

BUSINESS ENGLISH

(Ділова англійська мова)

Навчальний посібник

Друге видання

Кам'янець-Подільський

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Друкується за рішенням науково-методичної ради факультету іноземної філології Кам'янець-Подільського національного університету імені Івана Огієнка (протокол № 6 від 25 червня 2019 р.).

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Навчальний посібник містить інформацію, яку можна використовувати у повсякденному житті за кордоном й під час ділового спілкування. Матеріал дібрано з урахуванням професійної та соціокультурної сфер інтересів і потреб студентів різних факультетів.

Посібник складається із текстів для читання, діалогів, лексичних вправ, тестів та додаткових матеріалів, підібраних за тематичним принципом.

Посібник адресовано студентам усіх спеціальностей, викладачам і вчителям, а також усім, хто бажає поглибити свої знання та компетентності спілкування діловою англійською мовою.

PART 1

Comment on the following quotations and proverbs and memorise them

“The man travels the world over in search of what he needs and returns home to find it” (J. Moore).

“The more I see of other countries the more I love my own” (M-me’ de Stall).

Slow and steady wins the race.

“Car is not luxury, it’s nothing but transport” (I. Ilf, E. Petrov)

Every journey gives you its own flavour.

He that travels far knows much.

Answer the following questions

1. What attracts people in the idea of travelling?
2. What does the expression “to travel for pleasure” mean?
3. Why do some travelers really like travelling?
4. Why do the tourists come abroad?
5. Is it pleasant to go on a cruise by luxurious ships?
6. Which do prefer, travelling by train or by plane? Give your reasons.
7. Do you consider sensible to buy the tickets beforehand?
8. What is in your opinion, the most enjoyable means of travel? What way of travelling affords you most comfort?
9. Approve or disapprove the statement “Tourism is a waste of everybody’s time”.
10. Comment on the statement “When in Rome, do as the Romans do”.

Some words are very similar in meaning, and it is important to know exactly when, where and how you can use them. There are many ways of describing how we go from one place to another. Translate the sentences.

A journey means an act of travelling to a place that is far away. **A trip** is an act of travelling to a place, especially when you stay in the place for a short time.

A voyage is a journey in a boat or a ship.

A crossing is a short journey in a ship or a boat, which goes from one side of a sea, lake, or other area of water to the other side.

A drive is a journey in a car.

A ride is a short journey in a vehicle such as a car, or on a bicycle or a horse.

A tour is a journey during which a traveller visits several places, usually within a fixed period of time.

Study the definitions above and complete the sentences

1. The ... in a boat was very interesting.
2. We can hire a car and go for a ... in the country.
3. There is a politician on a ... and he wants hotel accommodation.
4. Last year we decided to go for a horse
5. The Titanic sank on its first....
6. I'd like to go on a day... to London.
7. I'd be delighted to go on a sea ..., but my wife has never been a good sailor, so we can't join you.
8. Last week we made a wonderful ... to the mountains. It took us four hours by coach.
9. The Italian ... was really exciting. We visited a number of wonderful towns and then returned to Rome.
10. The ... to Kyiv by railway took us about three days.

Task 1. *What do we call:*

1) specially prepared surface along which air planes take off and land; 2) bags, trunks, etc. and their contents taken on a journey; 3) a pass for getting on an airliner or ship; 4) place in an airport where one registers for a flight; 5) journey made by air; 6) sloping way from one level to another, e.g., instead of stairs; 7) carriage for luggage on a train; 8) all the persons working on a ship or aircraft; 9) heavy piece of iron used for keeping a ship fastened to the sea bottom; 10) partial vacuum in the atmosphere affecting the flight of an aircraft.

Task 2. *Fill in the blanks:*

Words for reference: *passengers; delayed; mechanic; flight; boot; bonnet; garage; check; run out; deckchair; train; galley; departure lounge; ferry.*

Yesterday John was supposed to take a (1) from London to Paris. He got up very early, put his luggage in the (2) of his car and tried to start the engine. It wouldn't start. John lifted the (3) but he couldn't see what the matter could be. He immediately called his local (4) to ask them to send a (5) at once. Fortunately, the garage had a man free and he was with John within ten minutes. He quickly saw what the matter was. "You've (6) of fuel", he said. John felt very foolish. "Why didn't I (7) everything last night?", he wondered.

Despite all this, he got to the airport, checked in quite early and then went straight through to the (8) to read a newspaper while he waited. Soon he heard an announcement: "Passengers on Flight BA 282 to Paris are informed that all flights to and from Paris are (9) because of a heavy snowfall last night". "If only I had decided to go by (10)", John thought. "It would probably have been quicker in the end and even if I sometimes feel sick on the (11) across the Channel, it can be quite pleasant sitting in a (12) on the deck, watching the seagulls and the other (13). The (14) on a ship seem to produce much better food than those on an aircraft too".

Task 3. Choose from the lists given below the advantages and disadvantages of the following ways of traveling: road train sea air

Advantages:

quick, convenient;
takes you door to door;
you can work on a train;
you can move around;
fresh sea air;
you can enjoy the scenery.

Disadvantages:

tiring for driver;
frequent delays;
can feel seasick;
difficult to get to the airport;
slow for long distances;
poor catering (харчування).

Task 4. Answer the following questions:

A. 1. When are the passengers requested to arrive at the airport? 2. What is the weight limitation in the economy class (first class)? 3. What personal belongings are permitted into the cabin? 4. What does the passenger receive after registering his air ticket? 5. Where must he show his boarding pass? 6. What electric signs should the passenger obey? 7. Who speaks over the public address system on board the plane? 8. What does the captain say to the passengers?

B. 1. What does the passenger fill in while he is still on board the plane? 2. What questions does he have to answer? 3. Does he state the purpose and length of his visit? 4. When do officials check the passenger's passport and visa? 5. Where is the passenger's luggage examined? 6. What does the passenger list in the customs declaration form? 7. What articles are usually brought in duty-free? 8. Which articles are dutiable in our country (in the country you've visited)?

Task 5. Answer the following questions:

1. What do we call a person who sells tickets at a railway station? 2. What is the return ticket? 3. What is more expensive, a return ticket or two single tickets? 4. What is meant by a through train? 5. Which makes better time, a fast train or a local train? 6. What is a timetable? 7. What is the difference between an upper berth and a lower berth? 8. Do you often or seldom travel by airplane? 9. Is airplane more expensive or less expensive than travel by train? 10. Is airplane travel faster or slower than travel by train? 11. What are the duties of an airplane hostess? 12. Why are passengers in an airplane always requested to fasten their seatbelts before the plane takes off? 13. What is meant by an "air pocket", and how do air pockets affect the flight of an airplane? 14. Why do some people become sick when travelling by plane? 15. What is the purpose of the meter in a taxi? 16. What are the taxi rates in your native city? 17. Do you often or seldom ride in taxis? 18. What is the purpose of traffic lights? 19. What other means of public transportation exist in your native city? 20. Can you drive a car? Have you a driver's license?

Task 6. a) Ask your fellow-student what is proper to do when:

- crossing a busy street;
- preparing to drive in a foreign country;
- driving on the motorways.

b) Explain why it is important:

- for a pedestrian to obey the traffic rules;
- for the driver to observe the motoring regulations;
- for the driver to keep to the left in Britain and to the right in Ukraine.

c) Say how you are to behave when:

- you have mislaid your boarding pass;
- you have lost keys to your bags and the customs inspector asks you to open them;
- you have too many cigarettes with you (or too many presents);
- you have only personal belongings with you.

- *Read, translate and remember the following rules and regulations.*

A. Air Travel

Nowadays people mostly travel by air. Here are a few hints on air travel that may be helpful:

1. Passengers are requested to arrive at the airport (air terminal) one hour before departure time on international flights and half an hour on domestic flights.
2. Passengers must register their tickets, weigh in and register the luggage (baggage). The economy class limitation is 20 kg. First-class passengers are allowed 30 kg. Excess luggage must be paid for.
3. Passengers are permitted to take only some personal belongings with them into the cabin. These items include handbags, briefcases or attache cases, umbrellas, coats and souvenirs bought at the tax-free shops at the airport.
4. Each passenger is given a boarding pass to be shown at the departure gate and again to the stewardess when boarding the plane.
5. Watch the electric sign flashes in the plane. When the "Fasten Seat Belts" sign goes on, do it promptly, and also obey the "No Smoking" signal.
6. Listen to the announcements on the public address system. The captain will welcome you on board, tell you all about the flight and the interesting places you are flying over.
7. Do not forget your personal belongings when leaving the plane.

B. Passport Regulations and Customs

Landing formalities and customs regulations are about the same in all countries.

1. While still on board the plane the passenger is given an arrival card to fill in, he fills in (in block letters) his name in full, country of residence, permanent address, purpose and length of visit, and address in the country he is visiting.
2. After the passenger has disembarked, officials will examine (check) his passport and visa (to see if they are in order).
3. In some countries they will check the passenger's certificate of vaccination.
4. When these formalities have been completed the passenger goes to the Customs for an examination of his luggage.
5. The passenger is required to fill in a customs declaration form. He must list all dutiable articles. (Personal belongings may be brought in duty-free.) Here is a partial list of prohibited articles (items): firearms, drugs, in some countries - meat products, fresh fruit and vegetables.
6. The Customs inspector may ask you to open your bags for inspection. After you are through with all customs formalities he will put a stamp on each piece of luggage.

Task 7. Translate the following sentences into English:

1. Вам краще зараз розпочати пакувати речі, якщо ви не хочете спізнитися на потяг.
2. Нам пощастило сісти в автобус, хоча він був переповнений.
3. Ми можемо спізнитися на потяг. Залишилося менше ніж півгодини до відправки.
4. Ви дізналися, кому належить ця валіза? - На жаль, ні. Віднесемо її до бюро знахідок (Lost Property Office / АЕThe Lost and Found).
5. Щоб дістатися до готелю, вам потрібно буде проїхати по цій вулиці і повернути направо.
6. Зробіть мені послугу, будь-ласка. Дізнайтеся, на який потяг мені слід сісти,

щоб дістатися до Лондона рано- вранці. 7. Ви повинні будете пройти митний огляд та заповнити митну декларацію. 8. Як тільки я відремонтую машину, ми поїдемо до моря. 9. - Ви замовляли кімнату? - Так, я замовляв кімнату по телефону два дні тому назад. Моє прізвище - Джеферсон. 10. Ми залишили вам кімнату на четвертому поверсі з ванною і телевізором.

Task 8. Translate the dialogues into English and dramatize them. Work in pair.

1. -Мені потрібно два квитки на потяг 10:20 до Ліверпуля. Спальний вагон, будь-ласка.

-Вам квитки туди і назад, сер?

-Ні, лише в один кінець.

-Верхні чи нижні місця?

-Два нижніх, будь-ласка.

2. -У мене квиток на рейс 103.

-Ваш багаж перевищує допустиму вагу. Доведеться вам заплатити за зайву вагу.

-Будь ласка.

-Дякую. Візьміть, будь ласка, ваш квиток і квитанцію на багаж(label).

-Можете пройти нагору до зали очікування. Скоро оголосять ваш рейс.

3. - Це ваші речі?

-Так, це моя валіза.

-Дозвольте її оглянути. Чи є у вас речі, що підлягають обкладанню митом?

-Здається, ні. Лише пачка цигарок.

-Це дозволяється.

-Дякую.

Task 9. Read and dramatise Dialogues 1, 2. Complete the Dialogues 3, 4; dramatise them. Work in team

1. Booking a Room at a Hotel

Receptionist: Good evening, sir. Can I help you?

Mr. Smith: Good evening. I want a single room, please.

R.: Have you booked a room?

Mr. S.: No, I'm afraid not. I didn't know I would be coming until today.

R.: How long are you going to stay?

Mr. S.: At least a week - possibly longer.

R.: I'll see what we have, sir. We are very full at present. Now, let me see. Yes, I can offer you a room on the first floor, or there's one on the second floor with a private bathroom.

Mr. S.: Good, I'll have the second floor then, if I may. And what about my luggage?

R.: The porter will take your cases up immediately.

Mr. S.: Thank you.

R.: Would you like early morning tea in your room?

Mr. S.: Yes, and the morning papers, please.

R.: Certainly, sir.

2. At the Airport

Porter: Any luggage, madam?

Mrs. Jones: Yes, the two cases here. I'll keep this brief-case.

P.: I'll take your luggage to be weighed, madam You'll find the ticket desk straight across the hall.

Mrs. J.: Thank you.

Receptionist: Good morning.

Mrs. J.: Good morning. I have a ticket for flight BEA 987.

R.: May I see your ticket, please?

Mrs. J.: Here it is.

R.: Is this your luggage?

Mrs. J.: That's right.

R.: Your luggage is underweight. Here is your ticket and, this is your luggage label, which you show at your destination when you get your luggage.

Mrs. J.: Thank you. Where do I have to wait?

R.: Will you go upstairs to gate 3 and wait for the announcement of your flight.

Announcer: British European Airways announce the departure of their flight BEA 987. Passengers travelling on this flight are requested to proceed to gate 3 for customs and immigration formalities.

R.: (At Gate 3) Have your passport ready. This way, please.

3.

Receptionist: Good afternoon, sir. What can I do for you?

Andrews: ...

R.: Have you booked a room?

A.: Yes, ...

R.: Oh, yes. Mr. Andrews, we've got your letter of 5th April and we have reserved a single room for you on the fourth floor.

A.: ...

R.: Yes, it has a private bathroom and all other modern conveniences. If you like, I can offer you another room on the third floor, which is very quiet, but it is small and has no TV set in it.

A.: ...

R.: You can leave your case here, the porter will take it to your room. Here is your key, sir.

A.: ...

R.: You are welcome, sir. I hope you enjoy your stay here.

4.

Mr. Brown: Flight BEA 783, tourist class, single, please.

Booking clerk: Fifty pounds, please.

Mr. Brown: ...

Booking clerk: You'll find the ticket desk further on your left.

Mr. Brown: ... Porter!

Porter: Is this your luggage, sir?

Mr. Brown: ...

Ticket desk receptionist: Good evening. Can I help you?

Mr. Brown: ...

Receptionist: May I see your ticket, please?

Mr. Brown: ...

Receptionist: Here is your ticket and your luggage label. Your plane takes off in half an hour. Your flight will be announced soon.

Mr. Brown: ...

Task 10. Read and memorise the words. Translate the sentences using them.

be competent бути компетентним

bonus премія

charge загальна назва оплати будь-яких послуг

competitive конкурентноспроможний

complex складний

controller- головний фінансист

delegate authority розподіляти обов'язки

executive керівник

fee плата

foreman майстер

have direct authority over smb. мати владу над кимось

head of department керівник відділу

hold the position займати посаду

immediate subordinate безпосередній підлеглий

immediate superior безпосередній керівник

line chain of command лінійна структура підпорядкування

line position лінійна посада

obligation (syn. duty) обов'язок

opening position (vacancy) вакансія

organization structure організаційна структура

organizational chart організаційна схема

position посада

promising (syn. prospective) перспективний, багатообіцяючий

recruit комплектувати

red-tape канцелярська робота

reference 1) посилання; 2) рекомендація, відгук

referrals посилання

relationship взаємовідносини

responsibility 1) відповідальність; 2) обов'язок; 3) платоспроможність

salary зарплата службовців

set objectives ставити мету

simplify спрощувати

span of control сфера безпосереднього підпорядкування

specification уточнення

upgrading підвищення кваліфікації

vice-president віце-президент

vice-president of marketing віце-президент із збуту

vice-president of production віце-президент із виробництва

wages зарплата робітників

work under pressure працювати під тиском

Task 11. *Translate into English using the words from the previous exercise*

1. Познайомтесь, це наші керівники відділів.
2. Вона не є претендентом на посаду головного бухгалтера.
3. Пані Т. вміє розподіляти обов'язки.
4. Поясніть мені лінійну структуру підпорядкування.
5. Він завжди комплектує кадри нашого підприємства.
6. Наша фірма має вакансії менеджера зі збуту та секретарки.
7. Я хотів би поговорити з віце-президентом із виробництва.
8. Його посада в компанії дуже відповідальна.
9. Адміністратор ставить мету, приймає на роботу, звільняє.
10. Їй не подобається працювати під тиском.
11. Я не звик до канцелярської роботи.
12. Управляючий повинен бути компетентним.
13. Керівник цієї групи - талановитий спеціаліст.
14. Нам потрібно найняти нового працівника.
15. Помістить об'яву в газету.
16. Цей керівник має великий досвід.
17. Кандидати на посаду повинні надіслати резюме та два види характеристик.
18. Ви знайдете всю інформацію у відділі кадрів.
19. Зверніться в агентство з працевлаштування.
20. Роботодавець повинен звернутися в консультаційну фірму.

