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Кафедра иностранных языков

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## **АНГЛИЙСКИЙ ЯЗЫК**

**Методические материалы  
по дисциплине «Иностранный язык»**

Рекомендовано учебно-методической комиссией  
направления подготовки 38.03.02 Менеджмент  
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Методические материалы предназначены для обучения студентов направления подготовки 38.03.02. Менеджмент, профиль Маркетинг и бизнес-аналитика, работе с терминологией, которая может быть использована в сфере профессионального общения. Текстовый материал и система упражнений способствуют активному овладению навыками чтения, обогащению словарного запаса студентов и рекомендуются для аудиторной и самостоятельной работы.

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## ПРЕДИСЛОВИЕ

Данные методические материалы составлены в соответствии с рабочей программой дисциплины «Иностранный язык» по направлению подготовки 38.03.02 Менеджмент и предназначены для практических занятий и самостоятельной работы студентов.

Содержание данных методических материалов представлено следующими темами:

Тема 1: Higher education. KuzSTU

Тема 2: Economics

Тема 3: Demand and Supply

Тема 4: The concept of Management

Тема 5: Corporate Management

Тема 6: Human Resource Management

Тема 7: Personnel Development

Тема 8: Marketing Essentials

Тема 9: Market Research

Тема 10: Market

Тема 11: Mass Marketing and Market Segmentation

Тема 12: Marketing Communication

Каждая тема сопровождается системой коммуникативных и лексико-грамматических заданий, направленных на приобретение студентами компетенций, предусмотренных федеральным государственным образовательным стандартом направления подготовки 38.03.02 Менеджмент.

**ОК-4** – владеть способностью к коммуникации в устной и письменной формах на русском и иностранном языках для решения задач межличностного и межкультурного взаимодействия.

**ОПК-4** – владеть способностью осуществлять деловое общение и публичные выступления, вести переговоры, совещания, осуществлять деловую переписку и поддерживать электронные коммуникации.

## UNIT I HIGHER EDUCATION. KUZSTU

*What do you know about higher education? Answer the questions.*

1. Which features of Russian higher education system do you like and which ones not? Why?
2. What time does the history of higher education in Russia go back to?
3. How many higher education establishments are there in Russia?
4. Has there been any European influence upon Russian system of higher education?
5. Who can enter any higher school?

### **I. Read the text and answer the questions:**

- 1. What is higher education?*
- 2. Where can people get higher education?*
- 3. What does higher education include?*
- 4. What does higher education result in?*
- 5. What degrees do higher education institutions offer?*

Higher education is an educational level that follows a completion of a school providing a secondary education, such as a high school, secondary school, or gymnasium. Higher education is often delivered at universities, academies, colleges, seminaries, and institutes of technology, and is also available through certain college-level institutions, including vocational schools, trade schools, and other career colleges that award academic degrees or professional certifications. Higher education at non-degree level is sometimes referred to as further education or continuing education as distinct from higher education.

The right of access to higher education is mentioned in a number of international human rights instruments. The UN International Covenant on Economic, Social and Cultural Rights of 1966 declares that «higher education shall be made equally accessible to all, on the basis of capacity, by every appropriate means, and in particular by the pro-

gressive introduction of free education». In Europe, Article 2 of the First Protocol to the European Convention on Human Rights, adopted in 1950, obliges all signatory parties to guarantee the right to education.

Higher education includes teaching, research, exacting applied work (e.g. in medical schools and dental schools), and social services activities of universities. Higher education includes undergraduate and postgraduate education, as well as vocational education and training. Completion of a higher education program of study generally results in the awarding of certificates, diplomas, or academic degrees.

Higher education in some countries, including the United States, Canada, the United Kingdom, and Ireland, specifically refers to post-secondary institutions that offer Associate's degrees, Bachelor's degrees, Master's degrees, Education Specialist (Ed.S.) degrees or Doctor of Philosophy (Ph.D.) degrees, or their equivalents, and also higher professional degrees in areas such as dentistry, law, medicine, optometry, pharmacology and veterinary medicine. Such institutions may also offer non-degree certificates, which indicate completion of a set of courses comprising a body of knowledge on a particular topic, but the granting of such certificates is not the primary purpose of the institutions.

## II. Match the words with their definitions.

1) to attend classes	a) an undergraduate course which usually lasts 3–4 years
2) bachelor's degree	b) to go to classes
3) boarding school	c) a way of studying where tuition is carried out over the Internet or by post
4) distance learning	d) a school where pupils live during term time
5) face-to-face classes	e) to progress less quickly than others
6) to fall behind with your studies	f) as opposed to distance learning the traditional way of studying in a classroom with colleagues and a teacher
7) a graduation ceremony	g) to offer guidance on a student's work

8) to give feedback	h) an event where a successful student receives his or her academic degree
9) an intensive course	i) education, usually in a college or university, that is followed after high school or secondary school
10) higher education	j) a course that offers lots of training in order to reach a goal in as short a time as possible
11) to keep up with your studies	k) to memorize it
12) to learn something by heart	l) to not fall behind
13) master's degree	m) a student who is older than average and who has usually returned to education after a period at work
14) a mature student	n) a period of study which often follows the completion of a bachelors degree or is undertaken by someone regarded as capable of a higher-level academic course
15) to play truant	o) to finish a job or task in the time allowed or agreed
16) to meet a deadline	p) to stay away from classes without permission
17) to sit an exam	q) to spend a year working or travelling before starting university
18) to take a year out	r) to take an exam
19) tuition fees	s) to have a paid job whilst studying to support yourself financially
20) to work your way through university	t) the money paid for a course of study

**III. Read the text and pay attention to the meaning of the underlined words.**

**T.F. Gorbachev Kuzbass State Technical University**

At present time T.F. Gorbachev Kuzbass State Technical University is one of the largest higher education institutions of Western

Siberia, it is the large center of Kemerovo region where fundamental, applied and developmental works are carried out practically for all industries of Kuzbass and Russia.



Training is conducted according to educational programs of higher education, including training of 40 specialist's degree programs, bachelor's – 143, master's – 80 programs accordingly. The researches and studying in KuzSTU are conducted on the following subjects: geomechanics; coal chemistry; nanotechnology; geology; exploitation and technology of environmentally safe development of deposits and mining; geodesy; land management; ecology; deep coal processing technologies; labor and industrial safety (first of all in mining and chemistry); engineering; modeling of technological and physical processes; economy and management in key branches of Kuzbass.

The university's aim is strengthening and development of human potential of Russia's leading coal region on the basis of consolidation of resources and university possibilities with the key enterprises of the region in educational, scientific-innovative and international activity.

The university's strategic objective is to achieve leader positions on the basis of strengthening of intellectual elite and scientific and pedagogical schools of higher education institution, attract talents for the solution of educational, scientific and production, social and economic problems of Kuzbass.

( <http://dic.kuzstu.ru/> )



#### **IV. Answer these questions.**

1. Does KuzSTU train fully-fledged specialists?
2. Is entry into the University competitive?
3. How are applicants admitted?
4. What subject catalogue does the University offer to its students?
5. Are all subjects compulsory?
6. What's done for those who want to combine work with study?
7. In how many fields of knowledge does the University award Bachelor's degrees /Master's degrees /diplomas?
8. How is research work conducted at the University?
9. Where can the University teachers and post-graduates publish their papers?

#### **V. Fill in the gaps.**

1. Duration of training for Bachelor degree is ... years, for specialist degree – ... years and for magistracy – ... years accordingly.
2. Upon graduation of the main education there is a chance to continue education in .... and ... study.
3. Training in postgraduate ... is carried out on 19, in doctoral study on ... scientific specialties accordingly.
4. The university's aim is ... and development of human potential of Russia's leading ... region on the basis of consolidation of resources and university possibilities with the key .... of the region in educational, scientific-innovative and international activity.
5. At present time T. F. Gorbachev ... Technical University is one of the largest higher education institutions of Western Siberia, represents by itself the large center ... region where fundamental, applied and ... works are carried out practically for all industries of Kuzbass and Russia.
6. In 2012 it is planned to start in addition ... educational bachelor programs and 14 ... programs.

**VI. Read the text and make the appropriate order of the paragraphs.**

**History of T. F. Gorbachev Kuzbass State Technical University**

**A)** There are 6 institutes (Institute of Management and Economy, Mining Institute, Chemical, Oil and Gas Institute, Energy Institute, Information Technology, Machine Building and Transport Institute, Construction Institute and 1 faculty (Fundamental Education) at KuzSTU, in which students are trained on the many educational programs.

**B)** Kemerovo Mining Institute (KMI) was founded on the basis of Kemerovo Mining and Construction Technical School in August 30, 1950. In July 29, 1965 KMI was transformed into Kuzbass Polytechnical Institute (KuzPI). In November 22, 1993 KuzPI was renamed into Kuzbass State Technical University (KuzSTU). In May 25, 2011 Kuzbass State Technical University is renamed into the T. F. Gorbachev Kuzbass State Technical University.

**C)** Duration of training for Bachelor degree is 4 years, for specialist degree – 5,5 years and for magistracy – 2 years. Upon graduation of the main education there is a chance to continue education in postgraduate and doctoral study. Training in postgraduate study is carried out on 19, in doctoral study on 5 scientific specialties. The system of additional education on the whole profile of the main professional educational programs of higher education institution is developed at the university.

**D)** The number of regular academic staff, including branches, is 850, including teachers with degrees and ranks – 60 %, professors, doctors of science – 13,1 %. Branches of the university are located in the following cities: Belovo, Mezhdurechensk, Novokuznetsk, Prokopyevsk.

**E)** There are 14 scientific and educational centers (SEC) at KuzSTU. There are 12 research (RL) and training laboratories (RTL) at KuzSTU. There are 6 small innovative enterprises (SIE) at KuzSTU.

**F)** More than 40 Russian enterprises and organizations concluded strategic partnership contracts with KuzSTU. Contracts are also signed with foreign organizations and enterprises. Shandong University of Science and Technology (Qingdao, People's Republic of China),

Karaganda State Technical University (Karaganda, Kazakhstan), Archeology Institute (Almaty, Kazakhstan), Byelorussian national technical university (Minsk, Byelorussia), Sevastopol National Technical University and APTECHLIMITED (Mumbai, India) etc.

**G)** KuzSTU comprises 16 educational buildings including headquarters and buildings of the branches. It has scientific and technical library, 3 hostels for students, geodesic base and ski lodge, dining room, sanatorium, printing house.

**H)** Now over 19000 students, including about 10000 full time students are trained at the university and its branches. During 61 years the university has trained over 77000 specialists which work in all regions of Russia and the CIS countries. It is remarkable that the most part of chief and engineering staff of the enterprises of Kuzbass industry primary branches are KuzSTU graduates.

