

Житомирський державний університет імені Івана Франка
Навчально-науковий інститут іноземної філології
Кафедра іноземних мов і новітніх технологій навчання

МЕТОДИЧНІ РЕКОМЕНДАЦІЇ ДО ОРГАНІЗАЦІЇ САМОСТІЙНОЇ РОБОТИ

Обов'язкової освітньої компоненти

Ділова іноземна мова

для підготовки здобувачів
першого (бакалаврського) рівня вищої освіти

Галузь знань	<i>07 Управління та адміністрування</i>
Спеціальність	<i>075 Маркетинг</i>
Предметна спеціальність	–
Спеціалізація	–
Освітня програма	<i>Маркетинг</i>
Факультет	<i>соціально-психологічний</i>

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М54 Методичні рекомендації до організації самостійної роботи з освітньої компоненти «Ділова іноземна мова» для здобувачів вищої освіти галузі знань 07 Управління та адміністрування спеціальності 075 Маркетинг. Укладач Олексій Антонов. Житомир: Вид-во ЖДУ ім. І. Франка, 2023. 44 с.

Методичні рекомендації розроблено для організації самостійної роботи з освітньої компоненти «Ділова іноземна мова». Матеріал у методичних рекомендаціях викладено за темами, які відповідають змісту освітньої програми «Маркетинг».

Рекомендовано здобувачам першого (бакалаврського) рівня вищої освіти соціально-психологічного факультету.

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ВСТУП

Мета вивчення освітньої компоненти: формувати професійно орієнтовані комунікативні компетенції; формувати навички практичного володіння іноземною мовою в різних видах мовленнєвої діяльності в обсязі представленої тематики; розвивати стратегії самостійного вивчення мови; сприяти розвитку іншомовної підготовки студентів для забезпечення ефективного спілкування в професійному середовищі та можливості успішного складання екзамену для проходження міжнародної сертифікації.

Основними завданнями вивчення освітньої компоненти є:

- удосконалення уміння практичного володіння іноземною мовою в різних видах мовленнєвої діяльності;
- здатність здобувати нові знання, уміння та навички комунікації іноземною мовою з метою їх використання для проходження міжнародної сертифікації;
- оволодіння навичками аудіювання, говоріння, діалогічного мовлення, читання, письма та перекладу;
- удосконалення умінь вилучати, аналізувати й систематизувати, добирати і передавати фахову інформацію;
- формування і розвиток професійних навичок та умінь ведення готельно-ресторанної справи іноземною мовою;
- здатність здобувачів ЗВО до міжкультурної комунікації в сфері професійного спілкування в усній та письмовій формах.

Компетентності та програмні результати навчання:

Змістовно освітня компонента спрямована на формування здобувачами вищої освіти здатності розв'язувати складні спеціалізовані задачі у галузі професійної діяльності 07 Управління та адміністрування.

ЗК4. Здатність вчитися і оволодівати сучасними знаннями.

ЗК6. Знання та розуміння предметної області та розуміння професійної діяльності.

ЗК7. Здатність застосовувати знання у практичних ситуаціях.

ЗК8. Здатність проведення досліджень на відповідному рівні.

ЗК10. Здатність спілкуватися іноземною мовою.

ЗК11. Здатність працювати в команді.

ЗК14. Здатність діяти соціально відповідально та свідомо.

ЗК 16. Здатність до формування системи знань щодо засад організації і планування маркетингової діяльності підприємств в ринкових умовах господарювання та набуття відповідних практичних навичок та вмій.

СК1. Здатність логічно і послідовно відтворювати отримані знання предметної області маркетингу.

СК3. Здатність використовувати теоретичні положення маркетингу для інтерпретації та прогнозування явищ і процесів у маркетинговому середовищі.

СК4. Здатність проваджувати маркетингову діяльність на основі розуміння сутності та змісту теорії маркетингу і функціональних зв'язків між її складовими.

СК5. Здатність коректно застосовувати методи, прийоми та інструменти маркетингу.

СК12. Здатність обґрунтовувати, презентувати і впроваджувати результати досліджень у сфері маркетингу.

СК13. Здатність планування і провадження ефективної маркетингової діяльності ринкового суб'єкта в кросфункціональному розрізі.

СК18. Здатність реалізовувати плани діяльності за складниками комплексу маркетингу: товар-ціна-розподіл-комунікація.

Програмні результати навчання

ПР 10. Пояснювати інформацію, ідеї, проблеми та альтернативні варіанти прийняття управлінських рішень фахівцям і нефахівцям у сфері маркетингу, представникам різних структурних підрозділів ринкового суб'єкта.

ПР 12. Виявляти навички самостійної роботи, гнучкого мислення, відкритості до нових знань, бути критичним і самокритичним.

ПР 16. Відповідати вимогам, які висуваються до сучасного маркетолога, підвищувати рівень особистої професійної підготовки.

ПР 17. Демонструвати навички письмової та усної професійної комунікації державною й іноземною мовами, а також належного використання професійної термінології.

Опис освітньої компоненти

Найменування показників	Галузь знань, спеціальність, ОПП / ОНП рівень вищої освіти	Характеристика освітньої компоненти	
		денна форма	заочна форма
Кількість кредитів - 4	07 Управління та адміністрування	Обов'язкова	
	075 Маркетинг		
Модулів - 3	Маркетинг	Рік підготовки:	
Загальна кількість годин - 120		III	
		Лекції	
Тижневих годин для денної форми: аудиторних - 5 семестр - 2; 6 семестр - 2,6 самостійної роботи здобувача - 3 семестр - 1,3; 4 семестр - 4,4 год.	перший (бакалаврський)	-	-
		Практичні / Семінарські	
		72 год.	-
		Лабораторні	
		-	-
		Самостійна робота	
		48 год.	-
		Індивідуальна робота	
-	-		
		Вид контролю: 5 семестр - залік, 6 семестр - залік	

Інформаційний обсяг освітньої компоненти

Модуль I.

Success in Career

Careers. Selling Online. Companies. Great Ideas. Stress. Entertainment.

Модуль II.

Marketing.

Marketing. Planning. Managing People. Conflict. New business. Products.

Модуль III.

Management and Production.

Managing across Cultures. Recruitment. Women in Business. Sectors of Economy. Logistics. Quality.

Модуль IV. Finance.

Banking. Venture Capital. Stocks and Shares. Derivatives. Accounting. Takeovers.

Модуль V. Economics.

Government and Taxation. The Business Cycle. Corporation Social Responsibility. Efficiency and Employment. Exchange Rates.

Контроль самостійної роботи

Форма підсумкового контролю успішності навчання: – залік.

Вимоги до заліку:

1. Володіння практичним матеріалом з курсу “Ділова іноземна мова”.
2. Зараховано всі завдання, передбачені робочою програмою та інструктивно-методичними матеріалами.
3. Пройдено перевірку рівня засвоєння знань з тем, що виносились на самостійне опрацювання.

Методи контролю успішності навчання: поточний тестовий контроль (на кожному практичному занятті), усне опитування, перевірка володіння навичками реферування професійно спрямованих текстів, підсумкові модульні роботи, перевірка рівня засвоєння тем, винесених на самостійне опрацювання, залік.

