как*, в зависимости от смысла предложения.

Если независимый причастный оборот стоит после основной части предложения, он, как правило, переводится самостоятельным предложением, вводимым союзами *причем, при этом, а, и* или без них.

Many industries are well-developed in Japan, **car industry being one of them**. — Многие отрасли промышленности хорошо развиты в Японии, *и автомобильная промышленность одна из них*.

The Gerund | Герундий

Герундий — это неличная форма глагола, сочетающая в себе свойства существительного и глагола и оканчивающаяся на -ing. В русском языке это грамматическое явление отсутствует.

Gerund (Forms) | Формы герундия

	Active Voice	Passive Voice
Simple (Indefinite)	planning	being planned
Perfect	having planned	having been planned

Gerund (Functions) | Функции герундия

Функция герундия	Пример	Перевод
1. Подлежащее	Advertising promotes business.	Реклама способствует бизнесу.
2. Часть составного сказуемого	My favorite occupation is listening to music.	Мое любимое занятие — <i>слушать</i> музыку.
3. Часть составного глагольного сказуемого	I began earning money when I was sixteen.	Я <i>начал зарабатывать</i> деньги в 16 лет.
4. Дополнение	He is responsible for running the company.	Он отвечает за <i>управление</i> компанией.
5. Определение	The idea of opening a supermarket in the district is not new.	Идея <i>открытия</i> супермаркета в этом районе не нова.
6. обстоятельство	They earn by advertising goods.	Они зарабатывают, <i>рекламируя</i> товары.

Герундий широко употребляется в функции прямого дополнения после ряда глаголов, после которых не может быть прямого дополнения, выраженного инфинитивом:

avoid	избегать
enjoy	наслаждаться
excuse	извинять
postpone	откладывать
give up	отказываться
suggest	предлагать
keep on	продолжать

stop	прекращать, останавливать
deny	отрицать
mind	возражать

Эти глаголы принимать только герундиальное дополнение: Не **gave up smoking**. — Он *бросал курить*.

Герундий в качестве дополнения преимущественно употребляется с глаголами, имеющими предложное управление:

approve of	одобрять
complain of	жаловаться на
speak of	говорить о
think of	думать о
be tired of	устать от
depend on	зависеть от
insist on	настаивать на
rely on	полагаться на
agree to	соглашаться с
look forward to	ждать с нетерпением
be sorry for	сожалеть о
thank for	благодарить за
feel like	хотеть
prevent from	помешать

I **feel like going** to the cinema. — Мне *хочется пойти* в кино.

We **insisted on reading** that book. — Мы *настаивали на том, чтобы прочитать* эту книгу.

В функции обстоятельства герундий всегда употребляется с предлогами в зависимости от смысла и вида обстоятельства:

on (upon)	по, после
after	после
before	перед
in	в то время, как

Before having breakfast I do my morning exercise. — *До завтрака* я делаю зарядку.

by	при помощи
without	без помощи

He translated the text **without using** a dictionary. — Он перевел текст *без словаря*.

Формы герундия и причастия I полностью совпадают.

Форма с окончанием -ing является герундием, если:

1) перед ней стоит предлог, который относится к этой форме: They succeeded in **obtaining** new facts. — Им удалось *получить* новые факты;

2) она определяется притяжательным местоимением или существительным в притяжательном местоимении: He was proud of **his daughter's having fulfilled** her work so well. — он гордился тем, *что его дочь выполнила* свою работу так хорошо.

Герундий отличается от причастия по синтаксическим функциям, но две функции — определения и обстоятельства — являются общими. В этом случае герундий обязательно стоит с *предлогом*, а наличие союзов *when* или *while* показывает, что это Participle I в функции обстоятельства. Сравните:

When (seeing) the car at the door I understood our director had already returned. **On seeing** the car at the door I understood that our director had already returned. — При виде автомобиля у подъезда я понял, что наш директор уже вернулся.

Gerund Construction | Герундиальный оборот

Сочетание герундия с предшествующим ему притяжательным местоимением или существительным в притяжательном падеже называется сложным герундиальным оборотом. Такой оборот обычно переводится придаточным предложением со словами: *то, что; о том, что; на том, что* и т. д. Существительное и местоимение, стоящее перед герундием и являющееся определением, при переводе на русский язык становится подлежащим придаточного предложения, а герундий — сказуемым.

Формы герундия переводятся на русский язык глаголом в личной форме: His **knowing** market well helps him in his work. — *То, что он хорошо знает рынок*, помогает ему в работе.

Герундиальный оборот может выполнять в предложении все функции, свойственные герундию:

а) подлежащее: **Our using computer in calculating data** accelerated our experiments. — *То, что мы использовали компьютер при расчете данных*, ускорило наши эксперименты;

б) именная часть сказуемого: The problem is **the students' missing classes**. — Проблема заключается в том, *что студенты пропускают занятия*;

в) дополнение: They insisted **on our paying for the delivery**. — Они настаивали *на том, чтобы мы оплатили доставку*;

г) обстоятельство: **On the vessel's arriving**, the seller usually checks the cargo. — *Когда пароход прибывает*, продавец обычно проверяет груз.

Modal Verbs | Модальные глаголы в значении предположения

Модальные глаголы наряду с их основным значением долженствования или возможности могут выражать различную степень предположения.