( <http://dic.kuzstu.ru/> )

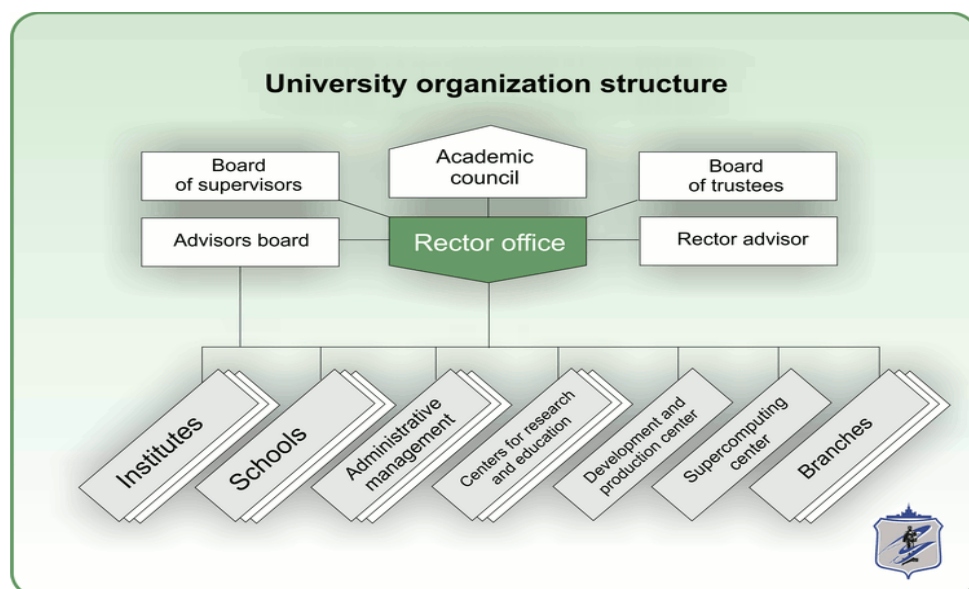
## **VII. Answer these questions with your partner.**

1. How many departments is the University composed of?
2. Could you name them, please?
3. Does the University have branches in other towns of the region?
4. How many departments are there in the University?
5. Has the University got a preparatory department?
6. In how many subject areas of technical and engineering science do students train at the University?
7. What are the functions of the University's Centre of Pre-Higher Education?
8. How many teaching staff members does the KuzSTU employ?
9. How are the members of the teaching staff ranked?
10. What's the total number of students involved in all forms of studies?
11. How many students are on full time?
12. What's the student-teacher ratio?
13. Who is the head of the University?
14. How many vice-rectors are there and what are they responsible for?
15. What are the dean's/sub-dean's duties?

**VIII. Fill in the chronological table about development of KuzSTU.**

Date	Event
1950	
1965	
1993	
2011	
2012	
2018	

**IX. Study the scheme of the university organization and make your own scheme of KuzSTU structure.**



## UNIT II ECONOMICS

**I. Study the following words and word combinations. Use them in sentences of your own.**

**economics** – экономическая наука; 2. Экономика  
**economic** – 1. экономический; 2. экономически выгодный; рентабельный  
**economical** – 1. экономный, бережливый; 2. экономичный

**economist** – экономист  
**economize** – экономить; экономно расходовать, использовать  
**economy** – хозяйство, экономика  
**command economy** – централизованно управляемая экономика; нерыночная экономика  
**free market economy** – свободная рыночная экономика  
**mixed economy** – смешанная экономика  
**society** – 1. общество, общественный строй; 2. общество, организация, ассоциация  
**produce** – производить, вырабатывать  
**demand** – спрос; требование; запрос;  
**demand for smth** спрос на что-либо  
**to be in high / low demand** – пользоваться большим / небольшим спросом  
**good** – товар, изделие  
**service** – услуга  
**allocate** – размещать, распределять  
**resource(s)** – ресурс(ы), средства  
**consumption** – потребление  
**at high/low prices** – по высоким / низким ценам  
**to make a decision** – принимать решение  
**rely (on smb, smth)** – полагаться (на кого-л. или что-л.)  
**intervention** – вмешательство  
**at a certain level** – на определенном уровне  
**restriction** – ограничение

## II. Read the text and answer the following questions:

1. What is the central economic problem of a society?
2. What is the market?
3. What is the function of the market in an industrial country?
4. How are decisions made in a command economy?
5. In what way does a free market economy differ from a command economy?

### Market and Command Economies

Economics is a science that analyses what, how, and for whom society produces. The central economic problem is to reconcile the

conflict between people's unlimited demands with society's ability to produce goods and services.

In industrial Western countries markets are to allocate resources. The market is the process by which production and consumption are coordinated through prices.

In a command economy, a central planning office makes decisions on what, how, and for whom to produce. Economy cannot rely entirely on command, but there was extensive planning in many Soviet bloc countries.

A free market economy has no government intervention. Resources are allocated entirely through markets.

Modern economies in the West are mixed and rely mainly on the market but with a large dose of government intervention. The optimal level of government intervention remains a problem which is of interest to economists.

The degree of government restrictions differs greatly between countries that have command economies and countries that have free market economies. In the former, resources are allocated by central government planning. In the latter, there is not any government regulation of the consumption, production, and exchange of goods. Between the two main types lies the mixed economy where market and government are both of importance.

### **III. Choose the appropriate word in the brackets.**

1. (A *command economy* /a *free market economy*) is a society where the government makes all decisions about production and consumption.

2. (*Economics/Economy*) studies how markets and prices allow society to solve the problems of what, how, and for whom to produce.

3. Every economist sees (*the restriction/the importance*) of the question of what, how, and for whom to produce.

4. Nations have different (*consumption/levels*) of farm production.

5. When (*the price/the importance*) of some goods grows, people will try to use less of them but producers will want to produce more of them.

6. In (*mixed/both*) countries, Canada and the USA structural changes in the agricultural sector of economy have become of interest to economists and general public in the 80s and 90s of the 20th century.

7. After years of competition between command and market economies, (*the former/the latter*) gave way in many countries of the world to (*the former/the latter*).

#### **IV. Translate into English, paying attention to the vocabulary.**

1. Развитые страны достигают экономического успеха через специализацию.

2. В годы войны в стране всегда имеет место регулирование экономики правительством.

3. В экономиках смешанного типа имеются правительственные ограничения того, что производить и как производить.

4. Каждый менеджер принимает решения, как распределить ограниченные ресурсы наилучшим образом.

5. Мы не можем положиться на эти данные при планировании производства на следующий год.

6. При рыночной экономике регулирование производства и потребления осуществляется через цены.

### **UNIT III DEMAND AND SUPPLY**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**quantity** – количество; размер; величина

**demand** – (smth) требовать (что-л.), нуждаться в (чем-л.)

**supply** – предложение (товара)

**excess supply** – избыточное, чрезмерное предложение, перенасыщенность рынка

**to supply smb with smth** – поставлять кому-либо что-либо

**to supply smth to smb** – снабжать чем-либо кого-либо

**equilibrium** – равновесие, равновесное состояние, положение равновесия

**equilibrium price** – равновесная цена

**consume** – потреблять  
**shortage** – дефицит, нехватка  
**surplus** – перенасыщение рынка; избыток, излишек  
**reduce** – понижать; уменьшать; сокращать  
**reduction** n (in smth) – снижение, уменьшение, сокращение  
**influence (smth)** – оказывать влияние, влиять(на что-л.)  
**income** – доход(ы), прибыль, поступления  
**increase** (in smth) – увеличение, рост, возрастание, прирост  
**substitute good** – товар-заменитель  
**decrease** – снижать(ся), убывать  
**complement good** – товар-дополнение  
**normal good** – товар стандартного качества  
**inferior good** – товар низкого качества  
**technology** – техника, технология  
**input** – вложение, вводимый ресурс, затраты, инвестиции  
**input price** – цена ресурсов, цена основных средств производства  
**impose** (on, upon) – облагать (налогом, пошлиной кого-л.), навязывать (кому-л.)

## II. Read the text and answer the questions:

1. *What is demand?*
2. *What is supply?*
3. *When are the demanded and supplied quantities of goods high?*
4. *How are prices and the supplied and demanded quantities regulated by the market?*
5. *Which factors influence demand? How do they work?*
6. *Which factors influence supply?*
7. *How can governments regulate demand and supply?*

### Demand and Supply

Demand is the quantity of a good that buyers wish to buy at each price. Other things equal, at low prices the demanded quantity is higher.

Supply is the quantity of a good that sellers wish to sell at each price. Other things equal, when prices are high, the supplied quantity is high as well.



The market is in equilibrium when the price regulates the quantity supplied by producers and the quantity demanded by consumers. When prices are not so high as the equilibrium price, there is excess demand (shortage) raising the price. At prices above the equilibrium price, there is excess supply (surplus) reducing the price.

There are some factors influencing demand for a good, such as the prices of other goods, consumer incomes and some others.

An increase in the price of a substitute good (or a decrease in the price of a complement good) will at the same time raise the demanded quantity.

As consumer income is increased, demand for a normal good will also increase but demand for an inferior good will decrease. A normal good is a good for which demand increases when incomes rise. An inferior good is a good for which demand falls when incomes rise.

As to supply, some factors are assumed as constant. Among them are technology, the input price, as well as degree of government regulation. An improvement in technology is as important for increasing the supplied quantity of a good as a reduction in input prices.

Government regulates demand and supply imposing ceiling prices (maximum prices) and floor prices (minimum prices) and adding its own demand to the demand of the private sector.

### **III. Choose the appropriate word in the brackets.**

1. The fashion for miniskirt (*increased/reduced*) the demand for textile materials.

2. Even in (*some/the same*) middle-income countries many people are very poor.

3. Government regulations sometimes (*decrease/impose*) a change in (*technology/quantity*) that producers do not want to use.

4. Stabilization of prices is of great importance to industrial nations (as well as/as well) the Third World countries.

5. Freeing up prices leads to their (*decrease/increase*).

6. (*Inferior/normal*) goods are usually low-quality goods for which there are higher-quality (*improvements/substitutes*) sold at higher prices.

7. A decrease in (*complement/input*) prices makes the production less expensive.

#### **IV. Translate the sentences paying attention to vocabulary.**

1. If the price is higher than the equilibrium one, it will be falling till the equilibrium price is reached and there is no more surplus left. If a good is sold at a price below the equilibrium one, the price will grow and reach the equilibrium price till there is no more shortage of the good left.

2. Governments buy and produce many goods and services, such as defense, education, parks, and roads for firms and individuals.

3. Firms producing computers act as buyers in the markets for the services of computer programmers.

4. Governments, through their control of the quantity of money in the economy, can influence business activity.

5. With a reduction in input prices firms will supply more of a good at each price.

6. Inflation is a rise in the level of prices as demand is higher than supply because of an increase in the supply of money.