Оцінювання

Оцінювання здобувачів вищої освіти здійснюється відповідно до «Положення про критерії та порядок оцінювання навчальних досягнень здобувачів вищої освіти Житомирського державного університету імені Івана Франка згідно з Європейською кредитною трансферно-накопичувальною системою»
https://zu.edu.ua/offic/ocinjuvannya_zvo.pdf.

Оцінювання навчальних досягнень здобувачів вищої освіти за всіма видами навчальних робіт проводиться за поточним, модульним та підсумковим контролюми.

Шкала оцінювання знань здобувачів вищої освіти

Оцінка за університетською шкалою		Оцінка в балах	Оцінка за шкалою ECTS	
Екзамен	Залік		Оцінка	Пояснення
<i>Відмінно</i>	<i>Зараховано</i>	90-100	A	відмінне виконання лише з незначною кількістю помилок
<i>Добре</i>		82-89	B	вище середнього рівня з кількома помилками
		74-81	C	в цілому правильне виконання з певною кількістю суттєвих помилок
<i>Задовільно</i>		64-73	D	непогано, але зі значною кількістю недоліків
		60-63	E	виконання задовольняє мінімальним критеріям
<i>Незадовільно</i>	<i>Незараховано</i>	35-59	FX	з можливістю повторного складання
		1-34	F	з обов'язковим повторним курсом

Підсумкова оцінка з вивчених модулів за навчальний рік (ПОМ) розраховується:

№ модулю	$M_{\%n}$ (відсоткове значення модулю освітньої компоненти)
Модуль 1	$M_{\%1} = 50 \%$
Модуль 2	$M_{\%2} = 50 \%$
Сума	100

ЗАЛІК

Оскільки формою підсумкового контролю освітньої компоненти є залік то залікова оцінка (ЗО) з освітньої компоненти дорівнює підсумковій оцінці з вивчених модулів (ПОМ).

$$ЗО = ПОМ$$

ЗАВДАННЯ ДЛЯ САМОСТІЙНОЇ РОБОТИ

Модуль I. Success in Career.

Тема 1. Careers. Writing an Essay.

1. Comment on the following issues:

1. When should the person start thinking about his/her career?
2. What is your ideal job?
3. What is your ideal work-life balance?
4. What happens if the person chooses the wrong career path?
5. Determine five keys to success in your future career. Explain your point of view. Put them in the following order: from the least important to the vital ones.

2. Write an essay on one of the following topics:

1. My perfect work-life balance.
2. How to be a successful employer/employee.
3. Overworking and working overtime: plague of the 21st century.
4. My career in ten years.

3. Speaking: speak about the career ideas you had in your childhood.

Тема 2. Selling Online. Dialogues.

1. Read the text and insert the correct words and word combinations.

VOCABULARY: BUYING AND SELLING

Complete this text with the following words or expressions:

In excellent condition – as good as new – the latest model – state of the art – second-hand – used – available now – on the market – hand-crafted – brand new – made by hand – still in its packaging – feature – includes – some wear and tear – not in perfect condition – unique – one of a kind – come in a wide range of colors and sizes – choose from a selection of
Let's go shopping the net!



Buying and selling on the Internet has become popular in the last ten years, especially since mobile phones have become more and more essential. One of my favourite apps is *Wallapop*, which allows you to buy and sell things that are, one click access.

Some products might be, but others can be, although I think they can't be as when you get them from the shop. However, it's possible to find something, because the owner never opened the box or because the product was a present and he/she had already had a similar one. Things in *Wallapop* are usually or with and because of that, users must ask for a lower price. The app is not a shop, so of course you can't models. If you are looking for online shopping, the best option is *Asos*, where you can find clothes which This website some filters to look for specific things, and everything is

Another of *Wallapop* is the possibility of finding products, whose sellers have: brooches, necklaces, dolls... They may be and probably a, much better than the things you can find in the traditional stores, so this is perfect if you want to have something So, think about it: whether you want to get or you are an antique lover, the net has a lot to do for you because nowadays almost everything is

2. Read the text and answer the questions.

Half of the population use online review websites such as Amazon, Tripadvisor, Expedia and Checkatrade - but can you trust everything you read?

Shoppers who use the internet to research hotels, books, electronics and other purchases are being misled by millions of "fake" reviews orchestrated by companies to trick potential customers, the consumer watchdog warns today as it begins an inquiry.

More than half of the adults in Britain, around 25 million people, use online review websites such as Amazon, and Tripadvisor to find the best deals. But their impressions are "distorted" by the growth of a "clandestine" market for fake reviews, the Competition and Market Authority has discovered. It found some companies wrote fake reviews about themselves as a marketing tool. Others were offering money, free product samples or other "rewards" in exchange for five-star reviews.

In some cases, rival firms were posting disparaging remarks each other to cloud the judgement of by potential customers. And some review websites were hiding negative reviews because they had commercial arrangements with the companies facing criticism.

The scale of the issue is unknown because fake reviews are difficult to spot, the CMA said. However, it expressed concern that abuse could be widespread.

An investigation will now start and firms found to be acting illegally will be fined and their bosses may face prison.

Consumer groups welcomed the move, because research showed around £23 billion of purchases a year were influenced by online reviews.

Guy Anker, a director of consumer advice experts MoneySavingExpert.com, said: "It is utterly appalling that companies are engaging in practices where they are duping potential customers who just want an honest appraisal of their services. Review websites are a vital part of people's research, whether that's booking a hotel or buying a product, and so visitors need to be able to trust them."

Online reviews have grown into big and influential businesses in Britain. Nisha Arora, consumer director of the CMA, said they were "important information tools", that customers found "valuable".

One of the best-known specialist sites is Tripadvisor, which hosts hundreds of millions of reviews written by and for holidaymakers.

Some sites have developed systems to detect and verify fake reviews, but others had not, the CMA said. It warned that websites were in some cases "selectively ordering" reviews so that positive ones came to the front. "Hiding" negative reviews is against the law, it said. The different commercial arrangements that might influence the reviews and the way they were obtained was not always clear to users. Customers were also trying to abuse the system by "blackmailing" companies by threatening to leave a negative review.

I- Read the article and decide if these statements are TRUE or FALSE.

1. This article is about buyers misled into buying expensive articles. _____
2. Over 25 million people in the UK read online reviews. _____
3. There are companies that give money and rewards to those who write good reviews. _____
4. The article says nobody cares about reviews when buying a product. _____
5. Rival companies never write negative comments about each other. _____
6. It's easy to see when a review is fake. _____
7. A person who writes a negative review on a rival company can't be sent to jail. _____
8. Reviews could affect \$32 billion of consumer spending in the UK. _____
9. The industry for writing online reviews has been growing. _____
10. Some review websites only show the reviews with good opinions. _____

II- Discussion.

1. Have you ever written a review? What was it about?

2. Do you consider online reviews important? Why (not)?
3. How would you feel if you were misled to buy a bad product because of its positive reviews?
4. What would you do in that situation?
5. Should there be any kind of censorship over the online reviews? Why (not)?

Tema 3. Companies.Present Tenses.

1. Create the profile of your own corporation using prompts given below. Imagine that you must present your company to the potential international partners. Prepare corresponding speech and presentation.