Task 12. Write the words corresponding to the explanations given below

1. Public flying ground for use by airliners
2. Place in airport where one registers for a flight
3. Railway coach fitted with beds or berths
4. A boat carried on a ship for use in case the ship is in danger of sinking
5. A bus with an upper compartment
6. Underground railway system
7. All the persons working on a ship or aircraft
8. The kitchen on a ship
9. A small glass window in the side of a ship or aircraft
10. One of the separate divisions of a railway carriage

Task 13. *Complete the following sentences using the words: beforehand, through, used to, book up, book seats, off, feel like, a lower berth, an upper berth, express, goods, passengers.*

1. I called the information bureau and found out that there was no... train to Chernivtsy.
2. We had to leave Kyiv by a slow train because the express trains were
3. I prefer a but my son prefers an; he likes to sleep on trains.
4. Let's get in, our train leaves ... in 5 minutes.
5. This train stops only at larger stations because it is an
6. I taking a map, wake me up when we arrive in St. Petersburg.

7. Though we all seem to agree that the future belongs to air transport, the railroads today still carry a lot of ... and
8. My grandmother travel a lot when he was young.
9. You can by phone.
10. In the summer there are a lot of travelers, so you have to book seats

Task 14. Complete the following sentences, using as many active words as possible.

1. The plane took ... and
2. We were flying way up above the clouds at
3. You can book
4. Many passengers prefer to travel by plane because
5. Before boarding the plane we have to
6. At the beginning of the flight the stewardess
7. My friend saw me off at the airport and
8. I had already taken my seat when I heard
9. We were flying over the ocean. The weather was not favorable and I
10. You are allowed to take 10 kg of luggage along with you

Task 15. Fill in the blanks with the following words: cabin, on board, overboard, passage, food, journey, meals, restaurant, seasick, shared, ticket.

Economy wasted

A tourist was staying in Norway for a couple of weeks and spent all his money. He could pay his ... back to England. He thought: "It's only two-days' ... and I can go to England without ...". So he went a ship and bought a He closed his ears to the sound of the lunch bell and when dinner time came he did not go to the He ... his cabin with an Englishman and he said to him: "I am I don't feel well". The next morning he didn't have breakfast. And at lunch time he again stayed in his At dinner time he was so hungry that he said: "I am going to eat even if they throw me ... afterwards".

At the dinner table he ate everything put in front of him. Then he asked for the bill.

"The bill, sir?" asked the steward.

"Yes", answered the tourist.

"There isn't any bill", was the answer. "On the ship ... included in the passage".

Task 16.

1. Janet Cooper wants to go to Spain on holiday with her family. She decided to fax the receptionist at the Hotel Plaza in Alicante to see if they have the accommodation she requires.
2. Write out the words of Janet's message in the correct order.

Date _____

To _____

From _____

- a. rooms hotel I to some would like reserve at your
- b. in 28 July We on Alicante are arriving
- c. ten hope stay to We for nights leaving 7 August on
- d. and husband like room I My double balcony a would with preferably a
- e. require Our a two teenage daughters twin room
- f. are all en-suite that We understand your bedrooms
- g. you this confirm Could?
- h. a sea view possible Is have it rooms to with ?
- i. available if me let you Please for know have dates these room.
- j. grateful if I be would also me you could tell room each price the of
- k. from I forward look you to hearing

Task 17. *What do we call?* 1. The place in an airport to register for a flight. 2. The place where you collect your luggage after the landing. 3. Heavy piece of iron used for keeping a ship fasten to the sea bottom. 4. All the people working on a ship or aircraft. 5. The place to which a person or thing is going or is being sent on.

Task 18. In each of the following sentences there is one mistake. Find and correct it.

- a. If would know Peter, you would like him.
- b. This is an expensive bike, so look it after carefully.
- c. I promise I give it to you tomorrow.
- d. I live by my parents.
- e. Last week had I an exam.
- f. Where is the accommodation office?
- g. We discussed about the problem.
- h. I bought the book in a library in the High Street.
- i. I will answer the phone – it can be for me.
- j. I am born in 1974.

Task 19. Formal and informal letters.

1. Here are two letters. One is written to friends, the other to a hotel. The lines of each letter are mixed (but the two letters are not mixed). *Put the lines in the right order.*

2. *The purpose of the two letters is the same, but the lines are different because one is formal the other is informal.*

Compare some of the lines.

Examples

Could you do something for me?

I would ask you a favour.

Thanks a lot.

I would be most grateful.

3. *Choose one of the letters, and write the reply to it. Explain that you looked very carefully for the trousers, but couldn't find them.*

The following notes will help you.

Alice and Jim's letter

Dear Jack

Thanks for you letter. We enjoyed ..., too.

I'm sorry to say that I looked everywhere ..., but I couldn't

Have you looked ... ? Perhaps you ... ?

Sorry I can't help anymore.

See you soon!

The hotel's letter

Dear Mr. Higgins

Thanks you for your letter of 13 January.

We are delighted that

We are sorry to inform you that ... unable to find ...

We searched

We look forward

Monday

Dear Alice and Jim

- a. Would you mind having a look for me?*
 - b. The conversation was excellent and the food delicious!*
 - c. I think I left a pair of brown corduroy trousers in the wardrobe of my room.*
 - d. I had a wonderful time.*
 - e. Please can you let me know if you find them?*
 - f. Thank you for having me to stay last weekend.*
 - g. It was lovely to see you all. See you again soon!*
 - h. Could you do something for me?*
 - i. Thanks a lot.*
- Love Jack.*

Dear Reception

- j.** Could you possibly check if this is so?
- k.** The service was superb and the food delicious!
- l.** I have mislaid a pair of brown corduroy trousers, which I suspect I left in the wardrobe in my room.
- m.** We had a most pleasant few days.
- n.** I look forward to hearing from you.
- o.** Many thanks for the weekend break that my wife and I enjoyed at your hotel recently.
- p.** We hope to visit your hotel again soon.
- q.** I would like to ask you a favour.
- r.** I would be most grateful.

Yours sincerely

Jack Higgins

Task 20. Read the text below.

Tourism has many advantages and disadvantages. The advantages of tourism include firstly that it provides direct employment for the people associated with occupations in bars, hotels or for tour guides. This way the average standard of living of people increases.

Secondly, tourism provides indirect employment in terms of factory workers who help to produce goods and services in the economy to meet the increasing demands of the population and the tourists. Tourists also take with them souvenirs which can be produced by people.

Thirdly, tourism provides much needed foreign currency and foreign investment. The economy of third world countries can boom through this and the population benefits through this.

Lastly, the country has more money so it can improve its infrastructure which is a benefit for the local people.

In spite of the advantages of tourism, there can be many disadvantages too as there are always two sides of everything. First of all, tourists cause pollution and can damage the environment.

Secondly, building up the infrastructure is costly and money that is spent may have been better spent elsewhere.

Thirdly, tourism benefits only the right industries; others may be worse off as traditional industry is often lost. Producers would in this case only produce what is demanded and old traditional things may not be produced. The country may become a puppet in the hands of tourists and there may be really high dependency on only the tourism industry.

Fourthly, tourists don't always respect traditional cultures and cultures can be broken down as a result of tourism. The country may lose its original values and a sense of identity.

Now, answer the questions.

- Do you agree with the authors reasoning?
- Don't you think the author somewhat stretches the truth and exaggerates dangers?
- Would you like more people to come to the Carpathians as tourists?
- Do you believe the local population welcomes the development of the tourism industry in the Carpathians?
- What's more important - the money tourists bring to the region or balance in nature tourists inevitably upset?

Task 21. Read and reproduce a dialogue

Clerk: Hi! Can I help you?

Martin: Yes, we had a reservation for this weekend.

C.: All right, what was the name, sir? ;

M.: Baum, Martin Baum.

C.: Baum ... Baum ... oh, yes, here it is. A double for two nights?

M.: Yes, that's right. But we were wondering ... would you happen to have a suite available this weekend, something with a living area and a kitchenette?

C.: Well, the only one that's available this weekend is the executive suite, and that'll run you \$140 a night.

M.: I see. That's pretty high ...

C.: You know, sir, this double is more than twenty feet square, and it has a refrigerator.

M.: Oh, really? That sounds fine, then. What do you say, Sally?

Sally: Sounds good to me, too.

C.: Good, the double then. Do you have a credit card, sir?

M.: No, I'll be paying cash

C.: Then I'll have to ask you to pay in advance. Fifty-five a night, plus \$8 tax comes to \$126. And would you fill out this registration form, please? Here's a pen. Just your name, address, and the make and license number of your car.

M.: OK ... here you are. And travelers checks for \$130.

C.: Fine, Mr. Baum. Here's \$4 change. Check-out time is 12:00 noon. The bellman will take you up ... Harvey! Room 615 ... If you need anything, just let me know.

M.: Thank you. Good night.

Task 22. *In the following dialogue translate italicized words and dramatize it*

Preparing to Travel

Shannon: It looks like you're ready for your trip. You must be *psyched*.

Ignacio: Yeah, I am. I'm almost ready. I've gone to the post office and filled out a form so they'll *hold my mail* while I'm gone.

Shannon: I could pick up your mail for you.

Ignacio: Thanks, but it'll just be easier this way. I've also called the newspaper office to have my newspaper delivery *suspended*. Tomorrow I'll arrange for my bank to *automatically* pay my bills so I won't have my *utilities cut off or accrue* any late fees.

Shannon: I could pay your bills for you. I don't mind.

Ignacio: It's nice of you to offer, but I've *got it covered*. This morning, I took my plants over to my neighbor's house. He agreed *to water* them for me while I'm gone.

Shannon: I could have come over and watered your plants. That wouldn't have been a problem at all.

Ignacio: Thanks for being willing to do that. As always, you're so helpful.

Shannon: Oh, I try my best...

Ignacio: I was wondering if I could ask just one favor from you.

Shannon: Of course you can. Just *name it!*

Ignacio: You know my dog, Rex...

Shannon: Oh, no...

Ignacio: I could *board* him at a *kennel*, but he's had bad luck at kennels. Could you *look after him* while I'm gone?

Shannon: No way!

Ignacio: Why?

Shannon: Why don't you ask the people who worked at those kennels where Rex has been? I'm willing *to pitch in*, but I'm no *sucker!*

Task 23. *Read the text, make up a plan of it. Translate the text.*

HOTEL TYPES

Hotel is a place where a traveller may find food and shelter. The best hotels have comfortable bedrooms, good facilities and accommodation. It should be as near to the centre of the town as possible. It should be located near the airport. The hotel may include a business centre.

There are several types of hotels.

1. Luxury hotel provides facilities a wealthy guest may need. Usually it contains a business centre.
2. Resort hotel is situated in a place where tourists like to stay, often near the sea, lake or in the mountains. Guests usually book it in advance.
3. Commercial hotel is often located in the town centre and provides accommodation for businessmen.
4. Congress hotel provides everything necessary for large meetings and conferences.

5. Airport hotel provides accommodation for people who go to or come from other countries and usually stay for one night.
6. Country house hotel provides comfortable but informal accommodation for people who want to relax in a quiet place.
7. Guest house is intended for accommodation for holiday visitors or for long-stay guests.
8. Motel is designed to provide a service to motorists.
9. B&B is a small hotel that provides home-like accommodation at a low price and the morning meal for visitors. The letters B&B stand for “bed and breakfast”.

The hotels may be: 5-star hotel, 4-star hotel, 3-star hotel, 2-star hotel and 1-star hotel.

- 5-star hotel offers the highest international standards.
- 4-star hotel provides a high standard of comfort and service. All bedrooms have a private bathroom/shower with lavatory.
- 3-star hotel includes two thirds of the bedrooms, which contain a private bathroom or shower with lavatory, fuller meal facilities are provided.
- 2-star hotel contains 20 per cent of bedrooms that have a private bathroom or shower with lavatory.
- 1-star hotel is generally small with good facilities. It is furnished well and has adequate bath and lavatory arrangements.

Task 24. Read, translate and answer the questions:

HOTELS

When travelling people almost always stay at hotels. It is advisable, therefore, to remember the following:

1. The first thing to do is to book a room in advance either by letter, telephone or telegram. Otherwise you may arrive at the hotel and be told that there are no rooms.

On arrival at the hotel go to the reception desk in the lobby and confirm your reservation. The clerk will then give you a registration form to fill in and sign (the form is filled in block letters). In smaller hotels you simply sign the visitor's book and give your permanent address.

2. At large hotels you may ask for any service by telephone. You tell the operator if you wish to be called at a certain time, you call room service when you want a meal or drinks sent up to your room, valet or maid service if you need something (a suit or dress) cleaned or pressed.

3. Let the hotel management know well in advance the day and time of your departure.

1. Why is it advisable to book a room in advance? 2. How can one reserve a room? 3. How does one confirm a reservation? 4. What does a visitor fill in on arrival at a hotel? 5. Why must the form be written out in block letters? 6. Who and when must

you tell about your departure? 7. What kind of service may you ask for by telephone at large hotels?

Task 25. Make up a story using the suggested words and word combinations. Retell it in class.

Going on a Trip

To fix the time; to go (get) by air (boat, train); a date; to leave for; to find out; to learn; to get tickets; an entry (exit) visa; to go through the customs; to stay at a hotel; a comfortable room; a manager; a receptionist; a reception desk; (un)favourable weather conditions; to get acquainted; to make friends; to go (fly) back; to enjoy the trip (stay, visit); to take pictures; to travel about the country; to find the trip interesting (pleasant, useful).

Task 26. Read, learn the words and act the dialogue out.

DISCUSSING A CONTRACT

Topical words

clause пункт(договору)

implementation запровадження, виконання

to take into account брати до уваги

efficient ефективний

appendix додаток

respectively відповідно

a counter offer зустрічна пропозиція

to solve problems there and then розв'язати питання в робочому порядку

Let it be so Згоден.

Mr Manson: Good afternoon, gentlemen. Mr Parker, glad to see you again.

Mr Parker: Good afternoon, Mr Manson. Good afternoon, gentlemen.

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

Mr Manson: I fully agree with you, Mr Parker. I and my experts have thoroughly studied the clauses of the contract. Mr Baretto, our sales manager, will speak about our proposals as to some alterations.

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

Mr Parker(looking through the catalogue and appendix): Well, I think we are not going to have any problems with this.

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

Mr Baretto: Dear Mr Hammer, the matter is that the 24 months period is our confirmed term. However, having analyzed all the data, we decided that we could meet your requirement.

Mr Hammer: Thank you.

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

Mr Parker: No, I think we have settled all the points quite clearly. *Mr Baretto:* If we come across any problems later, we shall solve them there and then.

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

Mr Manson: All right, let it be so.

Task 27. Find the English equivalents for the following

Проект контракту; радий вас бачити; перейдемо до справи; бути впевненим; ознайомитися; нам хотілося б знати; згоджуватися; пункт контракту; як тільки; практичне здійснення; я цілком згоден; ретельно вивчати; управляючий службою збуту; підкреслювати; включати; як зазначалось; додаток; проглядати; зустрічна пропозиція; дані; річ у тому, що; юрист.

Task 28. Answer the questions

1. How did these businessmen start their conversation?
2. What did the buyer want to know?
3. When could they sign the contract?
4. What post does Mr Baretto hold?
5. What did he stress in his speech?
6. Who has made a counter offer? What was it?
7. What is the confirmed term of the guarantee period?

Task 29. Make these sentences complete

1. Let's go down to ...
2. Have you got acquainted with ...?
3. We'd like to know whether
4. As soon as we make the final version
5. We have thoroughly studied
6. I'd like to
7. The price per unit of equipment
8. As you are so strict on
9. The 24 months period
10. Are there any other points of the contract

Task 30. Translate into English using topical vocabulary from the dialogue

1. Вони уклали контракт на поставку комплектного устаткування.
2. Решта питань може бути вирішена в робочому порядку.
3. Представники покупця, безумовно, ознайомилися з проектом контракту.

4. Як тільки ми підготуємо остаточний варіант контракту, він буде представлений вам на розгляд.
5. Експерти нашої фірми ретельно вивчили всі пункти контракту.
6. Керівник служби збуту запропонував внести деякі корективи.
7. Ціна за одиницю устаткування вказана в додатку до контракту.
8. Ми зіткнулись з деякими проблемами, але зможемо розв'язати їх у робочому порядку.
9. Ми задоволимо ваше прохання про продовження гарантійного періоду.

GRAMMAR

PASSIVE VOICE

We form the Passive Voice of Present, Past and Future Tense sentences with the appropriate form of to be and the Past Participle of the main verb.

Active

He delivers the mail.

He delivered the mail.

He will deliver the mail.

Passive

The mail is delivered by him.

The mail was delivered by him.

The mail will be delivered by him.

We form the Passive Voice of **Present Perfect** sentences with have (has) been and the Past Participle of the main verb.

He has delivered the mail.

The mail has been delivered by him.

Task 31. *Change the following sentences from active to passive. Be sure to keep the same tense*

1. They signed the contract.
2. The company has bought the equipment.
3. We'll make the final version.
4. The sales manager took the proposal.
5. They have analyzed the proposed draft.
6. The manager had looked through the catalogue before he came to this conclusion.
7. Mr Hammer confirmed the terms.
8. We have settled all the points.
9. We are preparing the contract for signing.