7. When there is a harvest failure, the producers' supply will decrease.

8. Supply restrictions imposed by cartels are as characteristic of industrialized economies as of developing economies.

9. Private sector in a mixed economy is that part of the economy that is controlled by private firms, not by government or corporations.

10. Excess supply is a situation in which, at a certain price, the quantity of a good demanded by buyers is less than the quantity supplied by producers.

### **UNIT IV THE CONCEPT OF MANAGEMENT. CAREERS IN MANAGEMENT**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**management** – управление, руководство

**entrepreneur** – бизнесмен, предприниматель

**to run a business** – руководить, управлять делом

**company** – компания

**employee** – служащий; работающий по найму  
**to market (sth)** – продавать, сбывать  
**to focus on (sth)** – сосредоточивать, фокусировать внимание  
 (на чем-л.)  
**to be in charge (of sth)** – выполнять обязанности, отвечать  
 (за), руководить  
**team** – команда, группа, артель, экипаж  
**goal(s)** – задача, цель, место назначения  
**to enforce** – осуществлять, приводить в исполнение  
**planning** – планирование  
**organizing** – организация  
**staffing** – кадровое обеспечение, укомплектование персона-  
 лом  
**organizational chart** – организационная схема  
**top-level manager** – топ-менеджер (руководитель высшего  
 звена)  
**middle manager** – руководитель среднего звена  
**to delegate** – делегировать (передавать часть функций, рабо-  
 ты подчиненным)  
**leading** – руководство, управление  
**controlling** – контроллинг (управление и систематический  
 контроль)  
**department** – отдел; отделение; управление; служба; цех  
**to figure out** – решать, разрешать (проблему); выяснять  
**to perform** – выполнять, исполнять, совершать  
**vocational field** – сфера (область) профессиональной дея-  
 тельности  
**to hire (sb)** – нанимать  
**to train (sb)** – обучать  
**to fire (sb)** – увольнять с работы (с должности)  
**to meet the goals** – обеспечивать требуемые показатели

**II. Read the text and answer the questions:** *What is manage-  
 ment? What is the mission of a manager?*

## **The Concept of Management and the Mission of a Manager**

Management is a very exciting and rewarding career. A career in management offers status, interesting work, and the satisfaction of working closely with other people. Entrepreneurs who start and run businesses by themselves do not have to manage other people. They have to manage themselves. However, if he firm has employees, then some type of management plan is necessary. Management includes the processes or functions of planning, organizing, leading, and controlling. For example, suppose you have created your own comic book and want to start a comic book company. Do you want to produce comic books and market them as well? Do you also want to produce cartoons, video games, and action figures based on your comic books? Because of the complexity of your business, you will need employees to help. Managers can help by supervising and directing employees.

Management helps businesses focus on setting and meeting goals efficiently and effectively so that a profit can be made. The word management also refers to the people who are in charge of running a business. Managers need a thorough understanding of business operations, which involve all the activities of a company. They develop the objectives for a firm or a department and then figure out how to meet those objectives through people, work processes, and equipment.

Today people are considered the most important resource in companies. If they perform effectively, companies will succeed. When companies are successful, there is better utilization of resources, less stress among employees, less chaos in society, and a better quality of life for all. So, management can be defined as working with and through other people to accomplish the objectives of both the organization and its members.

As we can see, the definition of management places greater emphasis on the human being in the company rather than the company itself; focuses attention on the objectives and results of the activities, rather than just the activities; points out that the accomplishment of the members' personal objectives should be integrated with the accomplishment of the organizational objectives. We can make a conclusion that management is both a science and an art, and a good manager is not just a technician, following a vocational field, but a person

who is able (no matter at what level in a company) to plan, organize, staff, coordinate, motivate, lead, and control.

### III. Complete the text with the appropriate words from the table.

*Managers resources hire train coordinate efficiency profitability*  
... decide what will be done, who will do it, when it will be done, and what ... will be used. They ... and ... new employees, and they ... their departments' activities with other departments. Managers are the heart of a company, the force that unites everything in the organization to ensure optimum ... and ....

### IV. Match the words with their equivalents.

1. run a business	a) управляющий
2. vocational field	b) функции планирования
3. personal objectives	c) цели организации
4. organizational objectives	d) сфера профессиональной деятельности
5. manager	e) контроллинг
6. functions of planning	f) вести дело, управлять предприятием
7. controlling	g) личные цели

### V. Match the words with their definitions.

*Business to plan company manager to lead career status  
to control entrepreneur management to organize*

1) the technique, practice, or science of managing, controlling or dealing with sb, sth;

2) the members of the executive or administration of an organization or business;

3) a social or professional position, condition, or standing to which varying degrees of responsibility, privilege, and esteem are attached;

- 4) a profession or occupation chosen as one's life's work;
- 5) the owner or manager of a business enterprise who, by risk and initiative, attempts to make profits;
- 6) an affair, matter; serious work or activity; a trade or profession; an industrial, commercial, or professional operation; purchase and sale of goods and services;
- 7) a person who directs or manages an organization, industry, shop, etc.; a person who controls the business affairs of smb; a person who has a talent for managing efficiently;
- 8) to think carefully about sth you want to do in the future and decide exactly how you will do it;
- 9) to form (parts or elements of sth) into a structured whole; co-ordinating; arranging methodically or in order;
- 10) to show the way to (an individual or a group) by going with or ahead; to guide by holding, pulling, etc.;
- 11) to command, direct, rule, regulate;
- 12) a business enterprise

## **VI. Read the text again and complete the sentences**

1. Management includes the processes or functions of....
2. Management is a very exciting and rewarding....
3. A career in management offers....
4. Entrepreneurs who start and run businesses by themselves have to manage....
5. Management can be defined as....
6. The word management refers to....
7. Management is both a science and....
8. A good manager is not just....
9. Today people are considered the most important....
10. A good manager is a person who is able (no matter at what level in a company) to....

**VII. Read the text and answer the questions:** *How many functions do managers carry out? What do they involve?*

## **The Four Functions of Management**

Most managers carry out four different functions of management: planning, organizing and staffing, leading, and controlling. Some managers may primarily focus on one or two of them. These functions are indicated in the order in which they occur.

### **Planning**

Planning must be completed first. Planning is the act or process of creating goals and objectives as well as the strategies to meet them. Planning also involves figuring out the resources that are needed and the standards that must be met.

### **Organizing and Staffing**

Then organization can take place. Organization allows managers to lead and control employees and activities to get work done. Organizing is getting the resources arranged in an orderly and functional way to accomplish goals and objectives. A manager must organize people, work processes, and equipment so that the work is well coordinated. Managers also hire and train employees – and fire them when necessary. They are responsible for making sure employees have all the tools they need to do their jobs well.

### **Leading**

Good management also requires good leadership. Leading involves providing guidance to employees so they can fulfill their responsibilities effectively. There is more to leading than just giving orders. Leading means providing direction and vision. You have to create a vision of the company to inspire your employees. You need to set standards, so that your workers know their goals. Leaders also have to delegate work, enforce policies, oversee time management, and provide feedback on employees' work.

Resolving conflicts between workers is also a leadership task. Good managers lead by example. This is especially important when leading a team. Showing respect to others, honesty, loyalty, courtesy, and a strong work ethic can have a positive effect on employees.

Managers who show motivation, initiative, cooperation, and punctuality demonstrate to employees the importance of each person's contribution.

### **Controlling**

Controlling involves measuring how the business performs to ensure that financial and operational goals are met. Controlling the

operation means keeping the company on track and making sure goals are met. Managers keep track of the budget, the schedule, and the quality of the products or services they provide.

They also monitor their employees and review their performance according to standards. Taking corrective action when goals are not met is another management task. Controlling also involves monitoring customer satisfaction. Your marketing manager can measure the success of your comic book by studying sales figures and reviews. You might find out your comic book sold well in certain parts of the country but sold poorly in others. If your comic book is more popular with adults than children, you might want to develop a new marketing plan.

A challenge for many managers, especially in small businesses, is dealing with multiple objectives, each at a different functional level. For example, suppose your company's manager discusses plans to produce a new comic book with the marketing and production teams. The manager directs the marketing team to research the national and global markets for comic books.

The manager also tells the production team to prepare to produce the new product.

### **VIII. Translate the following words.**

1) осуществлять кадровое обеспечение; 2) достигать требуемых показателей; 3) определять (вычислять) количество необходимых ресурсов; 4) принимать на работу и обучать работников; 5) финансовые и производственные показатели; 6) эффективно выполнять свои обязанности; 7) определять (устанавливать) стандарты; 8) делегировать (передавать); 9) демонстрировать мотивацию; 10) инициатива; 11) изучать информацию о сбыте (данные о сбыте торговую статистику); 12) совершенствовать маркетинговое планирование (план по сбыту продукции); 13) функциональный уровень; 14) изучать внутренний и внешний рынки; 15) готовить к выпуску новый продукт.

### **IX. Complete the table with basic functions of management given below.**

*to influence employees to motivate    to evaluate performance*



*to coordinate resources to set objectives to solve problems*  
*to set standards for work to obtain resources*  
*to guide people to resolve conflicts to make long-term plans*  
*to monitor customer satisfaction to cut the staffing*  
*to show respect to others accurate planning*  
*carrot and stick motivation to review performance to delegate*  
*work to inspire employees*

Planning	Organizing and Staffing	Leading	Controlling
		<i>to show respect to others</i>	

## **X. Read the text and do the tasks given below.**

### **Management**

Management is the art of getting things done through other people. It includes the personnel who have the right to make decisions that influence company's affairs.

There are three management levels: top management, middle management and operating management. Top management includes the president, vice presidents, and the general manager. Middle management includes department managers and plant managers. Operating management includes supervisors, foremen, etc.

The most important responsibility of any manager is decision-making. Successful management is a skill of choosing from alternatives.

Decision-makings are divided into: recognizing the problem, defining and analyzing the problem, evaluating alternative solutions, choosing the most favorable solution and implementing the approach chosen.

Management functions are planning, organizing, directing, controlling, staffing and innovating. It should be noted that successful management is based on three basic elements: leadership, motivation and communication.

To operate a successful business one should have management skills because effective management is the key to business success.