SUMMARY OF COMPANY PROFILES

Company Name	
Website / social media	www.
CEO <i>First name Last name</i>	
Vice President <i>First name Last name</i>	
Spokesperson <i>First name Last name</i>	
Sphere(s) of activity	
Company Established Year	
Head Office <i>Address</i>	
Company Turnover <i>EUR / USD / UAN / GBP</i>	
Number of Employees <i>Managerial staff</i> <i>Full-time employees</i> <i>Part-time employees</i>	

<p>Company Profile in English Max. 1000 characters with spaces, Word format</p>	<p>Motto: _____</p> <p>_____ Social policy: _____</p>
<p>Available Job Offers</p> <p>1. _____ —</p> <p>2. _____ —</p> <p>3. _____ —</p> <p>4. _____ —</p>	<p>Job Description(s)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>General candidate requirements</p>	

Tema 4. Gteat Ideas. Project Work.

1. **Choose one of the cards given below. Each card contains two jobs: one desired and one is that you actually have. Think through the following idea:**
 - How can you combine these two spheres of activity?
 - Is there any way to persuade your superiors to approve your ideas?
 - Make a presentation aimed at explaining how your enterprise can combine both spheres of activity given in the card chosen.

<p>You are a company which sells furniture. You want to sell electronics.</p>	<p>You are a company which sells estates. You want to sell furniture.</p>	<p>You are a bookshop company with many branches. You want to establish small cafe bars in your bookshops.</p>
<p>You are a company which sells cars. You want to sell motorbikes and bikes.</p>	<p>You are a company which sells plants. You want to sell ceramics.</p>	<p>You are a company which sells tools. You want to sell basic medical aid.</p>
<p>You are a company which sells televisions. You want to sell computers</p>	<p>You are a company which sells toys. You want to sell books and magazines.</p>	<p>You are a company which sells trucks. You want to sell vans.</p>
<p>You are a company which sells chimneys. You want to sell stoves, fireplaces</p>	<p>You are a company which sells mobile phones. You want to create your own mobile operator.</p>	<p>You are a company which sells holidays. You want to sell insurance (<i>in general! Not only travel insurance</i>)</p>
<p>You are a company which sells pens and pencils. You want to sell notebooks.</p>	<p>You are a company which sells tents. You want to sell maps and navigations.</p>	<p>You are a company which sells barbeque grills. You want to sell meat.</p>
<p>You are a company which sells bicycles You want to sell skis.</p>	<p>You are a company which sells cookware. You want to sell fridges and freezers</p>	<p>You are a company which sells lamps. You want to sell carpets.</p>

Tema 5. Stress. Writing an Essay.

1. Stress Management Vocabulary Match Up

Match the words or phrases to their definitions:

- | | |
|------------------------------------|---|
| 1. emotional | A. describes a person who is feeling worried |
| 2. to manage / to cope | B. the way in which you live. |
| 3. stress / anxiety | C. to relieve stress |
| 4. stressed / anxious | D. stressed experienced in negative situations e.g. death of a family member |
| 5. stressful | E. stress experienced in positive situations e.g. marriage, having a baby |
| 6. stressor | F. a stress related illness in which a person limits the amount of food they eat in order to control their weight |
| 7. lifestyle | G. to succeed in doing something difficult, such as dealing with a problem |
| 8. to de-stress/ to blow off steam | H. related to feelings |
| 9. eustress | I. the feeling of being worried |
| 10. distress | J. describes a situation that causes stress |
| 11. techno-stress / technophobia | K. stress caused by technology |
| 12. to prioritise tasks | L. to constantly ask you questions about homework/eating properly etc. |
| 13. peer pressure | M. to put tasks in order of importance |
| 14. to be on your case | N. the feeling of needing to do the same thing as all your friends. |
| 15. comfort food | O. food that you eat when you are feeling stressed or depressed, |
| 16. deadlines | |
| 17. to exacerbate | |
| 18. anorexia | |

usually unhealthy food like
chocolate

- P. make worse
- Q. a date on which you need to
submit work
- R. a situation that causes a stress
reaction

2. Read the text and do exercise 1.

The Effects of Stress



There is a famous expression in English: "Stop the world, I want to get off!" This expression refers to a feeling of panic, or stress, that makes a person want to stop whatever they are doing, try to relax, and become calm again. 'Stress' means pressure or tension. It is one of the most common causes of health problems in

modern life. Too much stress results in physical, emotional, and mental health problems.

There are numerous physical effects of stress. Stress can affect the heart. It can increase the pulse rate, make the heart miss beats, and can cause high blood pressure. Stress can affect the respiratory system. It can lead to asthma. It can cause a person to breathe too fast, resulting in a loss of important carbon dioxide. Stress can affect the stomach. It can cause stomach aches and problems digesting food. These are only a few examples of the wide range of illnesses and symptoms resulting from stress.

Emotions are also easily affected by stress. People suffering from stress often feel anxious. They may have panic attacks. They may feel tired all the time. When people are under stress, they often overreact to little problems. For example, a normally gentle parent under a lot of stress at work may yell at a child for dropping a glass of juice. Stress can make people angry, moody, or nervous. Long-term stress can lead to a variety of serious mental illnesses. Depression, an extreme feeling of sadness and hopelessness, can be the result of continued and increasing stress. Alcoholism and other addictions often develop as a result of overuse of alcohol or drugs to try to relieve stress. Eating

disorders, such as anorexia, are sometimes caused by stress and are often made worse by stress.

If stress is allowed to continue, then one's mental health is put at risk. It is obvious that stress is a serious problem. It attacks the body. It affects the emotions. Untreated, it may eventually result in mental illness. Stress has a great influence on the health and well-being of our bodies, our feelings, and our minds. So, reduce stress: stop the world and rest for a while.

Ex 1. Choose if the statements given are True (T) , False (F) or Not mentioned (NM). Mark an X on the right option.

1. Tension does not have anything to do with stress. (T) (F) (NM)
2. Anecdotal, emotional and mental problems are caused by stress. (T) (F) (NM)
3. According to the article the arms do not get physically affected by stress. (T) (F) (NM)
4. When the heart increases its heartbeats, it can cause high blood pressure. (T) (F) (NM)
5. Many people resort to drinking alcohol because it is used to relief stress. (T) (F) (NM)
6. There are a variety of illnesses and other type of symptoms resulting from stress. (T) (F) (NM)
7. A person can reduce his/her stress by doing yoga. (T) (F) (NM)
8. Symptoms of emotional stress include feeling thirsty and tired. (T) (F) (NM)
9. Long-term stress may cause depression. (T) (F) (NM)
10. Anorexia does not get worse when a person's stress increases. (T) (F) (NM)

Tema 6. Entertainment. Project Work.

1. Answer the following questions in written form.

What is entertainment?



What do you do for entertainment?



What home entertainment equipment do you have?



Do you like entertaining friends at home?



Who is the best entertainer you know?



Do you spend a lot of money on entertainment?



What forms of entertainment do you know?



Can learning be entertaining? How?



What films do you find entertaining?



How often do you go dancing? What's the best music to dance to?



How often do you go to parties?



What forms of entertainment are there in your city?



What TV shows do you like watching? Why are they entertaining?



Do you play video games or board games? Why are they so appealing?



What sport event would you like to attend to?



What are your top three songs of all time?



What are some good books you have read?



What are some things that are fun and don't cost a thing?



2. Match the words and word combinations with their descriptions.

Phrasal Verb Mix and Match

Connect each of the phrasal verbs below with the correct definition.