Task 32. *Translate into English using topical vocabulary from the dialogue and the Passive Voice*

1. Ці питання будуть розв'язані в робочому порядку.
2. Проект контракту був уже підготовлений.
3. Ці пункти було включено до контракту.
4. Остаточний варіант зараз розробляється.
5. Контракт буде підписано наступного тижня.
6. Усі дані аналізуються.
7. Гарантійний строк було продовжено від 24 до 36 місяців.

8. Ці питання вже вирішено.
9. Це положення підкреслюється в додатку.
10. Як правило, робляться пропозиції у відповідь.

Task 33. Scan the text and divide it into logical parts. Headline the logical parts

TRAVELLING

Travelling is necessary to us all. It keeps us from growing stale and old by giving us that movement and change, which are necessary to our life. Every child spends a large proportion of its time in a dream about trees, or the sea, or central Africa, or some other subject.

One of the objects of travel is to go in search of beauty. The beauty-spots of the world are magnets drawing travellers year after year. More valuable to the traveller is the knowledge, which he gets from other people. It is a stay-at-home who is always ready to call someone else “queer” because his ways are different. The more a person has sympathy with all sorts of ways, the easier it is for him to understand another point of view. The other motivation factors for travelling are leisure, business, health, congresses and other meetings, study and religion.

Many people plan to go on a two-day trip for the weekend. If young people are away from home they may go home to stay with some relatives or friends. Some people prefer to go to the seaside by car, as it is very comfortable and rather cheap. Some people like to travel by plane, by train or by ship.

Today, travel agents offer all kinds of holidays to all types of people, as nearly everybody can afford some sort of holiday. Travel agents' windows are full of ads (advertisements), especially during the summer months. Active pursuits are water sports, rock climbing, and excursions by bike, horse riding or simply walking to faraway places. Travel agents think that their customers consist of certain types of people. For each type, they try to offer the “right” price in the “right” country. All this must be planned very carefully. So, while most people are still busy buying Christmas presents, the travel agents have already decided where their customers will be going next summer, what kind of things they will be doing there and how much money they will be spending on their holidays.

A package holiday is a holiday, which is arranged by a company at a fixed price, which includes travel, hotels, and meals. It is very popular. In many countries if you go to a travel agent you can buy a “last minute” package or package holidays that someone has cancelled for up to 50% less than the original cost.

In spite of the many advantages which travel agents can offer, there are still quite a few people who “go it alone”, choosing their own destination and booking their tickets and accommodation themselves.

Travel agencies started long ago. Thomas Cook was one of the first travel agents. He started to organize excursions by train in the middle of the last century. Later on, he also organized excursions from England to the European continent. The first tour in the modern sense was put together by Thomas Cook in England, in 1841, and the firm of Thomas Cook and Sons has remained one of the famous names in the tourist industry.

Sometimes the agents are right (people will be doing exactly what the travel agents have planned for them) but sometimes they are wrong. All this makes their business rather risky, because if they make mistakes, they can lose a lot of money.

Notes:

1. to keep smb. of us from growing stale and old – не давати старіти та «застоюватися»
2. queer – дивний
3. go it alone – йти своїм шляхом
4. to put together – *тут*: організувати

Task 34. *Fill in the proper words or phrases*

1. One of the objects of travel is to go
2. It is a ... who is always ready to call someone else “queer”.
3. The motivation factors for travelling are ..., ..., ..., ... and
4. Many people plan to go on ... for the weekend.
5. Some people prefer to go to the seaside by ..., as it is very comfortable and rather cheap.
6. Some people like to travel by..., others — by ... or by
7. Active pursuits are:, excursions by ..., horse or... to faraway places.
8. For each type of people ...try to offer package holidays.
9. A package holiday is a holiday, which is arranged by ... at a..., which includes ..., ..., and
10. A “last minute” package is a package that someone for up to ...% less than the original cost.
11. A few people who “go it alone”, choosing their own ... and ... their tickets and ... themselves.
- 12.... was one of the first travel agents.
13. The first tour in the modern sense was organised by Thomas Cook in ..., in

Task 35. *Make up the questions to which the following sentences might be the answers*

1. Travelling keeps us from growing stale and old.
2. The beauty-spots of the world are magnets drawing travellers year after year.
3. The other motivation factors for travelling are leisure, business, health, congresses and other meetings, study and religion.
4. Some people prefer to go to the seaside by car because it is very comfortable and rather cheap.
5. Some people prefer to travel by plane, by train or by ship.
6. A package holiday includes travel, hotels, and meals.
7. Thomas Cook was one of the first travel agents.

Task 36. *Review tasks*

1. Prove your friend that it is necessary to travel.
2. Prove that there are many reasons for travelling.
3. Describe your last travelling.
4. Explain why you prefer/ don't like a package holiday.

Task 37. *Read the text, make up a plan of it. Translate the text.*

CAREERS IN TOURISM

The travel and tourism industry is growing very fast. Today more people look for quality vacations where they can relax and also do something new and interesting. Unless tourist traffic grew, travel-related jobs would not increase. These relate to various related services facilitating travel, such as travel agencies, banking, hotels, guides, air lines and other services. Some of them may be seasonal, limited to the tourist season from September to March but others are permanent in nature. Travel-related jobs are best suited for individuals who enjoy meeting people and make them comfortable. They are for those who like adventure and travelling. True, some are desk jobs, but even these jobs entail understanding the needs of the traveller and making the best arrangements possible for him.

Some of the areas where careers can be made are described here:

TRAVEL AGENCIES: Without travel agencies travelling would be impossible. They require that travel agents deal with customers, guide them. Travel agencies plan holidays and finally offer tickets for the best routes. They also help in foreign exchange and visas. The requirements are a pleasing personality and the ability to deal with customers. It is desirable that travel agents possess knowledge of destinations.

TOUR OPERATORS: There are many companies operating tours for the domestic as well as the international tourists. Some may be for the usual destinations like hill stations but others are for unusual activities like river rafting, gliding, rock climbing and camping. Tour operators need people for selling the concept and then to accompany the groups to the destinations. Again, the qualities required are a pleasing and outgoing personality, knowledge of the activities and often participation in them with the tourists. A person hoping to work with a tour operator must be able to travel with the groups and know people at the destinations to make the tours pleasant for the client.

TOURIST GUIDES: Three categories of tourist guides are known to be regional, state level and monument guides. The best guides and those who are in demand are those who are able to get the maximum advantage for the tourists. It is required that guides be in touch with foreign agencies. A fixed itinerary is offered and guides take the groups to those areas, which they are familiar with. Apart from the activities mentioned above, wildlife safaris are also becoming increasingly popular. If a guide understands the foreign tourist and his needs, he will be able to earn a round sum.

HOLIDAYS CONSULTANTS: This is a new concept, the idea is that the tourist gets all the details of travel and itineraries from one source. The holidays consultant will sell the holidays, plan out the itineraries and help in travel plans, and arrange for ticketing and other details as well. It is essential that holidays consultants know the destinations and the activities available.

AIRLINES: Airlines require people for ground as well as flight duties. On the ground the duties are in offices, at the airline desks in airports and for checking and managing flights. A course in travel or a qualification on hotel management helps to get in. Particular jobs that provide useful knowledge include those of ticket agent and reservations agent for the airlines. Airlines also require air hostesses and stewards for flights. The jobs are glamorous and afford the possibility of travelling

to exciting destinations. Free tickets for the family offered by some airlines are an added advantage.

CAREERS IN HOTEL MANAGEMENT: With hotels coming up in record numbers to cater to the ever growing domestic and international travellers, the demand for trained professionals has multiplied in the industry.

The people who write about travel also receive lavish treatment from the tourist industry. There are relatively few travel writers, they play an important part in publicizing the industry. Without them it would be impracticable to promote the tourist industry. There is small industry involved in writing and publishing guide-books.

Notes:

to sell the concept продавати путівки через посередників

to sell the holidays продавати путівки відпускникам

Task 38. *Answer the questions*

1. What is the common feature of all jobs in tourism?
2. What is the range of activities of travel agencies?
3. What traits must travel agents possess?
4. What are the main functions of tour operators?
5. What are the categories of tourist guides?
6. What qualities do guides need?
7. What does the job of holidays consultants involve?
8. What jobs do airlines require?
9. What services do banks provide for their clients?
10. Why do travel writers receive lavish treatment?

Task 39. *Act out:*

1. You work for the World Tourism Organisation in London. You are giving an interview to a correspondent. The interview is devoted to tourism jobs.
2. You are discussing tourism jobs with your friend.

Task 40. *Topics for Oral Compositions*

1. The main jobs in tourism.
2. The common features of all jobs in tourism.
3. Tourism jobs, which are very attractive to you.

Task 41. *Scan the text and do the tasks below. Headline the text*

Unless air travel developed and wealth increased, the increase in leisure would be impossible. Throughout the world, hours of work have declined. The working week has become shorter. The number of public holidays and the amount of paid leave have increased. Like most service industries, tourism is labour-intensive. The range of tourism jobs is very high. Many people are involved in public relations. If there were no specialists involved in public relations, it would be difficult to promote tourism.

Public Relations (PR) is often confused with advertising. It is, however, a distinct branch of communication and involves informing and educating the public

about the activities or philosophy of an organization. Some companies have their own PR departments, while others appoint consultants or agencies specializing in the job. The keyword is communicating the company's point of view to various target groups, in an effective manner in order that a favourable impression should be formed. PR is, thus, a powerful management function and a serious business activity. It does not mean merely building relations with different groups.

The importance of PR is growing by the day. Both tour operators and travel agencies have realized that advertising must be supplemented with an effective PR. This helps in keeping close to the customer to satisfy needs and anticipate changes in customer demand. Many companies have recently launched customer club through which they keep in contact with their customers, take their advice and inform them about services. A happy customer will most likely make repeated purchases, so an effective PR makes a good business sense too. It is a means to win customer loyalty.

The functions of PR can be described as follows:

- a) Press Relations: One objective of the PR manager is to ensure that the company get written about favourably in the press. For this, tint ions with media correspondents have to be maintained. They have to be provided with information and handouts.
- b) Communications: It is necessary that customers know what they are doing in the company or plan to do in the future. Misunderstandings may otherwise arise which may affect the business in lie long run.
- c) Lobbying: Effective PR can influence public policy. An important function of the PR professional is to maintain close relations and convince influential people in various walks of life.
- d) Counselling: Doubts have to be removed from the minds of people through meetings and counselling, which will help keep contacts and not let doubts remain which may have an adverse impact on the company.

Notes:

keyword ключове слово

confuse плутати, змішувати

appoint призначати, визначати

target group цільова група

to satisfy the needs відповідати вимогам, задовольняти потреби

anticipate передбачити

launch відкривати (клуб)

convince переконувати

impact вплив

appointment призначена зустріч, побачення

to make an appointment призначити зустріч

to keep an appointment прийти в призначене місце чи час

to cancel an appointment скасувати зустріч

to work by appointment працювати за «записом» (т.б. необхідно заздалегідь призначити зустріч)

employment agency агенція із працевлаштування

to counsel давати пораду, рекомендувати

counselor консультант (працівник агенції)

resume *syn.*: curriculum vitae резюме

occupation *syn.*: trade, business, profession заняття; рід заняття, професія
 position *syn.*: post посада
 to employ наймати *syn.*: to hire
 employer працедавець
 employee працівник
 responsibility *syn.*: duty відповідальність
 salary заробітна плата
syn.: wages, pay, earnings
 bonus премія
 to apply (to smb. for smth.) звертатися, написати заяву на
 application заява
 applicant претендент
 reference відгук, рекомендація
 skill уміння, кваліфікація
 qualified *syn.*: skilled, experienced staff *syn.*: personnel кваліфікований,
 досвідчений штат співробітників
 diary щоденник
 to drop in зайти, заглянути

Task 42. *Answer the questions*

1. What do PR involve?
2. What is the keyword of PR?
3. What are the functions of PR?
4. What does each function mean?

Task 43. *A sightseeing holiday*

Sightseeing

You may do a bit of sightseeing on holiday, or you may do a lot of sightseeing, but you will probably go to a museum or art gallery, and see or visit some of these things:

Many people go on a sightseeing tour of a town (usually in a bus); they can also go on a tour of the castle / the cathedral / the art gallery, etc. When you are sightseeing, it helps to buy a guidebook (= a book of information for tourists) and a map of the town you are in.

Things that tourists often do on holiday

look round the shops / have a look round the shops
 take photographs
 spend a lot of / lots of money
 buy souvenirs (= typical products from the country)
 get lost (= lose their way)
 go out most evenings (- go to different places for social reasons, e.g. restaurant or disco) have a good/great time (= enjoy themselves)

Describing 'places'

The word place is very common and can describe a building, an area, a town, or country. Bruges is a lovely place (= town) and we found a really nice place (= hotel) to stay.

The town is full of interesting places (= areas/buildings).

These words are often used when we describe places:

Venice is beautiful but it's always packed (= very crowded/full) with tourists in the summer. New York is very cosmopolitan. (= full of people from different countries and cultures) Vienna has lots of historical monuments. (= places, e.g. castles, built a long time ago) Many beautiful cities have become very touristy. (= a negative word: 'too much tourism') Sao Paulo is a really lively place (= full of life and activity) and the night-life is fantastic. *Note:* If you want to ask if it is 'a good idea' to visit a place, you can use worth + -ing:

A: If I go to Scotland, is it worth spending a few days in Glasgow?

B: Yes definitely. And if you want to travel round a bit, it's worth renting a car.

Task 44. Complete this postcard that John sent to his family while he was on holiday. You may need a word or phrase in each space.

Hi, everyone, I've been in Paris for almost a week now and I'm having a _____. I spent the first few days _____ The Eiffel Tower, Notre Dame, and all the usual tourist attractions. Most places are absolutely with tourists (it's fine time' of the year I suppose, So yesterday I decided to have _____ round the shops and I bought a few _____ Today I've been to a couple of very interesting _____ I got _____ on my way to the hotel but it didn't matter because I discovered a really fascinating, _____ with lots of little stalls selling just about everything from apples to antiques. I ate in the hotel the first night but usually I _____ and have dinner in a restaurant — the food is fantastic. I'm afraid I've _____ a lot of money, but it's a great place and I've _____ lots of photographs So you'll be able to see for yourself when I get back, home on the 2th. See you then, John

Task 45. Which of these places do you usually visit or go to when you are on holiday?

museums art galleries churches/cathedrals tourist shops concerts
discos / night clubs castles/palaces/temples the cinema markets restaurants
bars the theatre

Task 46. Confirm the information in the questions without repeating the same words and phrases. Use words and phrases from the opposite page

Example: A: You've got quite a few pictures, haven't you?

B: Yes, we took lots of photos,.....

1 A: Is it a nice city?

B: Yes, it's a

2 A: There's a big mix of people in New York, isn't there?

B: Yes, it's very

3 A: Was it very crowded?

B: Yes, it was.....

4 A: There's a lot to do in the evenings, isn't there?

B: Yes, the

5 A: Did you enjoy yourselves?

B: Yes, we

Task 47. *Without using one town more than twice, name a town or city in your country which is:*

lively	packed with tourists in the summer
cosmopolitan	famous for its historical monuments
very touristy	really worth visiting if you are interested in architecture
not worth visiting	

Task 48. *Find the word that doesn't belong to the group*

1. airport, bus stop, restaurant, railway station
2. ship, boat, train, steamer
3. smoking car, sleeping car, lighthouse, compartment
4. pilot, carriage, stewardess, flight
5. plane, ship, bus, cottage
6. luggage, tour, cruise, voyage
7. passenger, conductor, teacher, driver
8. to take off, to fly, to land, to swim

Task 49. *Choose in the right-hand column the correct definition for each word in the left-hand column*

passenger	A person employed to collect payments from passengers to a public vehicle
suitcase	One of the small rooms in a railway carriage
luggage	A flat box for carrying clothes and possessions when travelling railway carriages drawn by an engine
hitch-hiking	Wooden floor of a ship
compartment	Going on journey by getting rides in other people's cars
conductor	A person not the driver travelling in a public or private vehicle
deck	The cases, bags, boxes, etc. of a traveller

Task 50. *Decide which answer (A, B, C or D) best fits each space*

Holidays

Is it better to go on a package (1) _____, or to (2) _____ on your own? I suppose the answer depends on what kind of (3) _____ you are. A complicated tour organized by a travel (4) _____ has some advantages. You have a/an (5) _____, which gives you definite (6) _____ and arrival dates, and a list of all your (7) _____. The (8) _____ may be cheaper, as it has been (9) _____ in advance, so you spend less time worrying about where you are going to (10) _____. If you book your own hotel, you might have trouble finding a/an (11) _____, unless you are going to stay for a (12) _____, for example. On the other hand, organizing your own (13) _____ can be fun. Many students (14) _____ or buy cheap train tickets, and (15) _____ the night in student hostels or guest-houses.