## XI. Match the questions in A with the answers in B.

A	B
1) Whom does top management include?	a) Planning, organizing, directing, controlling, staffing and innovating.
2) What does middle management include?	b) Department managers and managers
3) What does operating management include?	c) Supervisors, foremen, etc.
4) What steps is decision making divided into?	d) Recognizing the problem, choosing the most favorable solution.
5) What are the management functions?	e) The president, vice presidents and the general manager

## UNIT V CORPORATE MANAGEMENT

I. Study the following words and word combinations. Use them in sentences of your own.

**human resources** – трудовые ресурсы, людские резервы

**material resources** – материальные ресурсы

**to keep an eye on sth/sb** – наблюдать за чем-л./кем-л.

**chain of command** – порядок соподчиненности в организации

**hierarchical structure** – иерархическая структура

**top management** – высшее руководство, высший уровень управления

**middle management** – средний уровень управления

**chief operating officer** *сокр. COO* – главный операционный директор

**chief executive officer** *сокр. CEO* – главный исполнительный директор

**chief financial officer** *сокр. CFO* – главный финансовый директор

**supervisor** – контролер

**empowerment** – расширение полномочий работника

**customer support** – обслуживание клиента  
**long-term planning** – долгосрочное планирование  
**financial flexibility** – финансовая гибкость  
**to delegate responsibility** – передавать полномочия  
**functional area** – функциональная область  
**human resource management** *сокр. HRM* – управление трудовыми ресурсами  
**general manager** – генеральный управляющий; директор предприятия

**II. Read the text. Find the answer to the question:** *What are the three levels of management in a vertical organization?*

### **Management Structure: Vertical Organization**

Management can be defined simply as getting work done through the effort of others. More often, management is considered the process of reaching goals through the use of human resources, technology, and material resources. To facilitate effective management, businesses are generally organized either vertically or horizontally.

For a long time, the role of management was to keep an eye on workers. In large, traditional companies, managers reported to higher levels of management. Most managers were responsible for the proper operation of a particular department. The up-and-down structure of this kind of organization is called vertical organization. Vertical organization refers to a chain-of-command, hierarchical structure where the tasks and responsibilities of each level of the organization are clearly defined.

### **Management Levels**

In the traditional, vertically organized company, there are three basic levels of management: top management, middle management, and supervisory-level management. Those who make decisions that affect the whole company are top management. CEO (chief executive officer), president, COO (chief operating officer), CFO (chief financial officer), and vice president are some top management titles. The functions of top (or senior) management include setting a direction for the company as a whole, identifying resources and methods for meeting goals, and controlling the systems and structures of the company.

Middle management implements the decisions of top management. Middle management plans how the departments under them can work to reach top management's goals.

In supervisory-level management, managers supervise the activities of employees who carry out the tasks determined by the plans of middle and top management. Supervisors assign duties, monitor day-to-day activities in their department, and evaluate the work of production or service employees.

### III. Find the English equivalents to the words below.

1) трудовые ресурсы; 2) наблюдать за работниками; 3) по-рядок соподчиненности в организации; 4) высшее руководство; 5) средний уровень управления; 6) главный операционный директор; 7) главный исполнительный директор; 8) главный финансовый директор; 9) контролер; 10) оценивать, определять качество

### IV. Decode the following abbreviations.

1. COO \_\_\_\_\_
2. CEO \_\_\_\_\_
3. CFO \_\_\_\_\_

### V. Read the text and choose the title given below for each passage.

- A. *Advantages of Horizontal Organization*
- B. *Customer Orientation*
- C. *Organization by Process*
- D. *Self-Managing Teams*

#### **Management Structure: Horizontal Organization**

Beginning in the 1980s, many companies downsized in order to **increase** their efficiency and productivity.

These companies needed more than staff cuts to become more efficient. The answer was a new type of management structure – horizontal organization. In **horizontal** organization, top management

shares decision making with self-managing teams of workers who set their own goals and make their own decisions.

### 1

At the heart of horizontal organization is a restructuring of the traditional management hierarchy. Levels of management are eliminated, and the number of supervisors is reduced. This is known as flattening the organization. Instead of reporting up a chain of command, **employees** are organized into teams that manage themselves.

Self-managing teams in a horizontal organization gather information, analyze it, and take collective action. They are responsible for making decisions, completing tasks, and coordinating their activity with other groups in the company. Encouraging team members to contribute to and take responsibility for the management process is known as empowerment. Empowerment reinforces team spirit and contributes to company loyalty. It can also increase productivity and profits.

### 2

A second characteristic of horizontal companies is organization by process. Self-managing teams are organized around **particular** processes, such as developing new products or providing customer support. Teams made up of people with **different** specializations replace functional divisions, like the finance department or engineering department.

### 3

The third characteristic of horizontal organization concerns the team's focus. In vertical organizations, workers tend to look to management for direction. In horizontal companies, workers focus on the customer.

For example, you can buy Starbucks coffee beans in Starbucks coffee shops, or you can buy them in grocery stores and supermarkets. Different marketing teams within Starbucks focus on each different type of customer. One team is concerned with the wants and needs of the individual who buys beans in the Starbucks store. Another is concerned with the needs of the supermarket chain. By focusing on these different customers instead of on a product or process, managers have direct access to customer feedback. The ideal result is to have satisfied customers, high productivity, large profits, and contented investors.

**VI. Find the antonyms to the highlighted words in the text above.**

**VII. Match the words below with their definitions.**

*profit, hierarchy, department, customer, division, productivity*

1. One of the parts of a large organization such as a company or university where people do a particular kind of work.
2. The rate at which goods are produced, and the amount produced in relation to the work, time, and money needed to produce them.
3. A person or organization that buys goods or services from a shop or company.
4. A system of persons or things arranged in a graded order.
5. Money that you gain from selling something or from doing business in a particular period of time after taking away costs.
6. One of the large parts into which a large organization or company is divided.

**VIII. Answer the questions.**

1. What is the difference between a vertical and a horizontal company?
2. What are the three levels of management in a vertical organization?
3. What are the functions of top management?
4. What are the obligations of middle management?
5. What do supervisors do?
6. When and why did many companies downsize?
7. What is at the heart of horizontal organization?

## **UNIT VI**

### **HUMAN RESOURCES MANAGMENT**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**Human Resource Management (HRM)** – управление трудовыми ресурсами (направление менеджмента, базовой идеей которого является повышение производительности посредством создания благоприятных условий для деятельности сотрудников организации);

**staffing** – кадровое обеспечение;

**assets** – средства, фонды;

**cash flow** – поток денежных средств;

**business transaction** – деловая операция; хозяйственная операция;

**performance appraisal** – оценка результатов деятельности, аттестация

**chief executive officer (CEO)** – главный исполнительный директор;

**line manager** – линейный руководитель (которому непосредственно подчиняется ряд работников организации)

**questionnaire** – анкета, опросный лист

**observations** – наблюдения; результаты наблюдений

**interview** – деловая встреча, деловая беседа, собеседование

**job description** – описание работы, должностная инструкция,

**job specification** – спецификация работы

**human resources department/personnel department** – отдел кадров

**part-time job** – работа, предполагающая неполную занятость; работа на полставки

**permanent job** – постоянная работа

**temporary job** – временная работа

**outgoing data** – выходные данные

**incoming data** – поступающие (входные) данные

**liaison** – связной, посредник, связь

**to schedule** – назначать, намечать, планировать

**to expedite** – быстро отправлять (корреспонденцию)

**associate** – младшая ученая степень, присваиваемая выпускнику колледжа

**wage wages** – заработная плата (рабочих)

**salary** – заработная плата (служащего)

**life insurance** – страхование жизни

**health insurance** – страхование здоровья

**sick leave** – отпуск по болезни

**holiday pay** – плата за работу в праздники

**retirement plan** – индивидуальный

**pension plan** – пенсионный план, система пенсионного обеспечения **recruiter** – агент по найму кадров

**job fair** – ярмарка вакансий (мероприятие, на котором работники и работодатели могут узнать о предложениях и возможностях друг друга)

**II. Read the text. Find the answer to the question:** *What do human resources managers do to help businesses meet staffing needs?*

### **Human Resource Management**

Humans are an organization's greatest assets; without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media, and dealing with customers could not be completed. Humans and the potential they possess drive an organization. Organizations are continuously changing. Organizational change impacts not only the business but also its employees. In order to maximize organizational effectiveness, human potential – individuals' capabilities, time, and talents – must be managed. Human resource management works to ensure that employees are able to meet the organization's goals.

Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and solving problems that arise. There are seven management functions of a human resources (HR) department that will be specifically addressed: staffing, performance appraisals, compensation and benefits, training and development, employee and labor relations, safety and health, and human resource research.

Generally, in small organizations with fewer than a hundred employees there may not be an HR department, and so a line manager will be responsible for the functions of HR management (HRM). In large organizations with a hundred employees or more, a human resources manager will coordinate the HRM duties and report directly to the chief executive officer (CEO). HRM staff in larger organizations



may include human resource generalists and human resource specialists. As the name implies, an HR generalist is routinely involved with all seven HRM functions, while the HR specialist focuses attention on only one of the seven responsibilities.

An understanding of the job analysis is necessary to understand the seven functions. An essential component of any HR unit, no matter the size, is the job analysis, which is completed to determine activities, skills, and knowledge required of an employee for a specific job. Jobs can be analyzed through the use of questionnaires, observations, interviews, employee recordings, or a combination of any of these methods. Two important tools used in defining the job are (1) a job description, which identifies the job, provides a list of responsibilities and duties unique to the job, gives performance standards, and specifies necessary machines and equipment; and (2) the job specification, which states the minimum amount of education and experience needed for performing the job.

### **III. Spell out the following abbreviations.**

1. HR

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2. CEO

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3. HRM

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### **IV. Match the columns:**

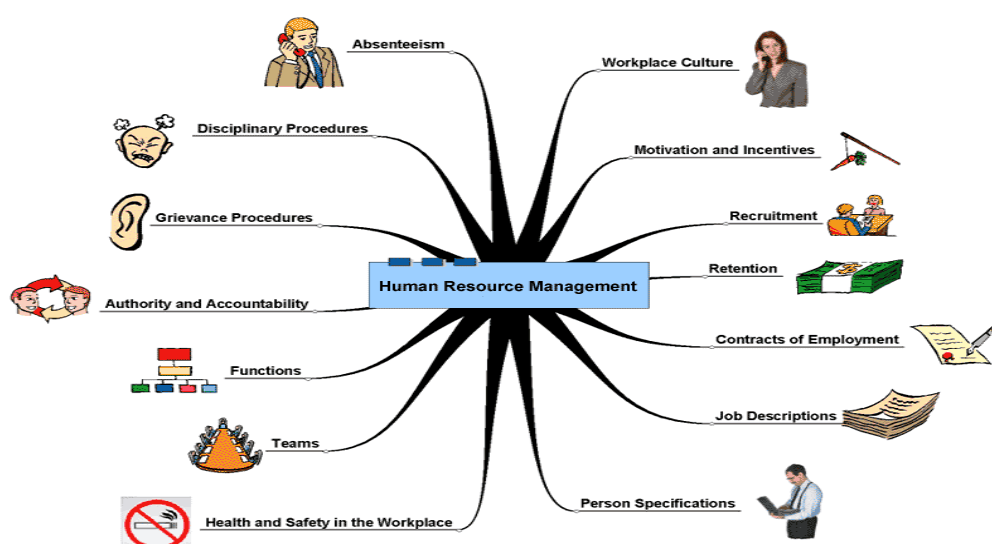
1. transaction	a) performance evaluation
2. performance appraisal	b) personnel, department
3. human resources department	c) potential
4. benefit	d) bargain, deal
5. capability	e) profit

### **VII. Match numbers with the letters.**

1. CEO	a) Главный исполнительный директор
--------	------------------------------------

2. Line manager	b) Линейный руководитель
3. Asserts	с) Средства, фонды
4. Performance appraisal	d) Оценка результатов деятельности
5. Questionnaire	e) Вопросник, анкета
6. Observations	f) Данные наблюдения
7. Interview	g) Собеседование
8. Job description	h) Должностная инструкция
9. Job specification	i) Спецификация работы
10. Equipment	j) Оборудование
11. HRM	k) Управление трудовыми ресурсами
12. Business transaction	l) Деловая операция

**VIII. Study the scheme and make your own scheme of *Human Resource management structure*.**



## UNIT VII PERSONNEL DEVELOPMENT

**I. Study the following words and word combinations. Use them in sentences of your own.**

**to keep track** – отслеживать

**to adjust to** – настраивать

**orientation** – ориентация, ориентирование (мероприятие или совокупность мероприятий по ознакомлению новичков с норма-

ми и правилами поведения, обычаями и традициями организации, со структурой организации и т. п.)