- | | |
|------------------------|--|
| 1) be up for something | a) to financially exploit an event or trend |
| 2) boogie on down | b) to laugh enthusiastically |
| 3) book up | c) to be willing or want to do something |
| 4) bowl over | d) to disappoint |
| 5) break up | e) to dance with enthusiasm |
| 6) cash in (on) | f) to make easier to understand |
| 7) cheer up | g) to remove something because of censorship |
| 8) crease up | h) to reserve completely |
| 9) cut out | i) to separate |
| 10) drag on | j) to cater or make for a particular audience |
| 11) dumb down | k) to make people happier |
| 12) fade out | l) to impress greatly |
| 13) freak out | m) to be too dramatic, to overact or be unrealistic |
| 14) gear to/towards | n) to last longer than desired |
| 15) ham up | o) to anticipate a future event happily |
| 16) let down | p) to react very emotionally to something |
| 17) look forward to | q) to make more attractive or sexy |
| 18) vamp up
image | r) to gradually disappear, gradually replace an
image |

Модуль II. Marketing.

Тема 7. Marketing. Writing an Essay.

1. Roleplay the following task. Choose whether role A or role B.

Role A

You are the Manager of a large Italian company, and you are getting ready to launch a new product into Saudi Arabia. You have invited some very important Managing Directors from three Arabian companies and the press to come to a special event and presentation you have organized. You have decided to give each of the VIP's a special gift with your company's name on it. You decide to use an Italian leather company who have produced Italian wallets with the names of each of your guests' names embossed on the inside. It looks wonderful! You get a call from your Marketing manager, and you tell them what you have organized, they tell you that you cannot give the wallets as a gift as they are made from Pig skin and the pig is considered unclean in Saudi Arabia. You would be insulting them. You now have a big problem... what can you give them? You only have one day to organize something.

Role B

You are the Manager of a local "Corporate gift" Company, and you have just got into the office. You are just about to have your first coffee when the phone rings... when you answer it your day turns into a nightmare. A manager from a large Italian company is almost begging you to help them. They urgently need corporate gifts for a Press launch in Saudi Arabia... and you know that finding gifts for this market is not easy. It must be something that can be ready by the end of the day and **must not** include leather or alcohol... and must be personalized with each of the guests' names... but what? If this is a success there is a strong possibility that this Italian company will use your company again... you are a small company and you need this account.

Тема 8. Planning. Project Work.

1. Future plans - fill in with the "going to" future of the verbs.

Jack:

When I grow up I _____ (to be) a footballer - a really good one. I'm in the school team and I play three times a week. But I _____ (to train) very hard, every day, so I can be really, really good. First I _____ (to play) for Manchester United, then Inter Milan, and then Real Madrid. Those are my favourite teams. I _____ (to travel) all over the world and I _____ (to be) famous. I _____ (not to marry) until I'm very old - about 25. Then I want to have two sons. I _____ (to play) football until I'm 35 - that's a very long time. And I _____ (to teach) my sons to play. I want them to be famous footballers, too!

Danny Carrick

When I retire next year ... I _____ (to retire) early ... I _____ (not to stay) at home and watch TV. I _____ (to try) lots of new things. First I want to go mountain-climbing. In fact, I want to climb Mount Everest, so I _____ (to train) very hard for that. I _____ (to learn) to scuba-dive, too, because I want to go scuba-diving in Australia. There are so many things I want to do! I _____ (to travel) all over the world, then I _____ (to write) a book about my adventures. I want to call it 'Life begins at 60!' In my book, I _____ (to tell) other retired people to try new things, too. You are only as old as you feel!

1. Answer the questions:

- 1 A Why is he going to train very hard?
B Because _____.
- 2 A How long is he going to play football?
B Until _____.
- 3 A When is he going to marry?
B _____.
- 4 A How many children is he going to have?
B _____.
- 5 A Who is he going to teach to play?
B _____.

Fill in with the words from the box:

- 1 Take an umbrella. It's going to _____.
- 2 Look at the time! You're going to _____ for the meeting.
- 3 Anna's running very fast. She's going to _____ the race.
- 4 Look! Jack's on the wall. He's going to _____.
- 5 Look at that man! He's going to _____.
- 6 They're going to _____ a baby. It's due next month.
- 7 There's my sister and her boyfriend! They're going to _____.
- 8 A Oh dear. I'm going to _____. Aaattishooo!
B Bless you!

2. Translate the following sentences:

- A What's the weather like today?
B It's snowy (4) and it's very cold (3).
- A What was it like yesterday?
B Oh, it was cold and cloudy (1) .
- A What's it going to be like tomorrow?
B I think it's going to be warmer (2).

Tema 9. Managing People. Dialogues.

1. Roleplay the dialog. Complete the second part of the dialog.

AT THE AIRPORT	
	<u><i>IN THE QUEUE</i></u>
Penny	Oh, I am so excited. I've never flown before!
Woman	Where are you travelling to?
Penny	I'm going to Australia to see my cousin.
Woman	That is nice. How long is the flight?
Penny	I think it's about 20 hours.
	<u><i>AT THE CHECK-IN DESK</i></u>
Check-in girl	Good morning - can I see your ticket please?
Penny	Yes here you are.
Check-in girl	And can I take your passport?
Penny	Here it is.
Check-in girl	That's fine. Please put your luggage on here to be weighed. How many suitcases do you have?
Penny	Only the two.
Check-in girl	Sorry but your luggage is 3 kilos over the allowed weight.
Penny	Oh no! What happens now?
Check-in girl	You have to pay 20€ for each kilo.
Penny	60€! Oh, I'll have to pay, as I don't want to miss the plane.
	<u><i>AT SECURITY</i></u>
Security man	Is this your hand luggage Madam?
Penny	Yes, why is there a problem?
Security man	Can you open the bag please?
Penny	Just a minute. I have to find the key.
Security man	You do know that you are not allowed to take any sharp objects on the aircraft.
Penny	But I haven't got anything sharp!
Security man	You have some nail scissors and these are not permitted. I will have to confiscate them.
Penny	It seems that everything I do is wrong!

Security man	Well, you should have read the regulations beforehand. There are notices displayed everywhere in the airport on what you can take on-board. Please proceed to your gate number now Madam.
Penny	Gate number? I don't know it.
Security man	If you look at the departure board, you will find the information about your flight.
Penny	Thanks.
	<u>AT GATE NUMBER 8</u>
Air stewardess	We are ready for boarding now. Please have your boarding passes ready. Please proceed to the aircraft when we call your seat number.
Penny	Excuse me, where can I find my seat number?
Air stewardess	It's on your boarding pass Madam. Ah, your seat number is 68J. You will one of the last passengers we call.
Penny	Oh dear - am I ever going to get to Australia?

Penny is now returning from her holiday with her cousin. She is at an Australian airport. However, she has bought some souvenirs that are not allowed onto the plane and her passport has now expired.....

Penny	

Tema 10. Conflict. Writing an Essay.

1. Read the text and do exercises 1-3.

When a teen and a parent argue, it does not mean that something is wrong with **their relationship**. It means that the participants are on different wavelengths in wishes, values, attitudes or beliefs. Conflict is never easy, but **it** is more prevalent in households where there are teenagers attempting to establish individualism and a parent reluctant to accept the changes. Where there are an adolescent and a parental figure in a home, any topic can trigger a disagreement. Topics that cause the greatest stress in a **family** include household rules and responsibilities, according to Dr. Carl E. Pickhardt, an expert in **parenting**. School-related issues also set off many arguments, as does nonconformance to values held by the family. Certain processes must occur for the child to reach healthy emotional adulthood, according to Carl Pickhardt, Ph.D. **He** identifies separation, differentiation and opposition as necessary processes. In the separation process, the teen wants distance from parents and family to gain individuality in the social world and to establish privacy. Because of the desire to separate, the teen communicates less with the parents, **which** concerns them.