Модальный глагол + значение	Пример	Перевод
Can (в вопросительном предположении) Cannot (в отрицательном предположении) Предположение с оттенком удивления, недоверия, сомнения	Can it be true? It cannot be true.	Неужели это правда? Не может быть (невероятно), чтоб это было правдой.
Must Предположение с оттенком уверенности	It must be true.	Должно быть (вероятно) это правда.
May Предположение с оттенком неуверенности, упрека	It may be true.	Возможно (может быть) это правда.
Might Большая степень сомнения	It might be true.	Может быть это и правда.

Если действие относится к прошлому, то после модального глагола употребляется перфектный инфинитив: He **cannot have done** it. — Не может быть, чтоб он это сделал.

Functions of the verb 'to have' | Функции глагола 'to have'

Функция	Пример	Перевод
1. Смысловый глагол со значением иметь	He has a good computer. (He has got a good computer.)	У него <i>есть</i> хороший компьютер.
2. Вспомогательный глагол для образования всех времен группы Perfect: не переводится	We have already signed the contract.	Мы уже подписали контракт.
3. Модальный глагол для выражения долженствования или необходимости совершить действие в силу определенных обстоятельств (в разговорном языке употребляется форма have got)	The company had to delay the delivery of goods. I've got to do it. (I have to do it.)	Компании <i>пришлось</i> задержать отправку товаров. Я <i>должен</i> сделать это.
4. В сочетании с существительными имеет значение существительного	to have dinner, to have a rest, to have a good time	обедать, отдыхать, хорошо проводить время
5. В обороте to have + существительное или местоимение + Past Participle показывает, что действие совершается не самим лицом, а кем-то другим для него, за него	I have my hair cut at this hairdresser's. I shall have the letters posted immediately.	Я стригусь (не сам, а меня стригут) в этой парикмахерской. Я отправляю (велю отправить) письма немедленно.
6. В обороте to have + существительное или местоимение + инфинитив служит для выражения намерения, желания совершить действие	I have something to tell you.	Я хочу рассказать вам кое-что.

Functions of verb 'should' | Функции глагола 'should'

Функция	Пример	Перевод
<p>1. Вспомогательный глагол:</p> <p>а) с 1-м лицом единственного числа для образования временной формы Future-in-the-Past;</p> <p>б) с 1-м лицом единственного и множественного числа для образования форм сослагательного наклонения, употребляющихся в главной части условных предложений II и III типа;</p> <p>в) со всеми лицами единственного и множественного числа для образования форм сослагательного наклонения, употребляющихся в придаточных предложениях, дополнительных, цели, условия; а также в вопросах начинающихся с 'why'</p>	<p>The manager said that we should sign the contract.</p>	<p>Директор сказал, что мы <i>подпишем</i> контракт.</p>
	<p>I should buy the house if I have money.</p>	<p>Я <i>бы купил</i> этот дом, если бы у меня были деньги.</p>
	<p>We should have discussed the terms of payment if the customer had arrived.</p>	<p>Мы <i>бы обсудили</i> условия платежа, если бы заказчик приехал.</p>
	<p>It is desirable that you should send off the documents today (придаточное предложение).</p>	<p><i>Желательно, чтобы вы отослали</i> документы сегодня.</p>
	<p>They demanded that the goods should be sent immediately.</p>	<p>Они потребовали, <i>чтобы товары были посланы</i> немедленно.</p>
<p>2. Модальный глагол, передающий значение морального долга или совета (со всеми лицами единственного и множественного числа)</p>	<p>Why should they have invested so much into this business?</p>	<p>Зачем (почему) же они вложили так много денег в это дело?</p>
	<p>You should make an appointment at some other time now (tomorrow).</p> <p>You should have discussed the terms of delivery last week.</p>	<p>Вам <i>следует (следовало бы)</i> назначить встречу на другое время сейчас (завтра).</p> <p>Вам <i>следовало бы (вы должны были бы)</i> обсудить условия поставки на прошлой неделе.</p>

Functions of the verb 'would' | Функции глагола 'would'

Функция	Пример	Перевод
<p>1. Вспомогательный глагол (со 2-м и 3-м лицом единственного и множественного числа):</p> <p>а) для образования форм Future-in-the-Past;</p> <p>б) для образования форма сослагательного наклонения, употребляющихся в главной части условных предложений II и III типа</p>	<p>He said that he would sign the contract.</p> <p>He would sign the contract if he had the authority to do it.</p> <p>He would have signed the contract if he had received all necessary documents beforehand.</p>	<p>Он сказал, что <i>подпишет</i> контракт.</p> <p>Он <i>бы подписал</i> контракт (сейчас), если бы имел полномочия.</p> <p>Он <i>бы подписал контракт</i>, если бы получил все необходимые документы заранее.</p>
<p>2. Для выражения повторяющегося действия в прошлом (со всеми лицами единственного и множественного числа) со значением «бывало»</p>	<p>He would call on me his way home.</p>	<p>Он, <i>бывало</i>, заходил ко мне по пути домой.</p>

Учебное издание

**Алимова Елена Николаевна,
Долганова Ольга Борисовна,
Прешкина Татьяна Анатольевна**

АНГЛИЙСКИЙ ЯЗЫК

Учебное пособие

**Технический редактор
А. А. Гребенищикова**

**Компьютерная верстка
А. А. Гребенищевой**

Издательство Уральского государственного экономического университета
620144, г. Екатеринбург, ул. 8 Марта/Народной Воли, 62/45

Поз. 8. Подписано в печать 18.05.2015.
Формат 60×84/16. Уч.-изд. л. 2,12. Усл. печ. л. 3,02.
Тираж 110 экз. Заказ 336.

Отпечатано с готового оригинал-макета
в подразделении оперативной полиграфии УрГЭУ