**safety rules** – правила техники безопасности

**job rotation** – ротация рабочих мест, поочередное пребывание в должности, чередование характера работы (принцип периодического перевода работников с одного рабочего места на другое в рамках одной организации)

**promotion** – продвижение по службе

**to eliminate** – уничтожать, ликвидировать

**separation** – увольнение, выход на пенсию

**to retire** – уходить в отставку, на пенсию

**layoff** – увольнение из-за отсутствия работы, временное увольнение

**to fire** – увольнять, выгонять с работы

**to downsize** – сокращать (*umam*)

**turnover** – реорганизация штатов, текучесть рабочей силы

**entrepreneur** – предприниматель

**profitability** – прибыльность, рентабельность, доходность  
**bonus** премия; награда, приз

**II. Read the text. Find the answer to the question:** *Why are performance appraisals valuable to both the employer and the employee?*

### **Developing Employees**

Even people with work experience need to adjust to new jobs. They may have to learn new skills and need to keep track of how they are doing on the job. To develop as employees, they need to be oriented, trained, and evaluated. Human resources staff members assist in developing employees.

### **Orientation**

Orientation is the process of helping new employees adjust to a company. New hires are usually taken on a tour of the building and introduced to other employees. They might also attend a group orientation session and watch a video about the company. Most new employees receive a manual that offers information on matters such as the company's organization, procedures, and safety rules.

### **Training**

New employees usually need some training for the specific job they were hired to do. On-the-job training involves learning a new job by actually doing it. It is usually done under the guidance of a supervisor who demonstrates different tasks.

Many companies offer ways for employees to learn new skills in a more relaxed way and to share ideas with others. Group training involves teaching several employees in a class. An instructor or manager might teach a group of employees how to use a new software program at the same time.

Job rotation moves employees to different tasks or departments to help them gain experience. Sometimes if workers are absent or on leave, others have to handle their tasks.

### **Developing Soft Skills**

Soft skills refer to personality traits and personal abilities such as social skills, language skills, personal habits, and friendliness. Soft skills complement hard skills, which are the technical requirements of a job.

You can begin to develop soft skills now. Dress professionally and be organized. Be punctual, dependable, and take initiative and responsibility for tasks. Integrity, a positive attitude, and respect for yourself and others are important workplace characteristics.

### **Evaluating Employees**

A performance appraisal is an evaluation of how well an employee is doing a job. Employees are evaluated periodically. The evaluation might consist of an employee and his or her manager discussing the employee's strengths and weaknesses. During an evaluation, managers usually offer suggestions for improvement. Employees can also note their own progress.

## **III. Complete the sentences with the prepositions.**

1. Nations must keep track ... their international trade to be aware of their economic status.

2. Intelligent questions indicate not only interest but also respect ... the speaker's work.

3. The four Ps of marketing consist ... product, price, planning, and promotion.

4. Smart entrepreneurs recognize the opportunities in a world-wide marketplace and adjust ... doing business at a global level.

#### **IV. Complete the table with the words.**

<b>Verb</b>	<b>Noun (person)</b>	<b>Noun (abstract)</b>	<b>Adjective</b>
demonstrate			
		instruction	
	supervisor		
			adjusting
	worker		
employ			

#### **V. Read the text again and complete the sentences.**

1. Human resources staff members assist in developing....
2. Orientation is the process of helping new employees adjust to....
3. New hires might also attend a group orientation session and watch....
4. Job rotation moves employees to different tasks or departments to help....
4. Soft skills refer to personality traits and personal abilities such as...
5. A performance appraisal is an evaluation of how well an employee is doing....
6. The evaluation might consist of an employee and his or her manager discussing the employee's....
7. During an evaluation, managers usually offer....

#### **VI. Read the text and find synonyms to underlined words.**

##### **Changes in Employee Status**

Human resources managers keep track of changes in the status of employees. For example, an employee might be promoted to a differ-

ent position, transferred to another department, or fired. As a result, the worker might need to be reoriented, retrained, or replaced.

### **Promotion**

A promotion gives an employee a **higher-level job** with more **authority**, responsibility, and pay. Most promotions are merit-based and encourage performance. If an employee is doing a great job, she or he might be promoted. Promotions are also given on the basis of seniority. Seniority is the status given to an employee based on rank or length of service.

### **Transfer**

A transfer is a move to another job within a company, usually at the same level and pay. Employees might be transferred because another department needs them or their job in their present department has been **eliminated**. They might also be transferred if the company moves or opens a new office.

### **Separation**

Separation is leaving a company for any reason. A voluntary separation occurs when an employee resigns or retires. When an employee **voluntarily** leaves, an exit interview is given to pinpoint why the employee is leaving.

Involuntary separations include layoffs and terminations. A worker may be fired or terminated if he or she **breaks** rules, becomes unable to perform at the expected level, or cannot get along with others. If the company needs to downsize, employees might be laid off. A layoff occurs when there is not enough work for all employees.

### **Turnover**

It costs companies a lot of money to search for, hire, and train new employees. Therefore, businesses are concerned with keeping turnover low. Turnover is the number of employees who leave an organization and are replaced over time. Careful **hiring** decisions and sufficient training increase chances for success with new employees.

## **VII. Find the English equivalents in the text.**

1. продвижение по службе \_\_\_\_\_
2. уничтожать, ликвидировать \_\_\_\_\_
3. уходить на пенсию \_\_\_\_\_
4. увольнять \_\_\_\_\_
5. сокращать (штат) \_\_\_\_\_

6. *реорганизация штатов* \_\_\_\_\_  
7. *обучать, готовить* \_\_\_\_\_

### IX. Answer the questions.

1. Do human resources managers keep track of changes in the status of employees?
2. How can a company help a new employee to develop?
3. What does a promotion give an employee?
4. What are some changes in status an employee might experience?
5. Are promotions given on the basis of seniority?
6. Why are employees transferred?
7. What does separation mean?
8. What do involuntary separations include?
9. What is turnover?

## UNIT VIII MARKETING ESSENTIALS

I. Study the following words and word combinations. Use them in sentences of your own.

- distribution** – распределение, распространение  
**purchasing** – покупка, закупка; приобретение  
**inventory control** – управление запасами  
**physical distribution** – товародвижение; продвижение товара  
**financing** – финансирование  
**to set up a business** – учредить торговое предприятие  
**risk management** – управление рисками  
**information management** – управление информацией  
**service management** – организация обслуживания  
**product management** – управление производством  
**product mix** – структура продукции; номенклатура продукции; ассортимент изделий  
**promotion** – продвижение  
**selling** – продажа, реализация, сбыт; торговля  
**promotional campaign, promotion campaign** – рекламная кампания, кампания по продвижению



**retail outlet** – розничная торговая точка  
**brand name** – торговая марка изделия  
**warranty** – гарантия  
**brainstorming/brainstorm** – «мозговой штурм», «мозговая атака»  
**development department** – опытно-конструкторский отдел  
**collaboration** – сотрудничество, совместная работа  
**market trend** – тенденции рынка; рыночный тренд  
**competing products** – конкурирующая продукция  
**limited market** – ограниченный  
**publicity campaign** – коммуникационная кампания  
**advertising slogan** – рекламный слоган, рекламный девиз  
**newspaper advertisement** – рекламное объявление в газете  
**infomercial (information + commercial)** – телевизионный рекламный ролик в формате интервью или документальной программы  
**direct mail advertising** – прямая почтовая реклама  
**junk mail** – «макулатурная» почта (*реклама, приглашения*)  
**local advertisement** – местное рекламное объявление, объявление местной рекламы  
**directory advertising** – реклама в справочниках  
**pop-up advertisement** всплывающая реклама  
**log on** – входить (*в систему*)  
**webcasting** – распределение программ по сети Интернет  
**billboard** – доска для объявлений, афиш; рекламный щит  
**outdoor advertising** – наружная реклама  
**transit advertising** – транзитная реклама, реклама на транспорте

**II. Read the text. Find the answer to the question: *What marketing? What are the seven functions of?***

### **The Basics of Marketing**

Marketing a CD requires a different strategy than marketing diamond earrings. Each item appeals to people of different ages, genders, and income ranges. Every holiday season more gadgets, toys, and clothes hit stores. The companies that make these and other items do research before developing and selling them. To market a product

successfully, a company has to understand what people want to buy and why they want to buy it.

It all comes down to knowing your market. From a marketing viewpoint, a market is a group of customers who share common wants and needs. These people have the ability to purchase the product or service. In the global marketplace, many countries can make up a market for a product. Marketing is the process of creating, promoting, and presenting a product or service to meet the wants and needs of consumers, wherever they are.

Marketing involves a number of stages, from studying what people want to buy to designing a product's packaging. For example, you might be part of the 11 billion dollars market for recorded music and music video purchases. Businesses want you to buy their products, so they perform detailed research to find and analyze potential customers in their market. Knowing what groups of people want and need help companies decide how and what to sell.

***There are seven functions of marketing. These functions define all the aspects that are part of marketing.***

1. Distribution is the process of getting goods and services to customers. The process includes purchasing, stock handling, inventory control, and physical distribution. Goods are usually transported by trucks, trains, airplanes, and ships. Distribution also involves the systems that track products so they can be located at any time.

2. Financing is getting the money that is necessary for setting up and running a business. Finance also includes protecting investments through risk management.

3. Marketing information management is gathering and analyzing information about consumers, trends, and competitors' products. Making informed decisions requires good research and development.

4. Pricing is deciding how much to charge for a product or service so the business can make a profit.

5. Product/service management is obtaining, developing, maintaining, and improving a product or product mix in response to market opportunities.