In the period of differentiation, the teen begins to experiment with self-images to discern who he wants to become. Hair, clothing styles and individual image are important to the teen. Often, the parent does not agree with some of the choices, which is natural. Opposition is the process of challenging parental authority. Parent and child disagree about what is acceptable, fair, good or bad. Disagreement can become a way of life in the family. Often conflict between teens and parents turns into a battle of wills. Both parties strive to win each argument, and winning rather than communication becomes the objective. Blame is a destructive entity in any conversation. Understanding what someone is saying is the necessary focus, not who is at fault.

Yelling tends to shift the emphasis onto who can be louder, not the essence of the conversation. Dr. Teri Apter, a specialist in family dynamics, explains that a teenager wants acknowledgment from a parent. The teen expects the parent to know that this transforming individual can act like an adult and make good decisions. The recognition of maturity and value as a person is also high on a teenager's list. Academic studies, society and peers cause most of the pressure that a teenager must endure. The way that the teen chooses to handle the burdens of upcoming adulthood can determine **her** future path. An observant and guiding parent can help along the way.

Ex 1. Complete the sentences according to the text.

- 1- Parents and children have conflicts due ...
- 2- Teens oppose their parents to ...
- 3- Teenagers suffer pressure ...

Ex 2. Reread the text and answer the following questions.

- 1- What can cause a conflict between parents and their teens?
- 2- Why do some conflicts become “battles”?
- 3- What does Dr. Teri Apter say about teenagers’ expectations?

Ex 3. Rewrite the sentences starting by the words given.

1. Carl Pickhardt identifies separation, differentiation and opposition as necessary processes.
Separation, differentiation ...
2. Unless you are an observant and guiding parent you won’t help your child.
If you ...
3. Academic studies, society and peers are causing most of the pressure.
Most of the pressure ...
4. “Household rules and responsibilities have caused the greatest stress in family” said Dr. Carl.
Dr. Carl told ...
5. “Why do you have conflicts with your parents?” asked the teacher.
The teacher asked ...

Tema 11. New Business. Project Work.

1. **Imagine that you must submit a business startup proposal. Make a presentation, considering the following points:**
 - Sphere of activity;
 - Uniqueness of the proposal;
 - Finances required;
 - Time you need to prepare launch the startup;
 - Your team (you may choose your groupmates as the staff members/partners)

Тема 12. Products. Dialogues.

1. Your team is going to launch the new product, but the marketing roadmap is not quite ready. Prepare the presentation of the product and design a roadmap. Choose one of the products from the list:
 - Iphone 17 Premium edition;
 - Electro mobile Tesla Model V;
 - Samsung smart home control system;
 - Yet unnamed advanced 11 inch screen tablet.

Модуль III. Management and Production.

Тема 13. Managing across Cultures.

1. Read the text and compare the peculiarities of time perception and management in different countries, including Ukraine.

The Perception of Time in different cultures

Not everyone in the world views the concept of time in the same way. In fact, some cultures don't even make time a part of their lives. Some cultures are wary of time passing by, while others run their lives by the clock.

We identify three types of culture:

(1) present orientated, with little attention to what has happened in past and what the future will bring.

(2) past-orientated cultures have a high sense of their traditions, , traditionalism and aristocracy and family.

(3) future-orientated cultures like making strategies and they focus on their future success. For companies time is considered as an endless challenge they have to compete with.. There is also a cultural difference in how they deal with time. Some cultures tolerate or even expect delays in appointments. But for example in Germany, Finland, USA and China time has a high value and has to be precisely organized to keep business running. Any delay or disturbance would influence the whole schedule of a manager. It might be helpful for the waiting person to get informed about any delay.

- In **France** it is similar but punctuality depends on the importance of the person. If the delay is not more than 15 minutes, it is acceptable to wait.

- **The Americans** are used to work if necessary 70 hours a week just to reach their targets as fast as possible. They want to have more money, bigger house, they want to be more famous.. But on the other hand they forget sometimes to care about their health and free time. Time pressure can cause

stress and if it becomes “negative stress” – that’s stress which can’t be managed – people get sick and unproductive.

- A similar behaviour is reflected in **German culture**. Time is considered as very rare and expensive. That’s why time has to be well/perfectly organized. Keep somebody waiting is very rude and impolite.

- **Japan’s** time perception is based on cultural norms and values. In Japan, working is everything. There is no fine line between work and play like there is in the US. Their workday does not have a rigid starting and ending time. They have been socialized to work as hard as they can and never take breaks for personal reasons. The Japanese actually experience physical pain when have nothing to do. They always have to keep busy, take as many work days as possible and as little vacations as possible. They put the accent to planning, they also can’t stand delays. Japanese are very loyal to their employer and they are used to work for one employer for their all life. The Japanese also have a low tolerance of tardiness. Their trains are considered to be on time if the delay is less than one minute. In Europe it is from 1 to 14 minutes. In lesser developed countries such as **Mexico**, time and money are independent quantities. Just because you have a lot of free time does not mean you must fill it up with work. There are not as many job opportunities as in more developed countries, They live *at their own pace* and it is not dictated by the machines and norms. Mexicans agree that time is for enjoying their life. Letting time go is not a sin as it is for the US and Japan. Being late for an appointment is not as important as your social relations. Their favourite word is „manana“ which means tomorrow or sometimes in the future..So cooperating with these countries is not so easy for us. We must be very patient. To describe **planning** in different cultures, France, China and Finland are close behind each other on the Time horizon scale. This means that they are more long-time orientated than in contrast the Germans who are planning in shorter periods and least the Americans who manage their planning in very short terms. They often plan just quarterly because of the fast moving market conditions in the States. If we look at Hong-Kong plans are made for decades in advance. This means they are willing to wait for 10-20 years until their investments will return into profit, but these are then “super profits”.

Tema 14. Recruitment.

1. Fill in the Curriculum Vitae (CV). Don't forget to mention your strong and weak sides.

Curriculum Vitae



Personal Information

- Name:
Date of birth: Place of birth:
Blood type:
Address: Town: Code:
Country: Nationality:
Marital status: Number of children:
Phone number: Fax:
Email Address:
Post Office Box Number:
Driving License: Yes/No Category: released date:
Passport:
Military service:

Education History

- 1- Level or diploma, School name, dates
2- Level or diploma, School name, dates

Training and Oualifications

- 1- Title of award, month, year
2- Title of award, month, year

Work History (experiance)

- 1- Job title, dates(from---to/present)
2- Job title, business name, location, dates

Skills and Hobbies

- 1- Including Languages(excellent /medium /low)
- 2- computer skills (software /hardware/network/ word processing)
- 3- Machine operating skills(copier , scanner
- 4- Hobbies like Sport drawing cooking clubs activities

Tema 15. Women in Business.

1. Read the text and do the follow-up tasks.

Mary Ellen Richmond (1861 - 1928)

Mary Ellen Richmond was a woman who influenced the social work profession from the start. Mary Ellen Richmond was born on August 5, 1861 in Illinois. At the age of 3, her mother died and Mary was sent to live with her grandmother and two aunts in Baltimore, where Mary Ellen Richmond attended Baltimore Eastern Female High School. After graduation from it she began working for the Baltimore charity Organization Society. Mary Ellen Richmond was the first who began to stress the need for a formal social work education.