- | | | | | |
|-----|-----------------|---------------|-----------------|-----------------|
| 1. | A travel | B tour | C journey | D cruise |
| 2. | A travel | B trip | C voyage | D tourist |
| 3. | A voyager | B passenger | C tourist | D mover |
| 4. | A office | B agent | C tour | D operation |
| 5. | A timetable | B scheme | C notice | D itinerary |
| 6. | A departure | B parting | C leave | D quitting |
| 7. | A cancellations | B expeditions | C organizations | D destinations |
| 8. | A bedrooms | B staying | C flat | D accommodation |
| 9. | A preserved | B booked | C reservation | D hotels |
| 10. | A stay | B pass | C live | D cross |
| 11. | A empty | B free | C vacancy | D available |
| 12. | A fortnight | B daytime | C fifteen days | D passage |
| 13. | A voyage | B expedition | C trip | D package |
| 14. | A auto-stop | B hitch-hike | C lift | D journey |
| 15. | A have | B at | C for | D spend |

Task 51. *Translate the sentences using topical vocabulary from all the texts*

1. Тисячі людей подорожують літаком. 2. На який потяг мені сісти, щоб дістатися до Лондона рано вранці. 3. Спакувавши свій багаж, вони найняли таксі і вирушили на вокзал. 4. За кордоном лише заможні люди можуть дозволити собі подорожувати першим класом. 5. Прибувши до іноземної держави, кожний мандрівник повинен показати свої речі службовцям на митниці. 6. Сідаючи у потяг, слід показувати посадковий талон. 7. Літак понісся по злітній смузі, набираючи швидкість, відірвався від землі і почав набирати швидкість. 8. Капітан залишає корабель, що тоне, останнім. 9. Напевно, треба змінити камеру (у машині). 10. Наша молодь полюбляє туристичні походи. Незалежно від погоди, кожен суботу багато студентів вирушають у похід, проводячи за містом увесь день. 11. Люди похилого віку звичайно не можуть багато ходити пішки. Вони віддають перевагу поїздам за місто на поїзді. 12. Майже кожна дитина мріє про безкінечні подорожі у джунглях, на морі чи на безлюдному острові. 13. Я не виношу морські подорожі і завжди страждаю морською хворобою. 14. У поїзді був лише один спальний вагон, усі нижні полиці були уже зайняті. 15. Море було дуже

бурхливе, і декілька днів пасажери не виходили із кают. Палуба корабля була пуста. 16. У вас є квиток на прямий потяг? Терпіти не можу пересадок, особливо коли багато багажу. 17. Поїзд прибув на станцію за розкладом. 18. Забуті кимсь речі (багаж) здають у бюро знахідок. 19. Я впевнена, що ніколи не змогла б водити машину у місті із таким інтенсивним рухом. 20. Нам пощастило сісти в автобус, хоча він був переповнений.

Module Test (Hotel Facilities)

1 Put these sentences in a logical order.

- 1 I paid my bill.
- 2 I checked in at reception.
- 3 I left the hotel.
- 4 I went up to my room.
- 5 I spent the night in the hotel.
- 6 I had an early morning call at seven o'clock.
- 7 I booked a room at the hotel.
- 8 I went out for dinner in a local restaurant.
- 9 I arrived at the hotel.
- 10 I got up and had a shower.
- 11 I had breakfast.
- 12 I tipped the porter who carried my luggage upstairs.

2 What would you say in these situations?

- 1 You want to stay in a hotel for two nights next week with your husband/wife. You phone the hotel. What do you ask or say?
.....
- 2 You are at the hotel reception and you are planning to leave in about 15 minutes. What could you ask the receptionist?
.....
- 3 You want to wake up at 7 a.m. but you don't have an alarm clock. What do you ask at reception?
.....
- 4 You have a drink in the hotel bar. The barman asks how you want to pay. What's your reply?
.....
- 5 When you turn on the shower in your room, the water comes out very very slowly. What could you say at reception?
.....
- 6 You want to go to the nearest bank but don't know where it is. What do you ask at reception?
.....

3 You are staying in quite a good hotel (e.g. two-star or three-star) in your country. Would you expect to have the following?

- 1 a room without a private bathroom
- 2 a hairdryer in the bathroom
- 3 a colour television in the room
- 4 a telephone in the room
- 5 writing paper in the room
- 6 a machine for making tea and coffee in the room
- 7 an electric trouser press (= a machine which presses/irons your trousers for you) in the room
- 8 air conditioning in the room

4. *Is the meaning of the two sentences the same (S) or different (D)? Write S or D.*

1. I'd like a twin room. / I'd like a double room.
 2. You can order food in your room whenever you want. / They've got 24-hour room service
 3. I want to book a double room. / I want to make a reservation for a double room
 4. You have to leave a tip. / Service is included
 5. The couple checked out last night / The couple arrived at the hotel last night
 6. The hotel was fully booked / There were no rooms available at the hotel
 7. The rooms have a safe / The rooms have a mini-bar
5. *Give Ukrainian equivalents of these word combinations: Air-traffic controller, catering manager, reservation clerk, ticket collector, manager, assistant chef, captain, information clerk, purser, reception staff, cabin crew, tour guide, chambermaid, wine waiter, child fare, alight, to miss the train, passenger train, ticket office.*

PART 2

Exercise 1. Discuss the following questions:

1. Give definition to the word 'business'. 2. What is the difference between for-profit and non-profit organizations? Support your answer with relevant examples. 3. What is production? 4. Specify the notion of 'just-in-time inventory'. 5. What is marketing? 6. Define such business operation as finance. 7. What does the HRM (Human Resource Manager) involve?

Exercise 2. Discussion. How do you see your future profession? Please answer the following questions:

What kind of work are you interested in: 1. well paid work 2. interesting work 3. work in a large and famous company 4. quiet work 5. work in an industry which has future prospects 6. prestigious work 7. a kind of work such as not to sit the whole day in the office 8. to travel a lot Please, discuss advantages and disadvantages of your future profession: 1. Do you think that your future profession is prestigious? 2. Do you think it will be still prestigious and well paid by the time you graduate? 3. How difficult is it to find a good work in your field? 4. Is there a competition in your group? 5. Do you think that competition among your coeds is a good stimulus to study well or it just makes communication between you more difficult?

Exercise 3. How would you generally feel happy or unhappy, if you were in the following situations. Use the words in italics to help you decide:

1. The company you work for is well-known for its job security. 2. You were suddenly made redundant. 3. You received a promotion. 4. You were given an increment. 5. You worked unsociable hours. 6. You had a steady job. 7. You had adverse working conditions. 8. You suddenly found yourself unemployed. 9. You took time off work because of repetitive strain injury. 10. The office where you work has sick building syndrome. 11. You receive regular perks as part of your job. 12. Somebody called you a workaholic. 13. Your company doesn't give you many incentives. 14. Your boss announces that there is going to be some downsizing of the workforce. 15. Your work didn't offer much job satisfaction. 16. Your company has a generous incentive scheme. 17. You receive a commission for the work you have done. 18. You receive support from a union. 19. You were under stress. 20. You were forced to resign. 21. You received a cut in your salary. 22. Your company gave you sickness benefit. 23. You found your job very demanding.

Exercise 4. Match sentences 1-6 in the first box with one of the sentences A-F in the second. Use the words in italics to help you:

1. Samantha is the assistant manager of a bank and she works from 8.30 to 5.30 every day. 2. Tracy works on the production line of a factory which makes cars. She uses a machine to spray paint onto the finished car parts. 3. Jane works for herself. She is a photographer. She works every day for about eight or nine hours. 4. Jeanette is a cleaner for a company in Birmingham, but she only works there for about three or four hours a day. 5. Claire has a powerful job in the personnel office of a large multinational company. She is responsible for employing new people and getting rid of those that the company doesn't want to employ anymore. 6. Marie works in the finance department of an international college in Oxford. A. She is a semi-skilled blue-collar worker in a manufacturing industry. B. She is a self-employed and works full-time. She likes to describe herself as freelance. C. She is responsible for hiring and firing. D. She calculates the wages, salaries, pension contributions and medical insurance contributions of all the staff. E. She is a full-time white-collar worker in a service industry. F. She is an unskilled part-time employee.

Exercise 5. Now read this essay and complete the gaps with one of the words or expressions from Exercise 3 and 4. You may need to change the form of some of the words: 'Some people live to work, and others work to live. In most cases, this depends on the job they have and the conditions under which they are employed. In your opinion, what are the elements that make a job worthwhile?'

In answering this question, I would like to look first at the elements that combine to make a job undesirable. By avoiding such factors, potential 1)_____ are more likely to find a job that is more worthwhile, and by doing so, hope to achieve happiness in their work. First of all, it doesn't matter if you are an 2)_____ worker cleaning the floor, a 3)_____ 4)_____ worker on a production line in one of the 5)_____, or a 6)_____ worker in a bank, shop or one of the other 7)_____ : if you lack 8)_____, with the knowledge that you might lose your job at any time, you will never feel happy. Everybody would like a 9)_____ in which he or she is guaranteed work. Nowadays, however, companies have a high turnover of staff, 10)_____ new staff and 11)_____ others on a weekly basis. Such companies are not popular with their workers. The same can be said of a job in which you are put under a lot of 12)_____ and worry, a job which is so 13)_____ that it takes over your life, a job where you work 14)_____ and so never get to see your family or friends, or a physical job in which you do the same thing every day and end up with the industrial disease that is always in the papers nowadays – 15)_____. With all these negative factors, it would be difficult to believe that there are any elements that make a job worthwhile. Money is, of course, the prime motivator, and everybody wants a good 16)_____. But of course that is not all. The chance of

17) _____, of being given a better position in a company, is a motivating factor. Likewise, 18) _____ such as a free lunch or a company car, an 19) _____ scheme to make you work hard such as a regular 20) _____ above the rate of inflation, 21) _____ in case you fall ill and a company 22) _____ scheme so that you have some money when you retire all combine to make a job worthwhile. Unfortunately, it is not always easy to find all of these. There is, however, an alternative. Forget the office and the factory floor and become 23) _____ and work for yourself. Your future may not be secure, but at least you will be happy.

Exercise 6. Read the following information about recruitment procedures:

A. Recruitment

The process of finding people for particular jobs is recruitment or, especially in Am. English, hiring. Someone who has been recruited is a recruit or, in Am. English, a hire. The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists called headhunters may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called headhunting.

B. Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the situations vacant pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He applied for the job by completing an application form and sending it in. Harry is a building engineer. He saw a job in the appointment pages of one of the national papers. He made an application, sending in his CV (curriculum vitae – the “story” of his working life) and a covering letter explaining why he wanted the job and why he was the right person for it. Note: BrE: CV; AmE: resume BrE: covering letter; AmE: cover letter.

C. Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the selection process, the methods that the company uses to recruit people: “We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and their educational qualifications. We don’t ask for handwritten letters of application as people usually apply by email; handwriting analysis belongs to the 19th century. We invite the most interesting candidates to a group discussion. Then we have individual interviews with each candidate. We also ask the candidates to do written psychological tests to assess their intelligence and personality. After this we shortlist three or four candidates. We check their references by writing to their referees: previous employers or teachers that candidates have named in their

applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, and if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person”.

Exercise 7. Complete the following sentences with the right word or phrase:

a. I hope she, because if shethe job, we'll have to start looking again. b. That last applicant was very strong, but I understand he's had two other already. c. They've finally a new receptionist. d. I phoned to check on my application, but they said they'd alreadysomeone. e. This job is so important, I think we need to someone. f. Computer programmers wanted. Only those with UNIX experience should g. The selection process has lasted three months, but we're going tosomeone next week.

Exercise 8. Replace the underlined phrases with correct forms of words and expressions from A, B and C:

Fred had already refused two job offers when he went for a discussion to see if he was suitable for the job. They looked at his driving license and contacted previous employers Fred had mentioned in his application. A few days later, the supermarket asked him if he would like the job and Fred said yes. Harry didn't hear anything for six weeks, so he phoned the company. They told him that they had received a lot of requests for the job. After looking at the life stories of the people asking for the job and looking at what exams they had passed during their education, the company had chosen six people to interview, done tests on their personality and intelligence and they had then given someone the job.

Exercise 9. Read this newspaper article and find the answers to the following questions in the text:

1. What were the TWO reasons why Virgin Atlantic was considering redundancies? 2. What were the TWO things Richard Branson invited his staff to do? 3. How many people volunteered to take unpaid leave? 4. How did the long break affect the staff's attitude to their work? 5. Why is the scheme attractive to new recruits? 6. Is the scheme going to become permanent?

Branson's new route to more jobs by Celia Weston For many young people lucky enough to get a job after leaving school or college, the biggest shock of the transition to work is how few holidays they get. Having spent their academic years working an eight or nine-month year, it can be depressing to realize that for the rest of their working lives they will be able to take only four weeks off a year. Many would jump at the chance to take three months off - and that's exactly what happened at Virgin Atlantic, the airline run by Richard Branson. He believes the

new initiative could help to reduce unemployment. Faced last autumn with the recession and with its failure to acquire more flight slots out of Heathrow airport, the company was having to consider redundancies. Mr. Branson wrote to staff saying that cutting back on jobs was “something I have never wanted to do”.

Instead he invited employees to take up to six months unpaid leave and to participate in a job sharing scheme. The immediate crisis passed but the idea of a shorter working year took off. When the company later asked for 300 volunteers to take three months unpaid leave, 450 put their names forward. Mr. Branson said: “To be fair and share it around, in some cases we said that people could only take six weeks.” Most of the volunteers were cabin crew but other staff, including secretaries and pilots, took advantage of the offer as well. “And when they came back from their break ... they definitely seemed to enjoy work more,” he said. The company tends to recruit and train its own staff from scratch. As Mr. Branson said: “If you’ve been at college or on the dole, working for only nine months still makes you a lot better off financially than you were before.” He believes there is a broader social benefit to be achieved. “If you are only taking on people for nine months, that will enable others who would otherwise have no work or be living on the dole to have a chance too.” And he goes further. “I think this should be the basis of a pattern across the whole European Community for the first few years of working life.” Nor was a shorter working year only applicable to young people. “If older women and men with children can afford it because one partner’s working 12 months and the other nine, I think a lot of people would like to earn slightly less and be able to spend more time with their children,” Mr. Branson said. This year the scheme is on offer again, although not over the busy summer period. “All the people who took time off last year would like to do so again,” Mr. Branson said. But its realization depended on whether the company could recruit enough people to allow 400-500 existing staff to take three months off. The company was considering whether the arrangement should become a permanent feature, Mr. Branson said. “For new people being taken on in most departments, we’re thinking about making nine-month working a standard contract.”

Exercise 10. Work in groups. Discuss these questions:

1. What are your views on Richard Branson’s scheme? Would you like to participate in such a scheme?
2. Would such a scheme succeed in the firm you work/have worked for? Why not?
3. Why do you think so many of Virgin’s cabin crew took advantage of the scheme?
4. Could this kind of scheme only succeed with a youthful staff who have few family responsibilities?
5. How could you persuade people who have considerable working experience and are used to earning a certain wage that they should take a pay cut?
6. What do you think of the following: a four-day week a nine-day fortnight seasonal work job sharing

Exercise 11. Insert the following words in the gaps in the text below:

applicant application application form apply candidate
curriculum vitae or CV (GB) or resume (US) employment agencies
interview job description job vacancies references short-listed

Many people looking for work read the (1) advertised in newspapers by companies and (2) To reply to an advertisement is to (3) for a job. (You become a (4) or an (5)). You write an (6), or fill in the company's (7), and send it, along with your (8) and a covering letter. You often have to give the names of two people who are prepared to write (9)for you. If your qualifications and abilities match the (10), you might be (11), i.e. selected to attend an (12)

Exercise 12. When employees 'give notice', i.e. inform their employer that they will be leaving the company (as soon as their contract allows), in what order should the company carry out the following steps?

- a. either hire a job agency (or for a senior post, a firm of headhunters), or advertise the vacancy
- b. establish whether there is an internal candidate who could be promoted (or moved sideways) to the job
- c. examine the job description for the post, to see whether it needs to be changed (or indeed, whether the post needs to be filled)
- d. follow up the references of candidates who seem interesting
- e. invite the short-listed candidates for an interview
- f. make a final selection
- g. receive applications, curricula vitae and covering letters, and make a preliminary selection (a short list)
- h. try to discover why the person has resigned
- i. write to all the other candidates to inform them that they have been unsuccessful

Exercise 13. Below you will see some extracts from wants ads. Fill in each blank with a word or phrase from the following list:

competitive initiative suit kitchen staff ability outgoing team
pension plan clear contact experience preference required skills
willing busy office hard work potential customers successful
candidate thorough training

Our new 200-seat restaurant is opening in May and we are looking for waiters, waitresses and (1)..... - If you are a friendly and (2).....person who is not afraid of (3)....., we have the job and hours to (4).....you. - For more information, (5).....Helen at (415) 331-2012. - Secretary/Receptionist (6).....for a (7)..... Typing and shorthand between 80 and 120 wpm. We will give (8).....to applicants who have experience using word processors and

computers. - We want a positive person who is (9).....to work hard and can use their own (10)..... . You must be lively and have a good sense of humour and a (11).....speaking voice. You will receive (12).....to enable you to inform (13).....of the benefits of advertising with us. - The (14).....will have had (15).....in booking and banking procedures. The position calls for word-processing and secretarial (16).....plus the (17).....to work as part of a (18)..... A (19).....salary is offered as well as a company (20).....