6. Promotion is any effort to inform, persuade, or remind potential customers about a business's products or services.

7. Selling is providing customers with the goods and services they choose to buy. A popular trend today is using relationship marketing. Companies use relationship marketing to build and maintain relationships with their customers.

### **III. Complete the statements:**

**1. *Marketing is the process of***

- a) coordinating resources to meet organizational goals
- b) moving money from person to person and business to business
- c) developing, pricing, distributing and promoting the goods and services that satisfy consumers' needs or wants
- d) making decisions about alternative sources and uses of funds

**2. *A process that involves examining your current marketing situation, assessing your opportunities, setting your objectives, and developing a marketing strategy is termed***

- a) market segmentation
- b) market testing
- c) marketing research
- d) strategic marketing planning

**3. *The combination of the four P's is known as***

- a) product mix
- b) marketing mix
- c) promotional mix
- d) merchandise mix

**4. *The two most common product categorizations involve***

- a) the degree of tangibility and the product's use
- d) the degree of quality and customer demand
- c) the degree of preference and personal consumption
- d) the degree of substitution and the product life cycle

**5. *The only variable that ultimately generates income is***

- a) positioning
- b) branding
- c) advertising
- d) pricing

**6. *Charging a high price for a new product during the introductory stage and lowering the price later is known as***

- a) penetration pricing
- b) value pricing
- c) skimming
- d) prestige pricing

**7. Most producers do not sell their goods directly to the final users; they work with**

- a) sales reps
- b) marketing intermediaries
- c) retailers
- d) trade salespeople

**8. Promotion involves**

- a) grouping customers with similar characteristics, behavior, and needs
- b) developing an effective price for goods and services
- c) designing and selecting marketing channels
- d) informing potential customers of the product's existence, its features, and its advantages, and persuading them to try it

**9. A well-known acronym AIDA stands for**

- a) Attention, Interest, Desire, and Ability
- b) Attention, Interest, Desire, and Action
- c) Awareness, Interest, Desire, and Action
- d) Advertisement, Interest, Discount, and Advice

**10. Advertising, sales promotion, public relations, and personal selling are four basic**

- a) elements of marketing
- b) channels of distribution
- c) promotional tools
- d) pricing strategies

**IV. Choose the necessary word or word-combination and put it in the sentence. Translate the sentences into Russian.**

*marketing mix marketing promotion intermediaries market segmentation brand product life cycle exchange process price PR tangible target markets advertising intangible price war*

1. A market can be defined as all the potential customers sharing a particular need or want. According to this definition ... begins and ends with the customer.

2. When you participate in the ..., you trade something of value (usually money) for something else of value, whether you're buying dinner, a car, or a college education.

3. ... means dividing a market into smaller, relatively homogeneous groups. Its objective is to group customers with similar characteristics, behavior, and needs.

4. An important step in the strategic marketing planning process is choosing your ... or specific groups of customers to whom a company wants to sell a particular product.

5. A firm's ... consists of product, price, distribution (or place), and promotion.

6. Some products are predominantly ..., whereas others are mostly ...; however, most products like Intuit's software programs fall somewhere between these two extremes.

7. The ... for electronic products are now recorded in months. At Panasonic, consumer electronic products are replaced with new models on a 90-day cycle.

8. The Levi's name is a strong.... A pair of the company's flagship 501 blue jeans consists of about 2 yards of denim, 213 yards of thread, 5 buttons, and 5 rivets, and sells for an average ... of \$50.

9. Everything seems to sell at a discount these days. Sometimes discounts get out of hand and can cause a ... between competitors.

10. Basically, are of two main types: wholesalers and retailers.

11. ... may take the form of direct, face-to-face communication or indirect communication through such media as television, radio, magazines, newspapers, direct mail, the Internet, and other channels.

12. Because consumers and investors support companies with good reputations, smart companies use ... to build and protect their reputations.

13. ... not only determines what we buy, but it shapes our view of the world. It tells us which remedies to take for headaches and indigestion, how we should dress, and what we should eat.

## **V. Choose the best response for each question.**

1. Cell phone market \_\_\_\_\_ is at 100% in many European countries.

- penetration
- penalty
- penance

2. I'm doing an \_\_\_\_\_ of consumer trends in cellular markets such as Japan.

- analysis
- analyze
- analytics

3. Every marketer should have an idea of how to build strong \_\_\_\_\_.

- names
- ideas
- brands

4. We plan to \_\_\_\_\_ this product in the Spring of 2009.

- lunch
- launch
- lynch

5. The process of gathering, recording and analyzing of data about customers, competitors and the market is called market \_\_\_\_\_.

- review
- replay
- research

6. Recent market \_\_\_\_\_ show that there is a considerable increase in the use of our technology in the banking sector.

- trends
- ideas
- trials

7. Last year we brought together a team to \_\_\_\_\_ for a completely new type of car.

develop a concept  
make a concept  
start a concept

8. I don't think we'll have a problem \_\_\_\_\_ this product. It will almost sell itself.  
market  
to marketing  
marketing

9. Jane, could you bring me that \_\_\_\_\_ on the Brazilian biotechnology sector?  
rapport  
report  
note

10. The \_\_\_\_\_ ( = statistics/figures) in this report cover three year trends in the manufacturing sector.  
matrix  
metrics  
mathematics

**VI. Read the text and answer the question:** *What are the basic marketing strategies?*

### **The Marketing Mix**

The marketing mix consists of four basic marketing strategies: *product, place, price, and promotion*, collectively known as the four Ps. In recent years, many people have begun to include a fifth P for people because the success of a marketing mix depends on people: good employees and customers.

#### **Product**

Product **decisions** begin with choosing what products to make and sell. Much research goes into product design. A product's **features**, brand name, packaging, service, and warranty are all part of the development. Companies also need to decide what to do with products they currently sell. In some cases, those products require updating or

improvements to be competitive. By developing new uses and identifying new target markets, a company can extend the life of a product.

### **Place**

The **means** of getting the product into the consumer's hands is the place factor of the marketing mix. Knowing where one's customers shop helps marketers make the place decision. Place strategies determine how and where a product will be distributed. For global companies, it may mean making decisions about which products will be sold in which countries and which retail outlets or other means of selling the product will best reach the customer.

Can the product be sold directly to the consumer, or are intermediaries necessary? Other place decisions include deciding which transportation methods and what stock levels are most effective.

### **Price**

Price is what is exchanged for the product. Price strategies should reflect what customers are willing and able to pay. To that end, marketers must consider the price they will charge their industrial customers, including resellers. Pricing decisions also take into account prices the competition charges for comparable products. Price strategies therefore include arriving at the list price or manufacturer's suggested retail price as well as discounts, allowances, credit terms, and payment period for industrial customers.

On occasion, a company may use special promotional pricing that would adjust the suggested retail price. A **manufacturer** may decide to use a promotional price for a fixed period of time, for example. This technique is frequently used to launch new products.

### **Promotion**

Promotion involves making customers aware of a product. Promotion refers to decisions about advertising, personal selling, sales promotion, and publicity. Companies spend billions of dollars each year on ads. They can promote a product by offering discounts in the form of coupons, rebates, and sales. Companies can also give away items.

Promotional strategies deal with how potential customers will be told about a company's products, including the **message**, the media selected, special offers, and the timing of the promotional campaigns.



**VII. Match the sentence halves (a to h) with the basic marketing steps (1 to 8).**

1. Research	a. your product or service where you will reach the appropriate customers.
2. Strategize	b. to get background information on your market and its potential customers.
3. Launch	c. or enter your product or service into the market.
4 Position	d. to make both short and long-term.
5. Follow up	e. to check on consumer satisfaction.
6. Evaluate	f. or assess if your strategy is effective or not.
7. Reposition	g. constantly where you keep a close watch on customers and competitors.
8. Monitor	h. your product or service if you are not getting a successful customer response.

**VIII. Complete these marketing acronyms.**

NPD New..... P..... D.....  
 USP U..... Selling P.....  
 SWOT Strengths W..... O..... T.....  
 POS P..... of S.....  
 R & D R..... and Development

**IX. Place the following words and phrases under the right marketing heading. Some of the ideas might belong to more than one category.**

*media to announce press release special offer billboards discounts banners to call on (customers) to sponsor free samples reputation coupons campaign to display negotiation internet follow-up to bargain press conference to endorse commercials*

<i>Sales</i>	<i>Promotion</i>	<i>Advertising</i>	<i>PR</i>

**Complete these sentences to describe the marketing categories.**

- *The sales department handles* \_\_\_\_\_
- *Promotion involves* \_\_\_\_\_
- *Advertising includes* \_\_\_\_\_
- *PR deals with* \_\_\_\_\_

**X. Circle the words that can be combined with ‘market’.**

*overseas service leader survey upscale country developing competence potential business share*

***Write the possible combinations, before or after ‘market’.***

..... market.....  
..... market.....  
..... market.....  
..... market.....  
..... market.....  
..... market.....

***Match the marketing components to the right description.***

*The ‘Marketing Mix’ consists of the 4 P’s:*

- \*Product.....where the customers can buy it
- \*Promotion.....one that meets the customer need
- \*Price.....to encourage the customer to buy it
- \*Place.....one that makes company profit and keeps the customer satisfied

## **UNIT IX MARKET RESEARCH**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**official language** – официальный язык  
**ad/advertisement** – объявление, реклама

**foreign market/overseas market/external market** – внешний рынок (*находящийся за национальными границами страны*)

**to gather information** – собирать сведения

**marketing opportunity** – маркетинговая возможность (*привлекательная сфера приложения маркетинговых усилий, в которой фирма может добиться конкурентного преимущества или получить дополнительную прибыль*)

**marketing plan** – план маркетинга, маркетинговый план (*документ, детализирующий маркетинговую деятельность компании; план маркетинга устанавливает цели и задачи маркетинга на определенный период, методы достижения поставленных целей*)

**marketing performance, marketing effectiveness** – эффективность маркетинга, результативность маркетинга, эффективность маркетинговой деятельности (*соотношение конечных показателей маркетинговой деятельности (объем продаж, прибыль, доля рынка) и затрат на маркетинг*)

**product feature, product attribute** – отличительная черта товара **market size** – размер рынка, объем рынка (*стоимостный показатель совокупных продаж на рынке конкретного товара за определенный промежуток времени*)

**competitive product** – конкурентоспособная продукция

**potential loss** потенциальные убытки

**quantitative marketing research** – количественное маркетинговое исследование (*маркетинговое исследование, направленное на большие группы респондентов, напр., для определения количества людей, которые купят определенный товар*)

**qualitative marketing research** – качественное маркетинговое исследование (*маркетинговое исследование, направленное на небольшие группы респондентов, обычно исследуется, почему люди покупают тот или иной продукт*)

**attitude research** – исследование установок (*изучение внутренних установок и ориентаций индивидов и предрасположенности их к определенным действиям; напр., изучение отношений потребителей к товарам, сотрудников к начальству и т.д.*)

**opinion poll** – опрос общественного мнения

**postal questionnaire** – анкета, посылаемая по почте

**consumer panel** – потребительская панель (*группа потребителей целевого рынка, покупательское поведение которой рассматривается как представляющее весь рынок*)

**focus group** – фокус-группа, группа опрашиваемых на конкретную тему

**Gallup Organization** – Институт Гэллапа (*институт изучения общественного мнения, основанный Джорджем Гэллапом*)

**sales information, sales data, sales figures** – информация о сбыте, данные о сбыте, торговая статистика, количественные показатели сбыта, сбытовая статистика

**market intelligence** – исследование рынка (*сбор информации о конкретном рынке, необходимой менеджерам компании для разработки бизнес-планов и управления компанией*)

**competitor** – конкурент, соперник

**to estimate** – оценивать

**sales forecasting** – прогнозирование сбыта, прогнозирование продаж

**market share** – доля рынка (*удельный вес компании в общем объеме рыночных продаж*)

**II. Read the text and answer the questions:** *What is marketing research? Why is marketing research important?*

### **Defining Marketing Research**

One of the largest American sports shoe manufacturers wants to introduce its new, best-selling shoe in overseas markets. A famous basketball player in the United States wears the shoe and the ad shows him shooting hoops in locations around the world. The commercial is aired in three European countries, translated into each country's official language. However, the sales are disappointingly low. What went wrong?