In 1889 Mary Ellen Richmond became the Director of the Charity Organizational Department and started doing charitable work. She was the author of a number of books on social work in which she pointed out various aspects of charitable work. Mary Ellen Richmond outlined different types of social work, such as social work in hospitals, at home, at work. Her book Social Diagnosis was one of the first social workbooks to incorporate scientific principles from law, medicine, psychology, psychiatry and history.

1. Choose the proper variant

- 1) Mary Ellen Richmond lived with her ...
 - a) parents
 - b) grandmother
 - c) her grandmother and two aunts

- 2) Mary Ellen Richmond was the author of a number of books on ...
 - a) law
 - b) charity
 - c) social work

- 3) Mary Ellen Richmond attended Eastern Female High School in ...
 - a) Illinois.
 - b) Baltimore
 - c) America

2. Choose the correct word

- 1) Mary Ellen Richmond influenced the profession of a ... from the start.
 - a) social worker
 - b) lawyer
 - c) nurse

- 2) Mary's books incorporated scientific principles from ...
 - a) Psychology
 - b) Ethics
 - c) Economics

- 3) Mary Ellen Richmond was sent ... Baltimore to her grandmother.
 - a) at
 - b) in
 - c) to

3. Make up a sentence

- a) the need, began, she, for, to stress, a formal social work education .
- b) the start, influenced, who, the social work profession, from?

Tema 16. Sectors of Economy.

1. Write an essay about the economy of Ukraine using the following words and word combinations:

Capitalism economic system in which private citizens own and use the factors of production in order to generate profits;

Consumer Price Index statistic that measures overall changes in price or inflation over time;

Consumer Sovereignty the concept that the consumer is the ruler of the market;

Demand desire, ability, and willingness to buy a product;

Depression a state of the economy with large numbers of unemployment, supply shortages, and excess capacity in manufacturing plants;

Deregulation relaxation of government regulation on industry;

Elasticity a measure of responsiveness that tells us how a dependent variable such as quantity responds to an independent variable such as price;

Federal Reserve System privately owned, publicly controlled, central bank of the United States;

Gross Domestic Product the dollar amount of all final goods and services produced within a country's borders in a year;

Inflation a rise in the general level of prices;

Liquidity ability to convert an asset into cash quickly;

Marginal Utility the extra usefulness gained from consuming one more unit of a product;

Minimum wage the lowest legal wage that can be paid to most workers;
Money any substance that serves as a medium of exchange, a measure of value, and a store of value;
Scarcity the condition that results from limited resources combined with unlimited wants;
Standard of living the quality of life based on the possession of necessities and luxuries that make life easier;
Supply the amount of a product that would be offered for sale at all possible prices that could prevail in the market;
Tariff a tax on an imported product;
Trade-off alternatives that must be given up when one is chosen over another;
Unemployed people available for work who made a specific effort to find a job during the past month and who, during the most recent survey week, worked less than one hour for pay;

2. Fill in the blanks with a modal verb. There is more than one answer in some sentences.

- 1.- I borrow your rubber, please? Yes, of course you
- 2.-My friend is getting married today, she feel very nervous.
- 3.-Next year I think you to translate any report into your own language.
- 4.-Don't touch that wire because it be dangerous.
- 5.-I swim quite well when I was five years old.
- 6.- Sonia practise so much if she wants to take part in the marathon.
- 7.- You cook those vegetables because they have already cooked.
- 8.-The girl go to the studio for an audition.
- 9.- That diamond bracelet is very elegant but it have cost a fortune.
- 10.-If you are interested in human life, you study biology.
- 11.-He is applying for a job at the university. He get it.
- 12.-That house was really important in her life so she sell it.
- 13.-I'm not sure but perhaps Roberto leave for Australia soon.
- 14.-You have shouted at Thomas yesterday. He is very sorry.
- 15.-Look it has stopped raining. We go for a walk in the country.

- 16.-The old woman fall on the street and break a leg. She carry a stick.
- 17.-Sheila didn't go to work yesterday. She be ill in bed.
- 18.-Last Christmas party was fabulous, you have come with me.
- 19.- I've lost my keys. I have dropped them when I went shopping.
- 20.-It's prohibited to go into that building. You go in.
- 21.-Patricia is driving a new car. She have bought it.
- 22.-My dictionary isn't in my schoolbag. I have left it at home.
- 23.-The boy help his parents in the farm during the summer holidays.
- 24.-Look ! The lights are off so the library be closed.

Tema 17. Logistics.

1. Connect each of the phrasal verbs below with the correct definition.

- | | |
|-----------------|--|
| 1) bus in | a) to complete a task |
| 2) carry out | b) to hire transport to take people to a place |
| 3) drop off | c) to put items into a vehicle |
| 4) hold up | d) to deliver |
| 5) load up | e) to assemble. |
| 6) pick up | f) to establish |
| 7) put back/off | g) to delay |
| 8) put together | h) to postpone |
| 9) throw away | i) to collect |
| 10) set up | j) to solve or find a solution |
| 11) sort out | k) to dispose of, to discard |
| 12) work out | l) to put into some kind of order |

Tema 18. Quality.

1. Insert the phrasal verbs that fit best into the gaps in the sentences below. You will need to conjugate them appropriately.

- 1) With our new environmental policies, we prefer to recycle used, discarded packaging rather than _____ it _____.
- 2) We need to _____ _____ the materials lists so that they are in alphabetical order.
- 3) If we open a factory on that site, it is very far away from the town and local transport services. We would need to see about _____ _____ the workers using a private transport company.
- 4) A transport workers strike has _____ _____ deliveries of the materials to our main construction site.
- 5) Several lorries are waiting outside to _____ _____ the material we need. We are sending a team to unload them.
- 6) We can send some of our own lorries to _____ _____ the material from the suppliers if they are having problems getting it to us.
- 7) Under the terms of the contract, our supplier is obligated to _____ _____ stock checks of all impending deliveries just in case some have been, or not been, delivered already.
- 8) My department has _____ _____ a working party to evaluate the effectiveness of our distribution system.
(2 possible answers)
- 9) We have _____ _____ a small office on site to handle the admin side of the operation.
- 10) We have decided to _____ _____ the opening of the new plant for another month, due to safety concerns.
- 11) My operations team is trying to _____ _____ a way to accelerate the distribution process so that we can compete with our rivals.
- 12) We have a team of forklift trucks _____ _____ the waiting lorries with the urgently needed supplies.

Модуль IV. Finance.

Тема 19. Venture Capital.

MONEY

Some people think that money is freedom, as it gives you options and frees from worries. Beyond that, money is not the point. Many people have the idea that if only they had more money, all of their problems would disappear. They probably would not have to worry about paying the phone bill, but that does not mean that they would be happy. If you think money will make you happy, you are wrong. I think it was Bruce Willis who said that money makes you more of whatever you were before. If you were a jerk, you will be a bigger jerk. If you were unhappy, you will still be unhappy. And it will be worse because you got what you thought you wanted (money) and you are still unhappy. Money is a peculiar thing and life seems to be centred around it. You need money to buy things and to travel and visit new places, but it would not make you happier.