Exercise 14. Read the following information about writing letters of application:

Writing application letter

A letter of application should create enough interest to make the potential employer want to look at your application in greater detail by reading your CV and hopefully invite you for an interview. Your application letter, however, should not contain too much detail about your experience and qualifications because that is the job of the CV.

Layout and style

The letter should be limited to one page and a few paragraphs will normally be sufficient. It is better to address a letter to a specific person, e.g. Dear Miss Chan, rather than to Dear Sir or Madam. However, in some job advertisements the name of the person you are writing to is not given. It is good practice to try to find out the following information before you write your letter:

- the full name of the person you are writing;
- their title - Mr., Mrs., Miss, Ms, Dr, Professor, etc, and;
- their position - Personnel Manager, Human Resources Manager, etc.

All this information can be obtained by a quick phone call to the company. Remember, never write Dear Miss W. Chan. It should be Dear Miss Chan. Do not use the initial except in the address. If you start with Dear Sir/Madam, it is accepted practice to finish with Yours faithfully. Whereas, if you start with Dear Miss Chan, you may finish with Yours sincerely. Your letter should be neat and free from careless mistakes. You can follow the blocked and open punctuation style. Whichever layout style you choose to use, you should use it consistently throughout the letter.

Structure of the letter:

Paragraph 1

It should state clearly why you are writing and where you saw the job advertised.

1. I would like to apply for the post of ... as advertised in today's issue of.. 2. With reference to your advertisement in ... on ..., I am writing to apply for the position of ...

Paragraph 2

It should give a little information about your qualifications and experience. Make sure the information you give is relevant to the job that you are applying for.

1. As you can see from my enclosed CV, I have worked in my present position for five years. During this time I have gained invaluable experience in ... 2. I am currently a student at TPU studying I am due to graduate in..... Although I have been studying full time, I have had a number of summer jobs which have helped me to gain experience in ... 3. My experience over the past two years has been at the managerial level, where I have had responsibility for ...

Paragraph 3 It should say why you believe you are suited to the job and what you can offer the company. Those currently employed can state the reason for wishing to change their present job. However, you should not sound critical of your present employer.

1. I am currently working as a receptionist in ...The reason for my seeking a new position is that I wish to pursue a secretarial career. Unfortunately, there are no openings for advancement in my present employment.

2. For the last two years I have been working as a receptionist in ...Unfortunately the company is moving its main offices overseas and I have therefore decided to look for a new position. I believe that the experience I have gained in ... has given me the qualities you are looking for ...

3. I believe I would be an asset to your company. I will be able to bring with me my experience of ... which I believe would be useful in this position...

4. I feel that my ability to ... will help/enable me to ...

Paragraph 4 It should tell the reader when you are available for an interview and how to contact you.

1. I would like to have the opportunity to talk to you further about my application. I am available for interview at any time and I can be contacted at/on ...

2. I am available for an interview at any time but would appreciate two days notice. I can be contacted on/at ...

I look forward to hearing from/meeting you soon.

3. As requested in the advertisement, I enclose a copy of my resume together with a recent photograph.

I look forward to meeting with you to discuss my application further. I am available ... and can be contacted on/at ...

Remember you might have to give a bit more detail than in the above examples. You can also combine the language in these examples. Also, it is sometimes useful to gather information about the company so that you know more about its background and policies. This may help you present yourself in the best light.

Exercise 15. Read the following extracts from two letters about the advertisement for administrative clerk. Fill in each blank with a word from the following list:

as audio available consider enclose inquiries
favourably for form further in opportunity position
take to with

A. Dear Sir or Madam,

In reference (1).....your advertisement in today's 'Morning News', I am interested (2).....applying for the (3).....of administrative clerk with your company. Could you please send me (4).....details and an application (5).....

B. Dear Sir,

I would like to apply (6).....the position of administrative clerk with your company. I (7).....my application form. I am presently working (8).....a secretary in the accounts office at TW Industries. My responsibilities include (9).....and copy typing and dealing (10).....correspondence and telephone (11)..... . Twice a week I have been going to evening classes in bookkeeping and I intend to (12).....an examination in three month. I am applying for the position because I would like an (13).....to make more use of my training. I would be (14).....for an interview at any time. I hope that you will (15).....my application (16).....

Exercise 16. Look at this job ad: what would be its attractions - what might be its drawbacks? Based on the information from Exercise 14 write a letter of application to ACME Atlantic.

Work in Bermuda! ACME Atlantic are a well-known and respected trading company. We handle imports directly from manufacturers in 35 different countries, often to our own specifications, and currently export to 46 different countries worldwide. We are looking for enthusiastic people to work in our office in Bermuda on temporary 3- 6- and 9-month contracts. Applicants must be able to speak and write at least one foreign language fluently and can be nationals of any country.

Experience in import/export will be an advantage, but as special training will be available this is not essential. The main requirements are a willingness to work as a member of a team, to cope with pressure, to use the telephone in a foreign language and in English and to be prepared occasionally to work long hours when necessary. There are several posts available and long-term prospects are good, though initially all successful applicants will be contracted for a maximum of 9 months. The salary we will offer is excellent. We will pay for your return air fare and provide adequate accommodation at a nominal rent. Please apply in your own handwriting, enclosing your resume, to Charles Fox, European Sales Office, ACME Atlantic Ltd, 45 Pentonville Road, London EC2 4AC.

Exercise 17. Read the following information about CV writing:

Format for a Curriculum Vitae (CV)

A Curriculum Vitae, commonly referred to as CV, includes a summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors, and affiliations.

International employers often expect to read the type of personal information on a curriculum vitae that would not be included on a resume. When writing a CV for graduate school or academia the personal information included in this curriculum vitae template would be omitted.

The following curriculum vitae template will give you an example of what to include in your CV and show the appropriate format for a curriculum vitae.

Sample Curriculum Vitae Template

CONTACT INFORMATION Name Address Telephone Cell Phone
Email

PERSONAL INFORMATION Date of Birth Place of Birth
Citizenship Visa Status Sex

Optional Personal information: Marital Status Spouse's Name
Children

EMPLOYMENT HISTORY Work History Academic Positions
Research and Training
EDUCATION High School University Graduate School Post-
Doctoral Training
PROFESSIONAL QUALIFICATIONS Certifications and
Accreditations Computer Skills
AWARDS
PUBLICATIONS
PROFESSIONAL MEMBERSHIPS
INTERESTS

Having a well written, effective resume at one's disposal is an excellent tool in today's ever changing job market. A strong resume may be the sole difference in getting a call for an interview or simply having your resume tossed into the proposed employer's sludge pile. Simply put, an effective resume may win you a job interview. In the world of academia, a strong resume, known as a curriculum vitae (CV) may open the door towards a tenured position.

Exercise 18. Rewrite this letter in a suitably formal style. Some sentences may have to be left out altogether. Check your version with another student:

11 Oakwood Road Stanhope, Birmingham 8th October

Dear Mr. Scott,

I am writing because you said you wanted a Service technician in The Evening Mail of 7th October. I've put my life story in with this letter. If you look at it you'll see I know a lot about engineering because I've been a maintenance engineer for six years. So I've learnt a lot about servicing manual and electrical systems. I took a conversion course the other day, all about pneumatic, hydraulic and electrical systems. It was pretty easy. Now I'm going to evening classes in the same things, and I hope I'll pass the exams at the end!

I liked your comment in the ad about "good prospects" because I'm not just in it for the money. I want a job that'll mean something. I'm sure you'll understand. Get in touch if there's anything else you need to know. Give me a ring at work, it's 423419. In the evenings, you can always get me at my mother's in King Oak. I can come and see you at any time except Tuesdays, which are a bit awkward.

Best wishes, Richard Walters

JOB INTERVIEWS

Exercise 19. Below you will see some common expressions that you might find useful. Put each expression into the correct box according to the function of that expression:

1. May I think about that for a moment? 2. In short, ... 3. What I'm trying to say is... 4. To sum up, ... 5. What are your views on...? 6. Would you mind repeating that? 7. How can I put this? 8. In other words... 9. Sorry to say but... 10. Well, as a matter of fact... 11. I'm not so sure about that 12. Pardon? 13. I can't help thinking the same 14. What are your feelings about...? 15. So in conclusion, ... 16. I see things rather differently myself 17. True enough 18. That's right

19. I don't entirely agree with you 20. Perhaps I should make that clearer by saying... 21. How can I best say this? 22. Could you repeat what you said? 23. I couldn't agree more 24. Actually... 25. To put it another way... 26. That's just what I was thinking 27. In brief, ... 28. Could I just say that ... 29. Well, my own opinion is that... 30. That's my view exactly 31. To summarise, ... 32. What was that? 33. I must take issue with you on that 34. Let me get this right 35. Sorry to interrupt, but... 36. I'm afraid I didn't catch that 37. What's your opinion?

Agreeing with somebody

Disagreeing with somebody

Example: Yes, I agree.

Example: I'm afraid I disagree.

Interrupting

Asking for clarification or repetition

Example: Excuse me for interrupting.

Example: I'm sorry?

Asking somebody for their opinion

Saying something in another way

Example: What do you think about..?

Example: What I mean is

Giving yourself time to think

Summing up

Example: (in response to a question)

Let me see.

Example: So basically.....

Exercise 20. Read the following information about an interview, its types and methods of success. Prepare a short presentation on either of these topics:

JOB INTERVIEWING. GETTING DOWN TO BASICS

A job interview is your chance to show an employer what he or she will get if you're hired. That is why it is essential to be well prepared for the job interview. There exist five basic types of interviews:

The Screening Interview

This is usually an interview with someone in human resources. It may take place in person or on the telephone. He or she will have a copy of your resume in hand and will try to verify the information on it. The human resources representative will want to find out if you meet the minimum qualifications for the job and, if you do, you will be passed on to the next step.

The Selection Interview

The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do the job. While you may have the skills to perform the tasks that are required by the job in question, the employer needs to know if you have the personality necessary to "fit in." Someone who can't interact well with management and co-workers may disrupt the functioning of an entire department. This ultimately can affect the company's bottom line.

The Group Interview

In the group interview, several job candidates are interviewed at once. The interviewer or interviewers are trying to separate the leaders from the followers. The interviewer may also be trying to find out if you are a "team player." The type of personality the employer is looking for determines the outcome of this interview. There is nothing more to do than act naturally.

The Panel Interview

The candidate is interviewed by several people at once. It can be quite intimidating as questions are fired at you. You should try to remain calm and establish rapport with each member of the panel. Make eye contact with each member of the panel as you answer his or her question.

The Stress Interview

It is not a very nice way to be introduced to the company that may end up being your future employer. It is, however, a technique sometimes used to weed out those that cannot handle adversity. The interviewer may try to artificially introduce stress into the interview by asking questions so quickly that the candidate doesn't have time to answer each one. The interviewer may also ask weird questions, not to determine what the job candidate answers, but how he or she answers.

Preparing for the Interview

Before you begin to think about how you will dress for the interview, or answer questions, you should gather as much information about the employer as you can. Not only will you appear informed and intelligent, it will also help you make a decision if a job offer is eventually made. You might also want to prepare for answering questions by listing some of your attributes. Talk to former co-workers with whom you worked closely. Ask them to list some traits about you that they most admired - work related, of course.

You want to seem somewhat spontaneous, but you also want to appear self-confident. The way to do that is to rehearse, not exactly what you will say, but how you will say it. A great method is to rehearse in front of a video camera. Study your posture, the way you make eye contact, and your body language.

Dressing for the Interview

Appearance is very important and whether we like it or not, it is the first thing people notice about us. You should match your dress to employees in the workplace in which you are interviewing and probably take it up a notch. If dress is very casual, those being interviewed should wear dress pants and dress shirts or skirts and blouses. Don't choose a Friday, since many offices have "casual Fridays."

Your hair should be neat and stylish. Your nails should be well manicured and clean. Men's nails should be short. Women's nails should be of a reasonable length and polished in a neutral color. Also for women, makeup shouldn't be heavy. Perfume or cologne should be avoided as some people find certain scents offensive.

Establishing Rapport

Since the interviewer's job is to make sure that not only your skill, but your personality as well, is a good match, you must establish rapport with the person or persons interviewing you. That begins the instant you walk in the door. Let the interviewer set the tone. Nothing is as awkward as offering your hand and having the gesture not returned by the other person. Therefore you should wait for the interviewer to offer his or her hand first, but be ready to offer your hand immediately.

Body Language

They say that body language gives more away about us than speech. Eye contact is very important but make sure it looks natural. A smiling, relaxed face is very inviting. Hands resting casually in your lap rather than arms folded across your chest also is more inviting.

Answering Questions

When it comes down to it, isn't this the main point of the interview? Speak slowly and clearly. Pause before you answer a question. Your answers will seem less rehearsed and it will give you a chance to collect your thoughts.

Asking Questions Usually toward the end of the interview, the person conducting it will ask you if you have any questions. You should have some. You should ask about what a typical day would entail. You could also ask what special projects you would be working on. As in every other aspect of the job search, you are trying to show the employer how you can fill their needs.

Illegal Questions

We have all heard horror stories of interviewers asking job candidates inappropriate questions, such as those about marital status, age, and family status. These questions should not be asked, but it is up to you whether to answer them.

Money Questions

Money is a very sensitive topic. The candidate shouldn't bring it up. However, the interviewer may bring it up first. He or she may ask what salary you hope to earn. You must prepare for this question before the interview. Find out what others in the same position are earning. Always give a range, not an exact number. This will help keep you from pricing yourself out of a job. You don't want the employer to think they can't afford you, but you also don't want them to think you are a cheap commodity.

After the Interview

This is something that is too often neglected. It's the thank you note or follow-up letter. It is your chance to reiterate something you mentioned on the interview or bring up something you forgot to mention. It is also a nice gesture and a simple matter of politeness.

Exercise 21. Here are some tips relating to your appearance and body language. For each one select the correct missing word from the options below:

1. Make sure your clothes are clean, but _____ wear obvious logos or designer names. a. do b. don't c. must
2. Don't use _____ much deodorant or perfume! a. to b. too c. two
3. Don't wear too much jewellery. Interviewers don't _____ like rings! a. never b. sometimes c. usually
4. Wear _____ that are smart, but comfortable. a. cloths b. clothes c. covers
5. Arrive well _____ the interview time. a. before b. after c. later than
6. Make eye _____ with the interviewer when you are introduced. a. contactation b. contiction c. contact
7. Give a firm handshake, and make sure you _____! a. snarl b. smile c. snigger
8. Don't _____. This will distract the interviewer from what you're saying. a. fidget b. figgit c. fijit
9. Don't appear over-confident, for example by leaning too far back in your chair, but do try to _____. a. relax b. relapse c. collapse

Exercise 22. Match the common interview question on the left with the suitable response from the list on the right:

A. 1. Why did you choose this company?

2. What are your strengths/weaknesses?

3. How would your friends describe you?

4. What is your greatest achievement?

5. How well do you work in a team?

6. Where will you be in 5 years?

B. My aim is to have a position in the Management Team.

C. I have excellent time management, but I can be impatient for results.

D. Because I think I will find the work environment both challenging and rewarding.

E. I always support my colleagues and believe we should work towards a common goal.

F. Leading the University football team to the national Championships.

Exercise 23. The words in the column on the right are phrases that use the word career. For each definition on the left, match it to the correct phrase on the right:

1. Chances of future success in your career
 2. The direction you hope your career will take
 3. A change you make in order to progress
 4. Time when you are not employed, perhaps when travelling or looking after children
 5. A series of promotions towards more senior positions
- A. career move
 - B. career break
 - C. career prospects
 - D. career ladder
 - E. career plan

Exercise 24. For each question, mark the correct answer – right, wrong or not given:

Attending interviews Good interviewers prepare their questions carefully in advance according to the candidate's application and CV. So candidates need to prepare just as carefully. Here are some useful tips on answering interview questions.

1. What don't you like about your current position? No job is perfect; there's always something we don't like. Be honest but don't give a list of complaints. The important thing is to talk positively about how you deal with problems at work.
2. Where does your employer think you are today? Be honest. If you lie to your current employer, you'll lie to your next employer. Don't phone in sick on the day of the interview. Take a day's holiday but don't say why.
3. What are your professional objectives? Think about these before the interview. Your objectives should be relevant to the job you have applied for and achievable. If the new job can't offer you everything you want, the interviewer will think that you probably won't stay with the company very long.
4. What are your weaknesses? Be honest; no-one is perfect. Think about this before the interview and choose your answer carefully. Talk about how you deal with a weakness; this is far more important than the weakness itself.

Exercise 25. Work in groups. Take turns to carry out the interview:

Student A: You are applying for the position of a manager at a famous manufacturing company. You have exactly five minutes to find out if it is the right job for you. Prepare questions on the five features of character which you consider the most important.

Student B: You are the chair of the manufacturing company. You have exactly five minutes to find out whether the candidate you are interviewing is the right person for the job. Prepare questions on the candidate's experience, character and qualifications.