Even though the ad has a global focus, it does not have global appeal, at least not in Europe. Careful marketing research would have shown that basketball is not as popular in Europe as it is in the United States. Few people purchased the shoe because there were few people who could relate to the sport associated with the product.

According to the Marketing Research Association, marketing research involves the process and methods used to gather information,

analyze it, and report findings related to marketing goods and services. Information obtained through marketing research is used to identify marketing opportunities, solve marketing problems, implement marketing plans, and monitor marketing performance. Marketing research is most often used by companies to:

1. Determine consumers' attitudes and preferences
2. Test product features
3. Determine market size and growth potential
4. Learn about competitive products
5. Determine buying cycles
6. Understand how the company is perceived by the public

Before developing a product, marketers can conduct research to determine the type of product customers want. The research can minimize potential losses when introducing the new product. Consumers accept only one out of every ten new products introduced into the marketplace; therefore, gaining information about consumer likes and dislikes is important.

### III. Match the words with their definitions.

- | А                                     | Б                                |
|---------------------------------------|----------------------------------|
| 1) competitive product                | a) результативность маркетинга   |
| 2) product feature, product attribute | b) объем рынка                   |
| 3) marketing performance              | c) маркетинговый план            |
| 4) to gather information              | d) свойство товара               |
| 5) potential loss                     | e) маркетинговая возможность     |
| 6) ad                                 | f) конкурентоспособная продукция |
| 7) market size                        | g) собирать сведения             |
| 8) marketing plan                     | h) внешний рынок                 |
| 9) overseas market                    | i) объявление, реклама           |
| 10) marketing opportunity             | j) потенциальные убытки          |

### IV. Complete the table.

Noun	Verb	Noun	Verb
	to analyze		to associate
	to gather		to solve

Noun	Verb	Noun	Verb
	to research		to implement
	to appeal		to monitor
	to purchase		to determine

## V. Read the text again and complete the sentences.

1. According to the Marketing Research Association, marketing research involves....
2. Information obtained through marketing research is used to identify marketing....
3. Marketing research is most often used by companies to....
4. Before developing a product, marketers can conduct research to determine the type of....
5. Consumers accept only one out of every ten new products introduced into....

## VI. Read the text and find the synonyms to the highlighted words.

### Types of Marketing Research: Attitude Research

The type of research businesses conduct depends on the problem that they are trying to solve. Quantitative research answers questions that start with ‘how many’ or ‘how much’. This type of research usually **gathers** information from large numbers of people. Quantitative research relies heavily on surveys or questionnaires to obtain information.

Qualitative research **focuses on** smaller numbers of people (usually fewer than 100) and tries to answer questions about ‘why’ or ‘how’. This type of research relies heavily on in-depth interviews, rather than surveys that have been constructed ahead of time. Most marketing research efforts **combine** both quantitative and qualitative methods.

Research is not limited to products; it is also conducted to answer questions about attitudes and behaviours, market segments, ad-

vertising media, brands, prices, employees, and every other aspect of marketing.

### **Attitude Research**

Attitude research, also known as opinion research, is designed to **obtain** information on how people feel about certain products, services, companies, or ideas. Satisfaction studies conducted by mail surveys or telephone interviews are the most common ways to get at individuals' opinions. Customers are usually asked to rate 'how satisfied' they are with a product or service they purchased or used.

Opinion polls are another example of attitude research. The Gallup Organization conducts opinion polls on politics, elections, business and the economy, social issues, and public policy. Based on random samples of the population, opinion poll results can be **generalized** to the entire population. A business considering a major expansion might be interested in the attitude of the general population toward the economy.

Consumer panels, also called focus groups, are groups of people who are questioned to provide information on research issues.

### **VII. Find the English equivalent to the word below in the text.**

1) количественное маркетинговое исследование; 2) средства распространения рекламы; 3) потребительская панель; 4) анкета, посылаемая по почте; 5) телефонное интервью; 6) опрос общественного мнения; 7) качественное маркетинговое исследование; 8) исследование установок, фокус-группа; 9) случайный

### **VIII. Complete the sentences with the appropriate prepositions.**

1. The success of a business depends ... how well key activities are coordinated, managed, and performed.

2. The fact is that most businesses (especially small businesses) rely ... repeat customers and word of mouth to get new customers.

3. A nonprofit organization is a type of organization that focuses ... providing a service, but not to make a profit.

4. Marketers make decisions based ... market research of trends and consumer habits.

5. If you chose a random sample ... 100 people out of the phone book, you are much more likely to accurately represent average income ... the town.

## UNIT X MARKET

**I. Study the following words and word combinations. Use them in sentences of your own.**

**consumer market** – потребительский рынок, рынок потребительских товаров (*сфера купли – продажи товаров индивидуального и семейного назначения: продовольствия, одежды, бытовой техники и др.*)

**industrial market/producer market** – рынок производителей, рынок товаров промышленного назначения, коммерческий рынок (*покупатели и продавцы товаров и услуг, используемых прямо или косвенно в производстве других изделий или услуг*)

**business customer** – коммерческий клиент, бизнес-клиент (*клиент фирмы или организации, сам являющийся юридическим лицом и использующий товар в профессиональных целях или для перепродажи*)

**forestry** – лесоводчество, лесное хозяйство

**fishing** рыбная ловля **mining** – горное дело; горная промышленность

**wholesaler** – оптовик, оптовый торговец

**distributor** дистрибьютор (*независимая фирма по оптовой торговле*)

**construction companies** – строительная компания

**retailer** – розничный торговец

**intangible product** – нематериальный товар (*товар, ценность которого представлена информацией, которую он содержит, напр., программное обеспечение, ноу-хау, знания, технологии и т.п.*)



**e-commerce** – электронная торговля, электронная коммерция (*коммерческая деятельность, осуществляемая через Интернет*)

**sales transaction** – торговая сделка, сделка купли-продажи

**intermediary/middleman** – посредник

**final user** – конечный потребитель

**title** – право собственности; право на имущество; основание права на имущество

**quantities** – большое количество

**manufacturer** изготовитель, производитель

**commercial user** – коммерческий потребитель (*использующий товар в профессиональных целях или для перепродажи*)

**to take title to goods** – принимать право собственности на товар

**rack jobber** – оптовик-консигнант (*торгует на условиях консигнации, т. е. сохраняет за собой право собственности на товар, а счета розничным торговцам выставляет только за то, что раскуплено потребителями*)

**drop shipper** – фирма, осуществляющая прямые поставки товара со склада производителя

**store display** – магазинная экспозиция, оформление магазина (*рекламно-информационное и товарное оформление магазина, включая внешнюю рекламу*)

**retail store** – розничный магазин, магазин розничной торговли (*магазин, в котором товары продаются в розницу конечным потребителям*)

**actual product** – товар в реальном исполнении, конкретный товар, фактический товар (*физическая сущность товара или товар с точными качественными характеристиками; к характеристикам реального товара относят: функциональные свойства, качество, оформление (дизайн), марочное название, упаковку*)

**to extend/to offer credit** – (to smb) открывать кредит (кому-л.)

**non-store retailing/non-store selling** – внемагазинная торговля (*продажа товаров не в магазине; напр., прямая продажа, продажа через Интернет, продажа на выставках (ярмарках), торговля с использованием торговых автоматов, торговля по почте или телеграфу*)

*торговля по каталогу, торговля через объявления в печати или в эфире (прямой маркетинг) и т.д.)*

**automatic retailing/vending machine** – торговый автомат (*специальная машина для продажи товаров, в основном продуктов питания и прохладительных напитков, устанавливаемая в магазинах, на улицах и др. общественных местах*)

**direct mail** – прямая почтовая рассылка (*метод маркетинга, при котором компании рассылают рекламные материалы и образцы своей продукции потенциальным покупателям*)

**home shopping/armchair shopping** – заочные покупки, магазин на диване, домашний магазин (*покупки, осуществляемые потребителем дома с помощью почты, телефона, телефакса, компьютера или интерактивного телевидения*)

**to sell through** – продавать через, продавать с помощью

## **II. Read the text and find antonyms to highlighted words.**

### **Market and Market Identification**

Marketers know that their product or service cannot appeal to everyone. To do their job, they look for people who might have an interest in or a need for their product. They also look at people who have the ability to pay for their product. These people often share other similar needs and wants. All people who share **similar** needs and wants and who have the ability to purchase a given product are called a market.

You could be part of the market for video games, but not be part of the market for an expensive car. Even though you may want an expensive car, you may not have the means to buy one. If you liked video games and had the resources to buy or rent them, you would be part of the video game market.

The consumer market consists of customers who buy goods for **personal** use. The industrial market consists of business customers who buy goods for use in their operations. The two are interrelated because of the economic concept of derived demand. For example, when consumers decide to buy more automobiles, dealers need more cars, so auto manufacturers will need an increased supply of auto components, such as tires, radios, batteries, and electronic parts. Companies that make such parts experience an increased demand as a re-

sult of consumer decisions to buy more cars. This is called derived demand. Derived demand in the industrial market is based on, or derived from, the demand for consumer goods and services.

Because of this relationship between consumer and industrial demand, industrial companies look for opportunities to increase their business by studying consumer trends. Service-related businesses function in both consumer and industrial markets.