There are many people within the UK who are capable of earning money but cannot do so because there are no jobs available, then there are the people who need to work for money but are discriminated against. More and more people are getting into a debt and a closed job market and the economic factors are affecting people in the UK and drawing them into a black hole. People become stressful as they haven't money to pay for their bills and credits.

Nr.	Statement	T	F	N
1.	There is a sure number of people who think that money is liberty and it gives us some definite options.			
2.	A lot of people don't need money as they think it will never make them happy.			
3.	It is believed and even proved, that money makes everyone happy.			
4.	The text says, that we need money in order to pay for life's necessary things like clothes, food, bills, etc.			
5.	It is said, that in the UK, the people are discriminated and cannot find a job.			
6.	It seems that the economic situation in the UK affects people in a good way.			

Task 2. Match the words on the left with their meanings on the right.

Nr.	Word		Meaning
1.	Money	a.	to give money to someone for something you want to buy
2.	To earn	b.	the state of owing something
3.	To buy	c.	the coins or notes which are used to buy things
4.	A debt	d.	a paper on which is written a payment of money owed
5.	A bill	e.	to receive money as payment for work that you do

Tema 20. Stocks and Shares.

1. Work in pairs. Read the sentences around the room. Match the words in bold with the definitions below.

	(v) to earn just enough money to live on
	(adj) wealthy or financially comfortable
	(n) income remaining after taxes and social security payments (rent/expenses, etc); money available to spend or save as one wishes
	(n) severe suffering; a very difficult time
	(v phrase) when the money you spend each month is less than or equal to the money you make; not spending more than you can afford
	(adj) having a great deal of money; wealthy
	(adj) made poor, living in poverty
	(adj) completely lacking any money and the basic necessities of life
	(adj) suffering a severe and damaging lack of basic material and cultural benefits
	(n) in a state of being prosperous; flourishing financially

When you have finished, work with your partner to answer these questions:

1. Which noun has the opposite meaning of *hardship*?
2. Compare the adjectives *impoverished*, *deprived*, and *destitute*. Which one is more severe than the other two?

3. Compare *affluent* and *well off*. Which one are we more likely to use when we speak?
 4. Compare *make ends meet* and *live without our means*. Which expression suggests more of a struggle?
- Which of these noun phrases has a similar meaning to *disposable income*?
- a. living expense
 - b. spending money

Tema 21. Accounting.

Coins & Cents	
Penny \$.01 or 1¢	
Nickel \$.05 or 5¢	
Dime \$.10 or 10¢	
Quarter \$.25 or 25¢	
Dollar Coin \$1.00	
Dollars & Bills	
One Dollar \$1.00	
Five Dollars \$5.00	
Ten Dollars \$10.00	
Twenty Dollars \$20.00	
Fifty Dollars \$50.00	
One Hundred Dollars \$100.00	

Describing American Money

We have many words to talk about how money is used.

We can **spend** our money on anything we want or we can **save** it for later needs. Products we **buy** or **charge** each **cost** different amounts of money. Some things are **expensive** and cost a lot while others are **cheap**. The exact number of **dollar** and **cents** is called the **price**. For services like electric and internet you receive a **bill**. The money you use in each country is the **currency**. We **earn** money by working and we can also **invest** in **stocks** to increase it. Banks offer several **accounts** and **cards**: **checking** (debit card), **credit**, and **savings**. To **withdraw** or **deposit** money when you can't locate a bank you use an **ATM**. Banks can **lend** us money and we can **borrow** it from them. Later we must **pay** it **back** though. We may **owe interest** on the **loan**. When you are wanting to be **generous** you can choose to **donate** to a **fundraiser**. A **budget** is a good way to plan smart ways to save money.

How do you write these prices?

\$3.75 _____

\$56.08 _____

\$84,932.17 _____

What is the name of your currency? (Dollars, Riyal, Pesos, etc.)

In your country how much does a bottle of water cost?

How much does a small car cost?

How much does university tuition cost?

Tema 22. Takeovers.

1. Project. Imagine that your company is on the edge of bankruptcy and a large corporation is planning a takeover. Think about a possible way to save your company and

Модуль V. Economics.

Тема 23. Government and Taxation.

1. Insert the correct words.

An old proverb says that only two things are really (1)..... - death and taxes. But when did taxes (2)..... begin?

In the ancient world, (3)..... was not very high. One (4)..... for this is because people did not have very much money which they could give to the state. Also the state did not have enough (5)..... to decide fairly who should pay what taxes. Also, in those days people did not believe that the state had an automatic (6)..... to take some of their money. So people who tried to tax them were resisted. However, there were also disadvantages.

Instead of taxing its own people, the state (7)..... taxed people from outside, such as merchants. The result was bad for trade, since in some places merchants had to pay (8)..... of taxes before they arrived at a market where they could sell their (9)..... Also, in most countries, people had to do military service as their (10)..... to the state.

1. a) unmissable b) final c) inevitable d) ultimate
2. a) in reality b) actually c) in true d) in real
3. a) taxation b) taxing c) taxis d) taxes
4. a) reason b) explain c) region d) cause
5. a) abilities b) capable c) qualify d) resources
6. a) law b) right c) pretend d) demand
7. a) however b) anyway c) instead d) otherwise
8. a) a dozen b) many c) dozens d) much
9. a) purchases b) selling c) offer d) goods
10. a) giving b) payment c) donation d) doing

Тема 24. Corporation Social Responsibility.

I. Lead-in. Discuss the questions with other students.

- A. Can you name some well-known CEOs or business leaders and share what you admire about their achievements?
- B. In your opinion, how has the role of a CEO evolved in recent years, and what new challenges do they face today?
- C. What qualities do you think are essential for someone to become a successful CEO?

II. Match the words to their definitions. Use four words in your sentences.

1.	to pocket	A.	the price at which something can be sold
2.	flux	B.	a resource that has no physical form
3.	to wield	C.	to turn negative
4.	allocation	D.	to hold and use
5.	ruthlessly	E.	to take something for yourself
6.	intangible asset	F.	unclear and difficult to understand
7.	market value	G.	continuous change
8.	opaque	H.	to bring something back to their home country
9.	to sour	I.	to struggle with a problem
10.	to repatriate	J.	without pity for others
11.	to grapple with	K.	the process of sharing out something

III. Look through the text. Five sentence fragments have been removed. Read the text and choose from the sentence fragments (A-H) the one which fits each gap (1-5). There are sentence fragments that you do not need to use.

- A. Uber’s 4m drivers are not employees
- B. golden age for bosses
- C. recovered to pre-pandemic levels last year, reaching \$1.6 trillion
- D. approval to close a facility
- E. shutting plants
- F. so that returns on capital are only 7 %
- G. face big changes
- H. no matter how good a CEO someone is

On paper this is a 1)_____. Chief executives have vast power. The 500 people who run America’s largest listed firms hold power over 26m staff. Profits are high and the economy is performing well. The pay is fantastic: the average of those CEOs pockets \$13m a year.

Today the nature of the job is being disrupted. In particular, CEOs’ mechanism for exercising control over their vast enterprises is failing, and where and why firms operate is in flux. CEOs 2) _____, starting with how they control their firms. Ever since Alfred Sloan shook up General Motors in the 1920s, the main tool that CEOs have wielded is the control of physical investment, a process known as capital allocation. The firm and the CEO have had clear jurisdiction over a defined set of assets, staff, products and proprietary information. Think of “Neutron” Jack Welch, who ran General

Electric between 1981 and 2001, opening and 3) _____, buying and selling divisions, and ruthlessly controlling the flow of capital.