BUSINESS ETIQUETTE

Exercise 26. Read the following information:

Ethical behavior is doing things that are morally right. Ethics (countable noun) are moral beliefs about what is right or wrong. Ethics (uncountable noun) is the study of this. Ethically responsible companies want to do the right thing in areas such as:

- employment and community: they want to pay attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities.
- the environment: they want to conduct business in ways that protect the environment to ensure that the air, rivers etc. are not polluted and plant and animal life are not endangered.
- winning new business: they want to get business without engaging in corrupt behavior, for example offering bribes - money given to someone so that they behave unethically. Companies want to be seen as good corporate citizens, with activities that are beneficial not only for their stakeholders - their employees, shareholders and so on - but for the community and society as a whole.
- Accountability and transparency. Ethical corporate behavior includes accountability - the idea that companies are completely responsible for what they do and that people should be able to expect them to explain their actions. Transparency is explaining this behavior in a way that can be understood by outsiders, and not trying to hide anything. Companies may say that they demand high levels of probity and integrity - complete honesty - from their employees, and that they do not tolerate any form of misconduct. Corporate social responsibility Companies have long had codes of ethics and codes of conduct saying how their managers and employees should behave. Now they

are looking at these issues in more systematic ways. They are designating executives to oversee the whole area of corporate social responsibility (CSR).

Exercise 27. Read the article relating to the ideas in Exercise 26.

Then say if the statements below are true or false, identifying the phrase or sentence from the article that confirms your answer: How to become good in all areas. Few companies are clear about how to manage what can be an amorphous collection of internal initiatives and external relationships on social, environmental and ethical issues. Probity and responsibility must be embedded in a company's culture, strategy and operations from the top down. But how can this be done? A new guide from Business for Social Responsibility, a US non-profit research and advisory organization with 1,400 member companies and affiliates, attempts to answer this by taking the reader step by step through the process of designing a corporate social responsibility management system. Only a handful of companies have a full CSR management system in place, says the organization, which advises its members on how to make responsible practices integral to their strategy and operations. Its combined annual revenues of nearly \$2,000 bn (£1,300bn) and employ 6m people. They include ABB, British Airways, Coca-Cola, Ikea,

Unilever and Wal-Mart. The scandals in the US have underlined how "corporate responsibility taskforces" and codes of conduct are not enough on their own and can sometimes be a smokescreen. Creating and building a successful CSR management system is a complex, long-term project for any company," says the report. "It involves a shift in the way a company conducts business and can be likened to implementing other large-scale change initiatives such as total quality management." The guide runs through basics such as who currently has responsibility for CSR in the company, why a better management structure might improve things and what "hotbutton" issues (child labour, drug pricing) face different sectors. It encourages companies to think hard about their stakeholders, what their concerns are, how credible and influential they are and whether they are a potential long-term partner or liability.

Exercise 28. Comment on.

Most companies have clear, coherent policies on social, environmental and ethical issues. 2. If a company behaves with probity, it has high ethical standards. 3. Business for Social Responsibility has a coherent approach to designing a corporate social responsibility management system. 4. It's simple for a company to add a CSR management system to its day-to-day business. 5. Codes of conduct are enough to ensure ethical behavior. 6. The guide says that a company's stakeholders should all be kept happy so that they are all retained by the company over the long term.

Exercise 29. Complete the sentences, with expressions from the text above:

1. The company was accused of giving to local officials in order to allow their products into the country more quickly. 2. The company has supported several projects in the local where its factories are situated. 3. Voters demanded that there should be greater in the election process so that they could understand it fully. 4. Following the scandals of Enron, Worldcom and others, there is greater emphasis in business schools on the teaching of

Exercise 30. How ethical are you in your business dealings? Find out with the questionnaire below:

1. You do a lot of travelling on business. Your company pays your air fares and you have collected 'frequent flyer' miles from the airlines that you can exchange for free.

2. You work in the purchasing department of a large company. One of your suppliers has sent you a Christmas present - a case of wine. They know you shouldn't accept it flights. If you use them for your own personal travel, nobody will know. Will you a. use them for business trips and save your company money? b. use them to upgrade your seat to first class on business trips? c. book that holiday in the Bahamas that you've always wanted?

3. You are the manager of a charming pub in the country a long way from the nearest town. The owner of the pub wants you to run an 'all you can drink' campaign where the customers can have as much beer as they want for a fixed price. It's bound to attract more customers and be very profitable. Will you a. refuse to do it, in case it encourages people to drink and drive? b. agree to do it, but put up posters warning against drink-driving and start selling black coffee as well as beer? c. refuse to do it unless you receive a profit related bonus?

4. You are a financial manager. Until last year, your company had an unbroken record of rising earnings per share, but last year's profits were down. Fortunately you have received a very large order since the beginning of the present financial year. Your boss tells you to record the new order in last year's accounts, so you don't spoil the company's track record. Will you a. explain it might mislead shareholders and refuse? b. refuse unless you can include a note about it in the small print in the annual report? c. agree and suggest some other 'legal' ways of making the figures look better this year?

5. You are the owner of a small business. One of your suppliers, an old friend, has asked you to pay them cash for an order so they can avoid paying VAT. There's no chance of you getting into trouble even if the tax office find out because it is your supplier's responsibility to declare it, not yours. Will you a. refuse? b. warn your friend that they could get into trouble but agree if they insist? c. agree? (After all, what are friends for?)

6. You are friendly with someone in the strategic planning department of your company. One day, they give you some confidential information. They tell you about a company they are going to target for take-over. They are sure the share price will rise. You could make a lot of money if you buy shares now. Will you a. tell your colleague they shouldn't pass on confidential information? b. thank your colleague but do nothing? c. tell your broker to buy as many shares as they can?

7. You have run out of stationery at home and there's plenty of nice blank paper and envelopes in your desk at work. Will you a. resist the temptation to take any home? b. take a little home to keep yourself going until you can buy some more? c. take plenty home so you don't run out

8. You are the owner of a small company. A friend offers you a free copy of a computer software program that you need at work. If you accept their offer, you won't have to pay the \$700 licensing fee to the software company. Will you a. turn down your friend's offer and buy your own copy?

Exercise 31. Read the following information about different culture manners:

Alexandra Adler is an expert in doing business across cultures. She is talking to a group of British businesspeople. 'Culture is the "way we do things here". "Here" may be a country, an area, a social class or an organization such as a company or school. You often talk about: company or corporate culture: the way a particular company works, and the things it believes are important. canteen culture: the ways that people in an organization such as the police think and talk, not approved by the leaders of the organization. long-hours culture: where people are expected to work for a long time each day. macho culture: ideas typically associated with men: physical strength, aggressiveness, etc. But you must be careful of stereotypes, fixed ideas that may not be true.' Distance between managers and the people who work under them varies in different cultures. Look at these two companies.

In Country A, managers are usually easy to talk to - accessible and approachable - and there is a tradition of employees being involved in decision-making as part of a team of equals. This company is not very hierarchical, with only three management layers.

In Country B, managers are usually more distant and remote. Employees may feel quite distant from their managers and have a lot of deference for them: accepting decisions but not participating in them. Companies in Country B tend to be more hierarchical than those in Country A, with more management layers.

Deference and distance may be shown in language. Some languages have many forms of address that you use to indicate how familiar you are with someone. English only has one form, 'you' but distance may be shown in other ways, for example, in whether first names or surnames are used.

Exercise 32. Look at Exercise 31. Which word combination with 'culture' describes each of the following?

1. The men really dominate in this company, they don't make life easy for women at all. All they talk about is football. 2. Among the management here we try to be fair to people from different minorities, but there are still elements of racism among the workforce. 3. Of course, the quality of the work you do after you've been at it for ten hours is not good. 4. There was a time when managers could only wear white shirts in this company - things are a bit less formal now. 5. Here the male managers talk about the market as if it was some kind of battlefield. 6. They say that if you go home at 5.30, you can't be doing your job properly, but I'm going anyway.

Exercise 33. Read this information and decide whether these pieces of advice about the English-speaking business world are true or false:

In the English-speaking business world, people use first names, even with people they do not know very well. But if you aren't sure, use Mr. and the family name for men, and Mrs. or Miss and the family name for women, depending on whether they are married or not. Ms. often replaces Mrs. and Miss. You don't use Mr., Mrs., Miss or Ms. with only a first name (e.g. Mr. John) or by itself. 1. It's possible to introduce yourself by saying your family name then your first name. 2. It's possible to use Mr., Mrs. or Miss on its own, or with a first name. 3. British people use Sr. and Jr. to refer to a father and his son. 4. Americans often show their middle name with an initial. 5. You can always use someone's first name to talk to them, even if you don't know them very well. 6. Ms. is being used more and more as a title for women. 7. You can show your qualifications after your name on your business card.

Exercise 34. Read the following text and do the exercises below:

In Alphaland, businesspeople dress quite formally. The business suit is common, but for men, wearing non-matching jacket and trousers is also a possibility. In Betatania, the dark business suit is obligatory for men. Some companies allow women to wear trouser suits.

In Gammaria, the business suit is almost as necessary as in Betatania, but with more variation in colours. Some companies require employees to wear formal clothes from Monday to Thursday, and allow less formal ones on what they call casual Fridays or dress-down Fridays. In some places, many banks and shops require people dealing with customers to wear uniforms so that they all dress the same. In Deltatonia, people dress more casually at work than in the other countries. For men, suits and ties are less common than elsewhere. This is smart casual. Alexandra Adler continues her seminar on cross-cultural issues. Entertaining and hospitality vary a lot in different cultures. □ In Alphaland, entertaining is important. There are long business lunches in restaurants, where deals are discussed. Professional and private lives are separate, and clients are never invited home. □ In Betatania, evenings are spent drinking and singing in bars with colleagues and clients. □ In Gammaria, lunch can be important, but less so than in Alphaland. Important contacts may be invited to dinner at home. Corporate hospitality is a big industry, with clients invited to big sports events. □ In Deltatonia, restaurants are rare outside the capital. Some entertainment takes place when important clients are invited to people's houses for dinner, or go sailing or to country houses for the weekend, etc. Attitudes towards time can vary enormously. In Busyville, people start work at eight, and officially finish at six, though many managers stay much longer. There is a culture of presenteeism: being at work when you

Exercise 35. Which points in the text above (Exercise 35) are referred to in this story:

Sally, a student, is working for a company abroad for work experience. The company has employees from all over the world. The head of the company, Henrik, invites Sally to a barbecue for his employees at his home, at 3 pm on Saturday. She is the first to arrive, at exactly 3 o'clock. When the others arrive, some shake hands with each other. Some kiss on one cheek, others on both cheeks. Others arrive and say hello without kissing or shaking hands. (1...) Some bring wine or flowers, which the host does not open and puts to one side. Others bring nothing. (2...) In conversations, some people move their arms around a lot and seem to make signs with their hands, others keep their hands by their sides. (3...) Some people do not let others finish what they are saying, and others say almost

nothing; the people with them seem upset and move away when they can. (4...). Some people look directly at the person they are talking to. Others look away more. (5...) Some touch the arm of the other person whenever they are speaking to them. (6...) notices that some people seem to be slowly moving backwards across the garden as the conversation goes on, while the person with them is moving forward. (7...) Later, somebody makes a joke but nobody laughs. Everyone goes quiet. (8...) People start saying goodbye and leaving.

Exercise 36. Read this article and choose one of these titles for it:

When in Rome ... Problems that business people face Travelling abroad Good manners, good business Doing business in Europe I didn't mean to be rude!

Nobody actually wants to cause offence but, as business becomes ever more international, it is increasingly easy to get it wrong. There may be a single European market but it does not mean that managers behave the same in Greece as they do in Denmark. In many European countries handshaking is an automatic gesture. In France good manners require that on arriving at a business meeting a manager shakes hands with everyone present. This can be a demanding task and, in a crowded room, may require gymnastic ability if the farthest hand is to be reached.

Handshaking is almost as popular in other countries - including Germany, Belgium and Italy. But Northern Europeans, such as the British and Scandinavians, are not quite so fond of physical demonstrations of friendliness.

In Europe the most common challenge is not the content of the food, but the way you behave as you eat. Some things are just not done. In France it is not good manners to raise tricky questions of business over the main course. Business has its place: after the cheese course. Unless you are prepared to eat in silence you have to talk about something - something, that is, other than the business deal which you are continually chewing over in your head.

Italians give similar importance to the whole process of business entertaining. In fact, in Italy the biggest fear, as course after course appears, is that you entirely forget you are there on business. If you have the energy, you can always do the polite thing when the meal finally ends, and offer to pay. Then, after a lively discussion, you must remember the next polite thing to do - let your host pick up the bill.

In Germany, as you walk sadly back to your hotel room, you may wonder why your apparently friendly hosts have not invited you out for the evening. Don't worry, it is probably nothing personal. Germans do not entertain business people

with quite the same enthusiasm as some of their European counterparts. The Germans are also notable for the amount of formality they bring to business. As an outsider, it is often difficult to know whether colleagues have been working together for 30 years or have just met in the lift. If you are used to calling people by their first names this can be a little strange. To the Germans, titles are important. Forgetting that someone should be called Herr Doktor or Frau Direktorin might cause serious offence. It is equally offensive to call them by a title they do not possess.

In Italy the question of title is further confused by the fact that everyone with a university degree can be called Dottore - and engineers, lawyers and architects may also expect to be called by their professional titles.

These cultural challenges exist side by side with the problems of doing business in a foreign language. Language, of course, is full of difficulties - disaster may be only a syllable away. But the more you know of the culture of the country you are dealing with, the less likely you are to get into difficulties. It is worth the effort. It might be rather hard to explain that the reason you lost the contract was not the product or the price, but the fact that you offended your hosts in a light-hearted comment over an aperitif. Good manners are admired: they can also make or break the deal.

Exercise 37. Decide if these statements are true or false, according to the writer:

1. In France you are expected to shake hands with everyone you meet. 2. People in Britain shake hands just as much as people in Germany. 3. In France people prefer talking about business during meals. 4. It is not polite to insist on paying for a meal if you are in Italy. 5. Visitors to Germany never get taken out for meals. 6. German business people don't like to be called by their surnames. 7. Make sure you know what the titles of the German people you meet are. 8. Italian professionals are usually addressed by their titles. 9. A humorous remark always goes down well all over the world.

Exercise 38. Discuss these questions:

Which of the ideas in the article do you disagree with? What would you tell a foreign visitor about good manners in your country? How much do you think international business is improved by knowing about foreign people's customs?

Exercise 39. Read the following text and do the exercises below:

BOARDROOM CULTURE CLASH

An Unpredictable Affair

Try to put pressure on a Japanese in a negotiation and you will be met with stony silence. Hold an informal fact-finding meeting with a German and you can expect a battery of searching questions. Disagree with the French on even a minor point and they will take great pleasure in engaging in spirited verbal combat. Doing business across culture can be an unpredictable affair.

Cultural Awareness

Most of us prefer to do business with people we like. And it should come as no surprise that the people we like tend to be like us. So whilst we may dispute the accuracy of cultural stereotypes it is generally agreed that good business relationships are built on cultural awareness. Across national frontiers 'nice guys' do more business than nasty ones. But what constitutes nice-guy behaviour in a boardroom in Miami is not necessarily what they expect in Madrid.

The US Perspective

For instance, most Americans will insist on the hard sell. It's not enough that you want to buy their products, you must let them sell them to you. They have to report back to superiors who will be as interested in how the deal was struck as the result. Systems and procedures matter to Americans.

The Spaniards Trust You.

The Spanish, on the other hand, are unimpressed by the most meticulously prepared meeting and pay much more attention to people. In this they are more like the Arabs or the Japanese. In the Middle and Far East business is built on trust over a long period of time. Spaniards may come to a decision about whether they trust you a little sooner.

Animated Italians

Italians too tend to feel that the main purpose of meetings is to assess the mood of those present and reinforce team-spirit. There may well be a lot of animated discussion at a meeting in Italy, but the majority of decisions will be, made elsewhere and in secret.

Scandinavians want results

Strangely enough, Scandinavians are rather like Americans. They value efficiency, novelty, systems and technology. They are firmly profit-oriented. They want results yesterday.

Succeed with the Germans

Don't be surprised if the Germans start a meeting with all the difficult questions. They want to be convinced you are as efficient and quality-conscious as they are. They will be cautious about giving you too much business until you have proved yourself. They will demand prompt delivery and expect you to keep your competitive edge in the most pricesensitive market in Europe. Succeed and you will enjoy a long-term business relationship.

Adversarial Meetings

The French will give you their business much more readily. But they will withdraw it just as fast if you fail to come up with the goods. Meetings in France tend to be adversarial. Heated discussion is all part of the game. Germans will be shocked to hear you question their carefully prepared arguments. The Spanish will offer no opinion unless sure of themselves, for fear of losing face. But French executives prefer to meet disagreement head on, and the British tendency to diffuse tension with humour doesn't go down too well.

Prisoners of our culture

Ask yourself whether meetings are opportunities to network or get results. Is it more important to stick to the agenda or generate new ideas? Is the main aim of a meeting to transmit or pool information? It all depends on where in the world you hold your meeting and whether you belong to an individualistic business culture like the French, Germans and Americans or to a collective one like the British, Japanese and Greeks. Indeed, who knows to what extent our views are our own and to what extent culturally conditioned? For in business, as in life, "all human beings are captives of their culture".

Which of the following points support the opinions expressed in the article?

1. In meetings the French tend to be more aggressive than the Germans. 2. The Arabs have nothing in common with the Japanese. 3. The French generally don't appreciate the British sense of humor. 4. The Spanish are rarely hesitant in cross-cultural meetings. 5. The Americans and Scandinavians value a methodical approach. 6. The Germans want quality at any price. 7. The British tend to be more individualistic in business than the Germans. 8. In business the Italians are more or less like the Spanish.

Exercise 40. Complete the sentences below using words from the following list. Referring back to the article will help you with some of them: market price profit quality client cost technology

1. We're a firmly-oriented company, so the bottom-line for us is not how big our market share is but how much money we're going to make. 2. Even at low prices inferior products won't sell in such a-conscious market. 3. The market's far too-sensitive to stand an increase in service charges. 4. We're constantly forced to respond both to changing customer needs and to what our main competitors are doing in a-driven business such as this. 5. The customer always comes first. We're a very-centred company. 6. In a-led business, such as ours, it's vital to plough profits back into R&D. 7. If the price of materials goes up any more, production will no longer beeffective.

Exercise 41. Obviously, in a delicate negotiation you do not always say exactly what you think! You need to be able to express yourself diplomatically, to make your point firmly but politely. Match what you think with what you say:

WHAT YOU THINK WHAT YOU SAY

1. We are unhappy with this offer. 2. We are dissatisfied. 3. We can't accept it. 4. You said there would be a discount. 5. Don't forget your obligations. 6. We want a guarantee. 7. We won't agree to this. 8. We're shocked you expect us to cover the costs. 9. That's wrong. 10. We want a bigger rebate. 11. We must finalize the deal today. 12. You obviously don't understand.

a. Unfortunately, we would be unable to accept that. b. With respect, that's not quite correct. c. I'm sure we don't need to remind you of your contractual obligations. d. We're rather surprised you expect us to cover the costs. e. We would find this somewhat difficult to agree to. f. We were rather hoping to finalize the deal today. g. I'm sorry but we're not very happy with this offer. h. Actually, we were hoping for a slightly more substantial rebate. i. I'm afraid you don't seem to understand. j. We understood there would be a discount. k. We would need some sort of guarantee. l. We're not completely satisfied.

TYPES OF BUSINESS ORGANIZATIONS

Exercise 42. Read the following text and try to summarize the notion of the words 'company' and 'association':

A company is, in general, any group of persons (known as its members) united to pursue a common interest. The term is thus synonymous with association, but more often it is used specifically to identify associations formed for profit, such as the partnership, the joint-stock company, and the for-profit corporation. A company is

not necessarily a corporation, and thus may not have a separate existence from its members. A company might also not be able to sue or be sued in its own name, and thus would not be considered to be a legal person. Whether a company has either of these characteristics depend on the law of the jurisdiction. Although associations of persons carrying on business must have existed from time immemorial, the oldest continually-operating business in existence is Japanese firm Kongo Gumi, which was founded in the sixth century. A voluntary association (also sometimes called just an association) is a group of individuals who voluntarily enter into an agreement to form a body (or organization) to accomplish a purpose. Strictly speaking in many jurisdictions no formalities are necessary to start an association, although it is difficult to imagine how a one person association would operate. In some jurisdictions, there is a minimum for the number of persons starting an association. Some jurisdictions require that the association register with the police or other official body to inform the public of the association's existence. This is not necessarily a tool of political control but much more a way of protecting the economy from fraud. In many such jurisdictions, only a registered association is a legal person whose membership is not responsible for the financial acts of the association. Any group of persons may, of course, work as an association but in such case, the persons making a transaction in the name of the association are all responsible for it. Associations that are organized for profit or financial gain are usually called partnerships. A special kind of partnership is a co-operative which is usually founded on one man - one vote principle and distributes its profits according to the amount of goods produced or bought by the member. Associations may take the form of a non-profit organization or they may be not-for-profit corporations; this does not mean that the association cannot make benefits from its activity, but all the benefits must be reinvested. Most associations have some kind of document or documents that regulate the way in which the body meets and operates. Such an instrument is often called the organization's bylaws, regulations, or agreement of association. In some civil law systems, an association is considered a special form of contract. In the Civil Code of Quebec this is a type of nominate contract. The association can be a body corporate, and can thus open a bank account, make contracts (rent premises, hire employees, take out an insurance policy), lodge a complaint etc. In France, conventional associations are regulated by the Waldeck-Rousseau law of July 1, 1901 and are thus called Association loi 1901, except in Alsace and Moselle where the law of April 19, 1908 applies (these countries were German in 1901). In Texas, state law has statutes concerning unincorporated nonprofit associations that allow unincorporated associations that meet certain criteria to operate as an entity independent of its members, with the right to own property, make contracts, sue and be sued, as well as limited liability to its officers and members.

Exercise 43. Complete the text using the words below:

bankruptcy	corporations	creditors	issue	liability	losses
partnership	registered	shares	sole trader	financial	
premises	capital	prospectus	files		

The simplest form of business is the individual proprietorship or (1): for example, a shop (US = store) or a taxi owned by a single person. If several individuals wish to go into business together they can form a (2).....; partners generally contribute equal capital, have equal authority in management, and share profits or (3) In many countries, lawyers, doctors and accountants are not allowed to form companies, but only partnerships with unlimited (4) for debts - which should make them act responsibly. But a partnership is not a legal entity separate from its owners; like sole traders, partners have unlimited liability: in the case of (5) a partner with a personal fortune can lose it all. Consequently, the majority of businesses are limited companies (US = (6)), in which investors are only liable for the amount of capital they have invested. If a limited company goes bankrupt, its assets are sold (liquidated) to pay the debts; if the assets do not cover the debts, they remain unpaid (i.e. (7) do not get their money back.) In Britain, most smaller enterprises are private limited companies which cannot offer (8) to the public; their owners can only raise capital from friends or from banks and other venture capital institutions. A successful, growing British business can apply to the Stock Exchange to become a public limited company; if accepted, it can publish a (9) and offer its shares for sale on the open stock market. In America, there is no legal distinction between private and public limited corporations, but the equivalent of a public limited company is one (10) by the Securities and Exchange Commission. Founders of companies have to write a Memorandum of Association (in the US, a Certificate of Incorporation), which states the company's name, purpose, registered office or premises and authorized share (11) (12)..... (always with an 's' at the end) - is the technical term for the place in which a company does its business: an office, a shop, a workshop, a factory, a warehouse, etc. Authorized share capital means the maximum amount of a particular type of share the company can (13) Founders also write Articles of Association (US = Bylaws), which set out the rights and duties of directors and different classes of shareholders. Companies' memoranda and articles of association, and annual (14). statements are sent to the registrar of companies, where they may be inspected by the public. (A company that (15) its financial statements late is almost certainly in trouble.) In Britain, founders can buy a ready-made "off-the-

shelf company” from an agent, that is, a company formed and held specifically for later resale; the buyer then changes the name, memorandum, and so on.

Exercise 44. Read the following text and list the steps in starting a business as well as explain four elements involved in every business:

The Steps in Starting a Business

Nearly every person who makes the decision to start a business is an entrepreneur because he or she is willing to take a risk. Usually people decide to start a business to gain profits and to “do something on their own” or to be their own boss. Entrepreneurs then gather the factors of production and decide on the form of business organization that best suits their purposes. Anyone hoping to become an entrepreneur must also learn as much as possible about the business he or she plans to start. This process includes learning about the laws, regulations, and tax codes that will apply to the business.

Elements of Business Operation

To start a business, you must make potential customers aware that your services are available for a price. You could have one-page fliers printed to advertise your business and pass them out. You could also buy advertising space in the local newspaper.

Every business, regardless of size, involves four elements: expenses, advertising, receipts and record keeping, and risk.

Expenses

If you own a painting business, you will need to purchase brushes and paint. As your business grows, you might invest in paint sprayers so that you can complete jobs faster. This new equipment would add to your income, but will probably take more money capital than you have on hand.

Advertising

You will quickly find out that letting potential customers know that you are in business is costly. Once you have customers, however, information about your business will spread by word of mouth. **Receipts and Record Keeping**

No matter how small your business is, having a system to track your expenses and income is key to your success. All receipts should be safely filed and saved.

Risk

Every business involves risks. You must balance the risks against the advantages of being in business for yourself - including profit versus loss.

Depending on the kinds of jobs you do, you will need equipment and replacement parts. At first, you might buy parts as you need them for a particular job: In time, you will find it easier to have an inventory. An inventory is a supply of whatever items are used in a business. Probably one of the first things you want to do, if you have not already done so, is buy a computer. With the computer, you also should purchase the programs that will allow you to keep track of all your expenses and all your receipts. Many such programs exist and are relatively inexpensive. Programs write checks for you, calculate your monthly profit and loss, tell you the difference between what you own and what you owe (called net worth), and so on. As an entrepreneur, you are taking many risks, but the profit you expect to make is your incentive for taking those risks. For example, if you spend part of your savings to pay for advertising and equipment, you are taking a risk. You may not get enough business to cover these costs.

Whenever you buy a special part for a job, you are taking a risk. Suppose you do the work and your customer never pays you. You are even taking a risk with the time you spend. You are using time to think about what you will do, to write ads, to set up the bookkeeping, and so on. This time is an opportunity cost. You could have used it to do something else, including work for someone for a wage. If you work for someone else, you take only the risk of not being paid, which is usually small. As an entrepreneur your risks are great, but so are the potential rewards.

Exercise 45. After reading the text in Exercise 44, you should be able to fill in the missing word or words:

People who want to start their own businesses are regarded as (1)_____. The first step in starting a new business is to (2)_____ along with the desire to be one's own boss, most people are motivated by the hope of gaining (3)_____ from the business. The second step involves gathering the (4)_____ and then choosing the most suitable form of (5)_____. New business owners must learn all they can about the laws, regulations, and tax codes that apply to their operation. Every business involves four elements. Through (6)_____, owners let others know about the business and the services offered. Once customers know a business, information spreads by (7)_____. As the business grows, there will be more (8)_____ incurred for supplies, raw materials, equipment, and so on. In time, an owner will want to have an (9)_____ of replacement parts to make the business more efficient. State and federal tax laws require that an owner keep (10)_____ for every expenditure. (11)_____ will enable an owner to keep track

of all transactions related to the business. A computer and specialized software can help maintain business files. Finally, an entrepreneur needs to be aware of the (12)_____ of starting a business and balance them against the potential (13)_____.

Exercise 46. Read the following text and describe the advantages and disadvantages of a sole proprietorship, explain how people can get help starting a small business, and list the advantages and disadvantages of a partnership:

SOLE PROPRIETORSHIPS AND PARTNERSHIPS ARE COMMON IN THE UNITED STATES TODAY

Business can be organized in the United States in a number of ways. The two most common are a sole proprietorship and a partnership.

Sole Proprietorship

The most basic type of business organization is the sole proprietorship, a business owned by one person. It is the oldest form of business organization and also the most common. The colonies of Maryland and Pennsylvania were founded as sole proprietorships. When we speak of a proprietor, we are always referring to the owner of a business. The word proprietor comes from the Latin word *proprietas*, meaning “property.” A business is a kind of property. Today, the United States has about 14 million such businesses, and many of them are small. For that reason, they usually are easier and less expensive to start and run. You probably have contact with many sole proprietorships every day without realizing it - owners of corner grocery stores, repair shops, dry cleaners, and so on. Many doctors, dentists, lawyers, and accountants are sole proprietors. In farming, construction, and contracting, sole proprietorships are the most numerous types of business organization. The following table shows advantages and disadvantages of a sole proprietorship.

ADVANTAGES DISADVANTAGES

Profits and losses

As sole owner, the proprietor receives all the profits because he or she takes all the risks. Losses are not shared.

The proprietor has complete legal responsibility for all debts and damages brought upon oneself in doing business. This is known as unlimited liability. If the firm is unable to pay its bills or if someone is injured as a result of the business, the proprietor can be forced to sell his or her personal assets as well as the business to

pay these debts. Assets are items of value such as houses, cars, jewelry, and so on. Management Decisions on starting and running the business can be made quickly because the owner does not have to consult with other people. Because a proprietorship is usually small, the operation of the business is less complicated than other types of business. There are generally fewer government regulations than with corporations. A proprietor must handle all decision making, even for unfamiliar areas of the business. For example, the owner of a manufacturing firm may know a great deal about product design, but very little about selling. This is a severe problem for many sole proprietorships. Taxes A proprietor must pay personal income taxes on profits, but these taxes may be lower than taxes for a corporation.

Personal satisfaction

The proprietor has full pride in owning the business. The person is his or her own boss and makes the business whatever it is. Running a sole proprietorship is demanding and time-consuming. If the proprietor does not enjoy such responsibility, he or she will find ownership a burden. Financing growth Because the proprietor has liability for all debts, it is occasionally easier for a proprietorship to obtain credit than for a corporation of the same size. A sole proprietor must rely on his or her own funds plus money that can be borrowed from others. Borrowing small amounts may be easier for a sole proprietorship than for a corporation. Lenders are more willing to extend credit knowing that they can take over not only the assets of the business, but also the assets of the proprietor if the loan is not paid back.

Life of the business

A sole proprietorship depends on one individual. If that person dies, goes bankrupt, or is unwilling or unable to work, the business will probably close. This uncertainty about the future increases the risk to both employees and creditors. Help in starting a small business. For a person who wants to start a sole proprietorship, help is available. The federal government's Small Business Administration often helps finance startups, which are new small businesses. State departments of commerce and community affairs also offer assistance. Many community college and university campuses have federally funded small business development centers that will help a small business get started. A small business incubator might also aid businesses. Just as incubators help hatch chickens, there are business incubators that help "hatch" small businesses. They are often operated with state and federal funds. A small business incubator might provide a low-rent building, management advice, and computers. The incubator's goal is to generate job creation and economic growth, particularly in depressed states.

Partnerships

To take the example of your repair business a little further, suppose that your business is doing so well that your workload has increased to the point at which you have little time for anything else. You could expand your business by hiring an employee. You also need financial capital, but would rather not take out a loan. You may look into taking on a partner. You decide that the best solution is to look for someone who can keep books, handle customers, and invest in the business. You offer to form a partnership. A partnership is a business that two or more individuals own and operate. You may sign a partnership agreement that is legally binding. It describes the duties of each partner, the division of profits, and the distribution of assets should the partners end the agreement.

Many doctors, dentists, architects, and lawyers work in partnerships. Two or more people often own small stores. The following table lists some of the major advantages and disadvantages of partnerships.

ADVANTAGES DISADVANTAGES

Profits and losses

Several individuals can sometimes survive a loss that might bankrupt a sole proprietor. Because partners share the risks of the business, they also share the profits. Liability Partners as a group have unlimited liability for all debts and damages incurred in business. If a partner is unable to pay his or her share of a debt, the others must make up for the difference.

Management

Partnerships are usually more efficient than proprietorships. They allow each partner to work in areas of the business that he or she knows most about or is best at doing.

Decision making is often slow because of the need to reach agreement among several people. Disagreements can lead to problems in running the business.

Taxes

Partners must pay personal income taxes on their share of profit. These taxes are sometimes lower than those for a corporation.

Personal satisfaction Partners, like sole proprietors, often feel pride in owning and operating their own company.

If partners do not get along with each other, trying to work together can result in constant arguments.

Financing growth

A partnership combines the capital of two or more people. It makes more money available to operate a larger and perhaps more profitable business. Because the risk is shared, creditors are often willing to lend more money to a partnership than to a sole proprietorship.

Like sole proprietorships, partnerships can have trouble obtaining large amounts of capital. The amount that partnerships can borrow is usually limited by the combined value of the assets of the business and of the partners.

Life of the business

If one partner dies or leaves, the partnership must be ended and reorganized. The others may be unable or unwilling to continue operating, and the business may close. This uncertainty is a risk to employees and creditors.

Limited Partnerships.

A limited partnership is a special form of partnership in which the partners are not equal. One partner is called the general partner. This person (or persons) assumes all of the management duties and has full responsibilities for the debts of the limited partnership. The other partners are “limited” because all they do is contribute money or property. They have no voice in the partnership’s management.

The advantage to the limited partners is that they have no liability for the losses beyond what they initially invest. The disadvantage, of course, is that they have no say in how the business is run. Limited partnerships must follow specific guidelines when they are formed. Two or more partners must sign a certificate of limited partnership in which they present, at a minimum, the following information: The company name The nature of the business The principal place of business The name and place of residence of each partner How long the partnership will last The amount of cash or other property contributed by each partner

Joint Ventures. Sometimes individuals or companies want to do a special project together. They do not have any desire to work together after the project is done. What they might do is form a joint venture. A joint venture is a temporary partnership set up for a specific purpose and for a short period of time.