In 2020, however, 32% of big American firms invested more in intangible assets than physical ones, and 61% of the market value sat in intangibles such as research and development (R&D), customers linked by network effects, brands and data. The link between the CEO authorising investment and getting results is unpredictable and opaque. Meanwhile the boundaries of the firm, and the CEO’s authority, are blurring. 4) _____ and neither are the millions of workers in Apple’s supply chain, but they are mission-critical. As CEOs’ authority is being redefined, a shift is under way in where firms operate. Generations of bosses have obeyed the call to “go global”. But in the past decade the profitability of multinational investment abroad has soured, 5) _____. Trade tensions mean that CEOs face the prospect of repatriating activity or redesigning supply chains. Most have only just begun to grapple with this.

IV. Match the words to their definitions. Use four words in your sentences.

1.	take a stand on	A.	to make a formal promise to do something
2.	engaged	B.	to get rid of something
3.	to weigh in	C.	actively involved
4.	hypocrisy	D.	difficult or complicated
5.	to pledge	E.	having a strong desire to achieve something
6.	to shrink	F.	to express a clear opinion about an issue
7.	to shed	G.	accepting something bad to gain something good
8.	trade-off	H.	having a narrow or limited perspective
9.	aspiring	I.	to offer opinion on a matter
10.	to prize	J.	not moving or progressing
11.	tricky	K.	gradual change and expansion in goals beyond original purpose
12.	to marshal	L.	to deal with a difficult situation directly
13.	stuck	M.	to become smaller
14.	myopic	N.	to gather or organize for a specific purpose
15.	to face up to	O.	when what a person says is not what they do
16.	mission creep	P.	to highly value something

V. Read the text and choose the correct option to complete the sentences

The last **changing/change/changed** is over the purpose of the firm. The generally **acceptance/except/accepted** approach has been that they operate in the interests of their owners. But **pressurize/pressure/stressed** is coming from above, as politicians such as Bernie Sanders and Elizabeth Warren call on CEOs to favour staff, suppliers and clients more; and from below, as both customers and young workers demand that firms take a stand on **societies/population/social** issues. Keen to show they are engaged, bosses are publicly weighing in on issues like abortion and gun control. The danger is hypocrisy. Goldman Sachs's boss wants to "accelerate economic progress for all", but it faces a huge fine for its role in the 1Malaysia Development Berhad **corruption/corrupt/corrupted** scandal in Malaysia. In August 2020 181 American CEOs pledged to serve staff, suppliers, communities and customers as well as shareholders. This is a promise, made during a long economic expansion, that they will not be able **kept/keep/to keep**. In a dynamic economy some firms have to shrink and shed workers. It is silly to pretend there are no trade-offs. Higher wages and more cash for suppliers mean lower profits or higher **prized/prices/priced** for consumers.

What, then, does it take **be/to be/is** a corporate leader in the 2020s? Every firm is different, but those **hiring/hire/hired** a CEO, or aspiring to be one, should prize a few qualities. Mastering the tricky, creative and more collaborative game of allocating intangible capital is essential. A CEO must be able to marshal the data flowing between companies and their counterparties, redistributing who earns **prophets/profits/profitable** and bears risk. Some firms are ahead – Amazon monitors 500 measurable goals – but most CEOs are still stuck clearing their email inboxes at midnight. Last, bosses need to be clear that a firm should be run in the long-term interest of its owners. That does not mean being myopic. Any **sensible/sensational/sensed** business should face up to the risks from climate change, for example. It does mean avoiding mission creep. CEOs in the 2020s **will have/has/to have** their hands full with their own company, so forget trying to run the world too.

VI. Read all the text fragments again. Are the sentences true (T) or false (F)? Correct the false statements.

1. In theory, this is a challenging period for bosses as chief executives possess limited authority.

2. Profits are high, the economy is excelling, and CEO remuneration is astronomical.
3. Currently CEO's power is mainly based on the control over capital allocation especially physical investment.
4. Now more and more companies invest in intangible assets.
5. Research and development (R&D), customers, inventory, machinery, and data are the examples of intangible assets.
6. What makes a company becomes less clear-cut, for example modern businesses are relying on various types of workers, not just traditional employees, to achieve their goals.
7. CEOs are exploring opportunities for expanding abroad while the profitability of international investment is improving.
8. Companies choose not to go beyond their core business activities and avoid addressing and promoting their viewpoints on important social matters.
9. The pressure to shift focus from the company owners' interests to staff, suppliers, and clients come from the new CEOs.
10. Goldman Sachs's plan to "accelerate economic progress for all" became an example of responsible leadership successfully addressing social issues.
11. In dynamic economy it is not possible to keep CEOs' ambitious promises to always take care of employees' interests.
12. Those hiring a CEO, or aspiring to be one, should prize the ability to manage tangible resources.
13. A CEO should have the capability to oversee the exchange of information between firms and their partners, reassigning the distribution of profits and risk responsibilities.
14. Bosses need to be clear that a firm should be run in the long-term interest of its employees.
15. Businesses should not concern themselves with social issues.
16. CEOs should go beyond their core responsibilities within their own companies and try to expand their influence or involvement into other often unrelated areas.

VII. OVER TO YOU. Think of the role of CEOs in modern companies. Use the questions below to organize your ideas. Discuss these questions with other students:

- A. How has the nature of the CEO's role and their authority been changing in recent years?
- B. What are some of the challenges CEOs face in terms of controlling their companies and making decisions about investments?
- C. What does blurring boundaries of the firm (for example, when Uber's workforce is not technically classified as employees, but rather as independent contractors) mean for the nature of the CEO's authority?

- D. How is the purpose of a firm evolving, and what are the pressures on CEOs to consider factors beyond shareholder interests?
- E. What qualities and skills are becoming increasingly important for corporate leaders in the 2020s, according to the article?

Tema 25. Exchange Rates.

1. Complete the second sentence so it has the same meaning as the first one. Use the words in capital letters.

1. I regret selling my car to that guy. **IF**
_____ my car to that guy.

2. "If you want to talk to Marina, you should go to her house." **THAT**
She _____ I should go to her house.

3. Students mustn't enter here. **NOT**
Students _____ here.

4. "I don't want to go to the concert with your mother" he told me. **TO**
He _____ to the concert with my mother.

5. Thanks to Marcos, we could finish the work on time. **BEEN**
_____, we wouldn't have finished the work on time.

6. I'm sure she didn't go to school yesterday. She is ill. **GONE**
I'm sure _____. She is ill.

7. "Should I talk to Virginia after the match?" he asked himself. **IF**
He _____ to Virginia after the match.

8. The dog was too slow to win the competition. **NOT**
The dog _____ to win the competition.

9. He was so tall that he couldn't cross the door in proper form. **A**
He was _____ that he couldn't cross the door in proper form.

10. "Do you want to go to the cinema after class?" he asked me. **TO**
He _____ the cinema after class.

11. It wasn't necessary for her to do the laundry yesterday. **HAVE**
She _____ the laundry yesterday.
12. Despite her illness, she went to class to do the exam. **WAS**
_____, she went to class to do the exam.
13. Due to not listening to that old man, now we're lost! **WE**
_____ not be lost now!

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