Exercise 47. After reading the text in Exercise 47, you should be able to fill in the missing word or words:

Physicians, writers, and local grocery store owners often do business as (1) _____ . The owner of the business is known as a (2) _____ and accepts all the risks and rewards. One advantage of this

form of business is that the owner may find it easier to obtain (3) _____ because the business serves as (4) _____ for loans. Pride of ownership is balanced by the fact that running a business is very (5) _____. Also, borrowing (6) _____ can be difficult, which may create a shortage of funds. If the owner dies or is unable to work, the business may be forced to (7) _____. Such uncertainty increases risks to both (8) _____ and _____. Small business startups can be financed by the federal government's (9) _____ or by state departments of (10) _____. In some cases, universities or colleges have (11) _____, whose goals are to foster job creation and (12) _____. If a business grows rapidly, an owner may form a partnership with two or more people. These people sign a (13) _____ that is legally binding on all parties. If one partner provides money but does not help manage the business, the arrangement is known as a (14) _____. In other cases, a partnership known as a (15) _____ may be formed for a specific purpose. Advantages of a partnership include the fact that losses are (16) _____, partnerships are generally more (17) _____, the owners pay (18) _____ only on their share of profits, and often more (19) _____ are available to finance growth. Disadvantages include (20) _____ on debts and the fact that: if one partner dies, the business must be (21) _____.

Exercise 48. Read the following text and describe the advantages and disadvantages of a corporation:

THE CORPORATE WORLD

Suppose your electronic repair business has grown. You now have several partners and have turned your garage into a shop. You would like to expand and rent a store so that your business would be more visible. You would like to buy the latest equipment, charge a little less than your competitors, and capture a larger share of the market for electronic repair work. You need money capital, however. You have decided that you do not want any more partners. You would have to consult with them about every detail of the business as you do now with your present partners. What you want is financial backers who will let you use their money while letting you run the business. What you are proposing is a corporation. The following table shows the advantages and disadvantages of corporations.

ADVANTAGES DISADVANTAGES

Profits and losses Owners of the corporation – stockholders – do not have to devote time to the company to make money on their investment.

Liability The corporation, and not its stockholders, is responsible for its debts. If a corporation goes bankrupt or is sued, creditors cannot normally take personal property from stockholders to pay debts. This is known as limited liability, and may be the major advantage of the corporate form of business.

Management Responsibility for running a corporation is divided among many people.

Decisions are made at many levels by individuals trained in specific areas, such as sales, production, and so on. This allows a corporation to handle large and complicated operations and to carry on many types of business activities at the same time. Decision making can be slow and complicated because so many levels of management are involved. Also, the interests of those running the corporation, who may not be stockholders, are not always the same as those of the stockholders, who often seek an immediate return on investment.

Taxes

The federal government and some state and local governments tax corporate profits. The profits that are paid to stockholders as dividends are again taxed as income to those individuals. Some states also tax corporate property.

Personal satisfaction

An individual may feel satisfaction simply in owning a part of a corporation.

Individual stockholders have little or no say in how a corporation is run.

Financing growth

Corporations draw on resources of investors and may issue stock at any time to raise capital.

Life of the business

The life of a corporation can continue indefinitely if it remains profitable. Its life is not affected by the death of stockholders.

A corporation is an organization led by many people but treated by the law as though it were a person. It own property, pay taxes, make contracts, sue and be sued, and so on. It has a separate and distinct existence from the stockholders who own the corporation's stock. Stock represents ownership rights to a certain portion

of the profits and assets of the company that issues the stock. In terms of the amount of business done (measured in dollars), the corporation is the most important type of business organization in the United States today. In order to form a corporation, its founders must do three things. First, they must register their company with the government of the state in which it will be headquartered. Second, they must sell stock. Third, along with the other shareholders, they must elect a board of directors.

Registering the Corporation. Every state has laws governing the formation of corporations, but most state laws are similar. Suppose that you and your partners decide to form a corporation. You will have to file articles of incorporation application with the state in which you will run your corporation. In general, these articles include four items: 1. Name, address, and purpose of the corporation; 2. Names and addresses of the initial board of directors (these men and women will serve until the first stockholders' meeting, when a new board may be elected); 3. Number of shares of stock to be issued; 4. Amount of money capital to be raised through issuing stock. If the articles are in agreement with state law, the state will grant you a corporate charter - a license to operate from that state.

Selling Stock.

To continue the example of your electronic repair business, you could sell shares of either common or preferred stock in your new corporation. Common stock gives the holder part ownership in the corporation and voting rights at the annual stockholders' meeting. It does not guarantee a dividend - money return on the money invested in a company's stock. Preferred stock does guarantee a certain amount of dividend each year. Preferred stock also guarantees to the stockholder first claim, after creditors have been paid, on whatever value is left in the corporation if it goes out of business. Holders of preferred stock usually do not have voting rights in the corporation, although they are part owners. If your corporation were to become large, you might find its stock traded in the local stock market as over-the-counter stock. Over-the-counter means that individual brokerage firms hold quantities of shares of stocks that they buy and sell for investors. Should your corporation continue to grow, it would be traded on a regional stock exchange. It might be listed as an over-the-counter stock with the National Association of Securities Dealers Automated Quotation (NASDAQ) in one of their three lists. The largest corporations are usually listed on the New York Stock Exchange (NYSE).

Naming a Board of Directors.

To become incorporated, a company must have a board of directors. You and your partners, as founders of the corporation, would select the first board for your corporation. After that stockholders at their annual stockholders' meetings would

elect the board. The bylaws of the corporation govern this election. Bylaws are a set of rules describing how stock will be sold and dividends paid, with a list of the duties of the company's officers. They are written after the corporate charter has been granted. The board is responsible for supervising and controlling the corporation. It does not run business operations on a day-to-day basis, however. Rather, it hires officers for the company - president, vice-president(s) secretary, and treasurer - to run the business and hire other employees.

Exercise 49. After reading the text in Exercise 49, fill in the missing word or words:

Although a corporation is owned by many people, it is treated by the law as if it were a (1)_____. A corporation can make (2)_____, pay taxes, and own (3)_____. (4)_____ represents ownership in the corporation and a right to a portion of the (5) _____ and _____ of the company. To register a corporation, the owners must file an (6) _____ application. If it is approved, the state will issue a (7) _____, which is a license to do business. Stockholders who own (8) _____ have voting rights in the corporation. However, unlike owners of (9) _____, they are not guaranteed a dividend nor do they have first claim on corporate assets. A corporation must also select a (10) _____ and establish the (11)_____, or set of rules, in order to operate. Two major advantages of a corporation are (12) _____ for debts and the fact that it can continue (13)_____. Disadvantages are that (14) _____ is often slow and complicated because of the levels of management involved and that corporations often pay several kinds of (15)_____ on profits and income.

Exercise 50. Summarize the advantages and disadvantages of franchising and explain what types of businesses are involved in it:

FRANCHISES

Many hotel, motel, gas station, and fast-food chains are franchises. A franchise is a contract in which a franchisor (fran-chy-ZOR) sells to another business the right to use its name and sell its products. The person or business buying these rights, called the franchisee (fran-chy-ZEE), pays a fee that may include a percentage of all money taken in. If a person buys a motel franchise, that person agrees to pay the motel chain a certain fee plus a portion of the profits for as long as his or her motel

stays in business. In return, the chain will help the franchisee set up the motel. Often, the chain will have a training program to teach the franchisee about the business and set the standards of business operations.

Advantages:

As practiced in retailing, franchising offers franchisees the advantage of starting up a new business quickly based on a proven trademark and formula of doing business, as opposed to having to build a new business and brand from scratch (often in the face of aggressive competition from franchise operators). As long as their brand and formula are carefully designed and properly executed, franchisors are able to expand their brand very rapidly across countries and continents, and can reap enormous profits in the process, while the franchisees do all the hard work of dealing with customers face-to-face. Additionally, the franchisor is able to build a captive distribution network, with no or very little financial commitment. For some consumers, having franchises offer a consistent product or service makes life easier. They know what to expect when entering a franchised establishment.

Disadvantages:

For franchisees, the main disadvantage of franchising is a loss of control. While they gain the use of a system, trademarks, assistance, training, and marketing, the franchisee is required to follow the system and get approval of changes with the franchisor.

In response to the soaring popularity of franchising, an increasing number of communities are taking steps to limit these chain businesses and reduce displacement of independent businesses through limits on “formula businesses.”

Another problem is that the franchisor/franchisee relationship can easily give rise to litigation if either side is incompetent (or just not acting in good faith). For example, an incompetent franchisee can easily damage the public’s goodwill towards the franchisor’s brand by providing inferior goods and services, and an incompetent franchisor can destroy its franchisees by failing to promote the brand properly or by squeezing them too aggressively for profits. History. Franchising dates back to at least the 1850s. One early example resulted in the characteristic look of historic hotels (bars) in New South Wales, with franchising agreements between hotels and breweries. Early American examples include the telegraph system which was operated by various railroad companies but controlled by Western Union, and exclusive agreements between automobile manufacturers and operators of local dealerships. Modern franchising came to prominence with the rise of franchise-based restaurants. This trend started initially in the 1930s with traditional sit-down restaurants like the early Howard Johnson’s, and then

exploded in 1950s with the development of fast food chains, of which McDonalds has been the most successful worldwide. Many retail sectors, particularly in the United States, are now dominated by franchising to the point where independently-run operations are the exception rather than the rule.

Exercise 51. After reading the text in Exercise 51, fill in the missing word or words:

A franchise is a (1) _____ in which a franchiser sells the right to use its (2) _____ and sell its (3) _____. A franchisee pays a fee plus a portion of the profits to a chain. The advantages to the franchisee are that the national chain will pay for (4) _____ campaigns that identify the franchise with the national name. The chain may also help to choose a (5) _____ for the building and arrange (6) _____ for the new owner.

Exercise 52. You'll hear a recording of part of a training session for small business people on the principles and practice of franchising. Listen to the first part of the recording. Fill the gaps in this summary:

The franchisor usually supplies: 1. an _____ product or service and a well-known _____ image. 2. an _____ manual, showing how the business should be set up and how it must be run. 3. help, advice, and training in _____ the business. 4. continuing advice, training and support during the _____ of the franchise. 5. the _____ that's required to set up and operate the business. 6. _____ of the product, which he will be able to _____ cheaply in _____. This may result in savings or, depending on the franchisor's mark-up, _____ the franchisee to buying at _____ the market price. 7. local, national and even international _____.

Exercise 53. Listen to the second part of the recording and answer these questions about it:

1. The questioner points out that... a. franchisees usually require varying amounts of on-going support. b. franchisors tend to reduce their on-going support a year after start-up. c. not all franchisors give the same quality of support.
2. She also points out that, as a franchisee, you must find out... a. what brand image and support the franchisor is providing. b. what level of help you will be getting after a year or so. c. what level of help you will get when you

start up the franchise. 3. In the case of problems in running the franchise, you need to know: a. Will the franchisor be able to solve all your problems? b. Will the franchisor provide financial support in an emergency? c. Will you be offered regular advice by the franchisor? 4. In the answer, the lecturer points out that the franchisee should find out what help he/she will get from the franchisor... a. in recruiting staff. b. in training his/her present staff in new skills. A state license to operate as a corporation (two words) 8. Articles of _____ define the corporation, its board of directors, the shares of stock to be issued, and the amount of capital to be raised through issuing stock. 9. A business owned and operated by two or more people 10. Money needed to finance a business in the beginning stage.

ТЕСТОВІ ЗАВДАННЯ

Choose the correct answer to complete the sentence

1. What time last night?
A. did you arrive B. are you arriving C. you arrived D. have you arrived
2. If it, the school will close for the day.
A. will snow B. is going to snow C. snows D. snowing
3. This room is not for 100 people.
A. big B. big enough C. enough big D. bigger
4. you close the door, please?
A. May B. Could C. Do D. Should
5. sit in that chair. It's broken.
A. Not to B. No C. Don't D. Cannot
6. My apartment is very small.
A. friend B. friend's C. friends D. friend is
7. That's not your pen, it's
A. my B. I C. mine D. me
8. Japanese isEnglish.
A. different than B. different C. different from D. differs
9. John's car is than mine.
A. more cheap B. expensive C. less expensive D. as cheap as
10. How have you been in this country?
A. much B. long C. many D. few
11. I for you since 9 a.m.
A. am waiting B. had been waiting C. wait D. have been waiting
12. It was my day-off, that's why I to go to work.
A. hadn't B. didn't have C. mustn't D. must
13. She promised that shesend the letter herself.
A. will B. is going to C. would D. is
14. I listened to the lecture
A. attentively B. attentive C. attention D. attend
15. Our teacher doesn't let us dictionaries during tests.
A. to be used B. using C. use D. to use
16. A is a long journey in a boat or ship.
A. tour B. voyage C. trip D. flight
17. In order to apply for a job you usually have to send a
A. curriculum vitae B. letter C. passport D. telegram
18. If you work the whole working-day, it means that you work
A. part-time B. full-time C. sometimes D. sometime
19. The right word for money paid every month, but referred to as annual earnings paid to professional and managerial staff, is
A. salary B. tip C. fee D. wages
20. The right word for money paid to a manual worker, usually calculated hourly and paid weekly, is
A. salary B. tip C. fee D. wages
21. The right word for a small sum given to reward the services of people like waiters or taxi drivers, is
A. salary B. tip C. fee D. wages
22. Thefrom the airport to the hotel will take fifty minutes.

23. A. way B. road C. transfer D. travelling
 You want to go a holiday called "Venice and the Verona Opera" in June.
24. A. to B. on C. for D. during
 About eight weeks before the client is due to travel, fullfor the holiday must be collected.
25. A. money B. cash C. currency D. payment
 You have recently returned from a familiarization trip to a holiday and now have to report back on your visit.
26. A. place B. resort C. location D. whereabouts
 "To book" a hotel means a hotel.
27. A. to reserve B. to see C. read about D. to advertise
 "Personnel" means
28. A. personal B. staff C. stuff D. employers
 A letter from a dissatisfied customer is a letter of
29. A. complaint B. condolences C. gratitude D. apology
 Aoperator is a specialist who helps people to plan vacations.
30. A. travel B. telephone C. tour D. travelling
 Travelling abroad means travelling
31. A. by car B. to foreign C. by plane D. by bus
 countries
32. A. by car B. to foreign C. by plane D. by bus
 The plane at 7.30.
33. A. takes off B. had taken off C. took off D. has been taken off
 off
34. A. bring B. look after C. done D. snowing
 A tour guide willthe group.
35. A. will be cooking B. will be visiting C. will be reading D. will be doing
 Youmost of the famous places.
36. A. May B. Could C. Do D. Should
 you close the bus-door, please?
37. A. Not to B. No C. Don't D. Cannot
 travel by that bus. It's broken.
38. A. friend B. friend's C. friends D. friend is
 His..... apartment is very cosy.
39. A. How long B. How many C. Why D. How
would it take you to get to each place from where you live?
40. A. different than B. different C. different from D. differs
 German is English.
41. A. more cheap B. expensive C. less expensive D. as cheap as
 Tom's voyage is than mine.
42. A. much B. long C. many D. few
 How have you been in this tour?
43. A. am waiting B. had been waiting C. wait D. have been waiting
 I for our guide since 9 a.m.
44. A. had B. didn't have C. mustn't D. must
 It was my day-off, that's why I to go to an excursion.
45. A. will B. is going to C. would D. is
 He promised that hesend the letter himself.
46. A. attentively B. attentive C. attention D. attend
 I listened to the ticket collector
47. A. to be used B. using C. use D. to use
 Our tour guide doesn't let us alcohol drink during this flight.

46. A is a long journey in a plane.
 A. tour B. voyage C. trip D. flight
47. What have you usually to send in order to apply for a job?
 A. curriculum vitae B. letter C. passport D. telegram
48. If you don't work the whole working-day, it means that you work
 A. part-time B. full-time C. sometimes D. sometime
49. The right word for walking a long way, usually for pleasure or exercise, esp. in the country, is
 A. trip B. journey C. hike D. driving
50. The right word for a journey, travel, or passage, esp. one to a distant land or by sea or air is
 A. voyage B. trip C. hike D. driving
51. The right word for an outward and return journey, often for a specific purpose is
 A. journey B. trip C. voyage D. driving
52. Thefrom the railway station to the hotel will take ten minutes.
 A. way B. road C. transfer D. traveling
53. Do you want to go a holiday called "Spring in Prague" in May?
 A. to B. on C. for D. during
54. We have to collectfor our voyages.
 A. money B. cash C. currency D. payment
55. Travel consultant helps us to make a
 A. choice B. resort C. location D. whereabouts
56. "To book" a ticket means a ticket.
 A. to reserve B. to see C. read about D. to advertise
57. "Cabin Crew" means
 A. pilots B. staff C. airliner stuff D. employers
58. A letter from a satisfied customer is a letter of
 A. complaint B. condolences C. gratitude D. apology
59. Aguide is a specialist who helps people to visit different interesting places.
 A. travel B. telephone C. tour D. traveling
60. A round trip means travelling
 A. by car B. to a place and then back again C. by plane D. by bus

Література

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