Extractors are businesses that take something from the earth or sea. They include agriculture, forestry, fishing, and mining. The products are sold primarily to other businesses. Construction companies build structures such as houses, office buildings, and manufacturing plants. Manufacturing involves producing goods to sell to other manufacturers or to wholesalers and retailers. Wholesalers obtain goods from manufacturers and resell them to industrial users, other wholesalers, and retailers. Wholesalers are also called distributors. Retailers buy goods from wholesalers or directly from manufacturers and resell them to the consumer. For the most part, retailers cater to the consumer market. Service-related businesses are companies that provide **intangible** products to satisfy needs and wants of consumers and/or businesses. Consumer services include such things as dry cleaning, hair styling, entertainment, transportation, insurance, and personal needs, such as lawn-cutting, child care, and housekeeping. Business services follow the same concept. That is why you have firms that specialize in accounting, marketing, management, insurance, shipping, and finance. There are also professional services – those provided by a variety of professionals such as doctors, dentists, and lawyers.

Internet-related services, such as Web portals, Web casting, Web site design, and Web advertising have created opportunities that did not exist many years ago. For example, e-commerce (short for ‘electronic commerce’) is the buying and selling of products through the use of electronic networks, usually the Internet. Even **traditional** retailers are adapting their marketing strategies to e-commerce, resulting in e-tailing.

### III. Match the English words to the Russian definitions.

A	Б
1) consumer market	a) коммерческий клиент
2) industrial market/producer	b) горное дело
3) market	c) бухгалтерский учет
4) fishing	d) страхование
5) mining	e) рынок товаров
6) distributor	f) интернет-портал
7) business customer	g) электронная торговля
8) construction company	h) потребительский рынок
9) insurance	i) лесное хозяйство
10) accounting	j) розничный торговец
11) forestry	k) оптовик
12) intangible product	l) нематериальный товар
13) e-commerce	m) строительная компания
14) Web portal	n) дистрибьютор
15) retailer	o) рыбная ловля

### IV. Match the words from A with the words from B to make set-phrases.

A	Б
1) video	a) customer
2) business	b) styling
3) derived	c) care
4) industrial	d) goods
5) hair	e) cleaning
6) dry	f) games
7) child	g) commerce
8) Web	h) demand
9) electronic	i) company
10) consumer	j) casting

### V. Read the text and complete the sentences.

1. Marketers look at people who have the ability to pay for....

2. All people who share similar needs and wants and who have the ability to purchase a given product are called....

3. The consumer market consists of customers who buy goods for....

4. The industrial market consists of business customers who buy goods for use in... .

5. Derived demand in the industrial market is based on the demand for consumer....

6. Service-related businesses function in both....

7. Extractors are businesses that take something from....

8. Construction companies build structures such....

9. Wholesalers obtain goods from manufacturers and resell them to....

10. Wholesalers are also called....

11. Retailers buy goods from wholesalers or directly from manufacturers and resell them to....

12. Internet-related services, such as Web portals, Web casting, Web site design, and Web advertising have created opportunities that did not exist....

**VI. Read the text and match the highlighted words in it with the definitions above the text.**

*1. a business that sells goods to members of the public, rather than to shops;*

*2. the legal right to possession of property, esp. real property;*

*3. a person or organization that buys goods or services from a shop or company;*

*4. a person or organization that helps to arrange agreements or business deals between other people or organizations;*

*5. a person or company that sells goods in large quantities to businesses, rather than to the general public;*

*6. a person or business concern that manufactures goods or owns a factory;*

*7. a manufacturer that supplies goods for racks in some shops, sharing the profit with the shop owner*

### **Channel Members: Wholesalers**

Businesses involved in sales transactions that move products from the manufacturer to the final user are called **intermediaries** or middlemen. Intermediaries reduce the number of contacts required to reach the final user of the product. Suppose four **customers** wanted to buy a digital camera made by Nikon. If Nikon sells directly to consumers, it would have to make four separate sales transactions. By using an intermediary, such as CompUSA, the number of contacts Nikon must make is reduced to one.

Intermediaries are classified on the basis of whether they take ownership (title) of goods and services. Merchant intermediaries take **title**; agent intermediaries do not. Agent intermediaries, usually called agents, are paid a commission to help buyers and sellers get together. The two major types of merchant intermediaries are **wholesalers** and **retailers**.

Businesses that buy large quantities of goods from **manufacturers**, store the goods, and then resell them to other businesses are called wholesalers. Their customers are retailers. Wholesalers may be called distributors when their customers are professional or commercial users, manufacturers, governments, institutions, or other wholesalers. In either case, they take title to the goods they buy for resale.

Two specialized wholesalers are **rack jobbers** and drop shippers. Rack jobbers are wholesalers that manage inventory and merchandising for retailers by counting stock, filling it in when needed, and maintaining store displays. As the name implies, they provide the racks for display of the product in a retail store. They bill the retailer only for the goods sold, not for all the items on display. Products that are handled by rack jobbers include CDs, hosiery, health products, and cosmetics.

Drop shippers own the goods they sell but do not physically handle the actual products. They deal in large quantities of items in bulk, such as coal, lumber, and chemicals that require special handling. Drop shippers sell the goods to other businesses and have the producer ship the merchandise directly to the buyers.

**VII. Find in the text the English equivalents to the words below.**

1) посредник; 2) торговая сделка; 3) фирма, осуществляющая прямые поставки товара со склада производителя; 4) право собственности; 5) оптовик; 6) розничный торговец; 7) большое количество; 8) производитель; 9) магазинная экспозиция, оформление магазина; 10) коммерческий потребитель; 11) принимать право собственности на товар; 12) оптовик-консигнант; 13) право на имущество; 14) конечный потребитель; 15) розничный магазин, магазин розничной торговли; 16) товар в реальном исполнении.

**VIII. Complete the table.**

Verb	Noun (person)	Noun (abstract)	Adjective
	intermediary		
			merchant
		transaction	
	retailer		
ship			
		reduce	
deal			

**IX. Match the words from A to B columns.**

A	Б
1. reduce	a) transaction
2. consumer	b) distributor
3. bargain, deal	c) lessen
4. wholesaler	d) manage
5. own	e) possess
6. handle	f) customer

## **X. Translate the following words.**

1. торговый автомат \_\_\_\_\_
2. прямая почтовая рассылка \_\_\_\_\_
3. внемагазинная торговля \_\_\_\_\_
4. открывать кредит \_\_\_\_\_
5. магазин на диване \_\_\_\_\_
6. звено \_\_\_\_\_
7. торговля через Интернет \_\_\_\_\_
8. розничная торговля \_\_\_\_\_

## **XI. Answer the questions.**

1. Whom do retailers sell goods to?
2. Do brick-and-mortar retailers sell goods to the customer from their own physical stores?
3. Why do brick-and-mortar retailers have special services such as offering credit or providing delivery?
4. What is non-store retailing?
5. What do non-store retailing operations include?
6. What do vending service companies buy? How do they sell these products?
7. Where do vending service companies place their vending machines?
8. Why do many large brick-and-mortar retailers produce their own catalogs?
9. What is direct mail?
10. Why have many brick-and-mortar retailers created Web sites?

## **UNIT XI**

### **MASS MARKETING AND MARKET SEGMENTATION**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**income level** – уровень дохода  
**cluster** – группа



**fashion** – мода

**market segment** – сегмент рынка

**marketing mix** – комплекс маркетинга, маркетинг-микс (*набор основных компонентов маркетингового воздействия, поддающихся контролю со стороны фирмы и используемых ею при продаже товара в стремлении вызвать желаемую ответную реакцию со стороны рынка; традиционно выделяют 4 основных компонента комплекса маркетинга: товар, цена, место распространения и методы стимулирования*)

**promotion** – содействие, поощрение, стимулирование, раскрутка

**distribution** – распределение, распространение

**competition** – соперничество, конкуренция

**competitive advantage** – конкурентное преимущество (*преимущество, обеспечивающее конкурентоспособность, некое качество, дающее потенциальное превосходство над конкурентами на рынке, в спорте и т.п.*)

**census data** – данные переписи, цензовые данные

**to get a handle on sth** – начать контролировать что-либо, овладеть, справиться

**customer profile** – профиль клиента/покупателя (*описание группы потребителей или их типа на основе различных демографических, психографических и географических характеристик*)

**marital status** – семейное положение

**baby boom generation** – поколение «бума рождаемости»

**Generation X** – поколение икс (*американцы и канадцы, родившиеся в период демографического спада 1961–1981 годов; поколение, выросшее в условиях возрастающего комфорта, получившее хорошее образование, но безразличное к деньгам и профессиональной карьере, не нашедшее себе применения в жизни*)

**Generation Y** – поколение игрек (*американцы и канадцы, родившиеся в период интенсивного роста высоких технологий (1980–90-е годы), не знавшие экономических спадов и нужды*)

**census** перепись (населения)

**to surf the Net/Internet /Web** – бродить по Сети

**disposable income** – располагаемый доход (*остается после уплаты налогов, взносов в систему страхования и др. вычетов*)

**discretionary income** – дискреционный доход (*часть чистого дохода потребителя, предназначенная для расходов по собственному усмотрению после обязательных расходов на налоги и удовлетворение жизненных потребностей*)

**necessities** – предметы первой необходимости

**global markets/world market** – мировой рынок

**psychographics** – психография, психографика (*характерные психологические особенности аудитории: характер, склонности и преобладающие интересы, отношения, образ жизни*)

**II. Read the text and find the synonyms to the underlined words.**

### **Identifying and Analyzing Markets**

Businesses look for ways to connect with **current** and potential customers. The surest way to make that connection is to know them well. This means knowing where they live, their income level, age, ethnic background, activities, values, and what interests them. When a company looks at its customers this way, it can identify groups of people who have many things in common.

Marketers analyze groups of customers to see if any of them can be further broken down into smaller, more **precise** clusters. The process of classifying people who form a given market into even smaller groups is called market segmentation. Let's look at the market for jeans. A marketer might ask, 'Who buys jeans? At what price? What special features do they want?' Depending on the answers to these questions, the market for jeans could be segmented:

1. *By age* jeans for kids, teens, and adults.
2. *By price* marketers need to reach **different** income levels (often referred to as socio-economic groups).

*By desired features* tight fit, **comfortable** fit, newest fashion, or a **unique** design. To meet the needs of these different market segments, jeans manufacturers develop a unique marketing mix, including different products, promotions, stores for distribution, and price points.

The next question marketers ask is, 'Which of these segments should we target?' It is usually too costly to target all the **potential** target markets. So, it is very important to identify those markets in

which the company has an advantage that enables it to survive against its competition over a long period of time. This is what marketers call a competitive advantage.

Companies study data generated by governments, private research firms, trade associations, and their own research to determine if a given target market is large enough to justify the expense. For example, United States census data might reveal that there are enough teenagers to justify making jeans for that segment of the market. To get a handle on the jeans market, **additional** research would reveal more about this market segment: their buying behavior, interests, activities, and opinions about fashion, values, status, household income levels, ethnic background, and any other factor that might help marketers create a customer profile. The more specific the information is, the easier it is to design the jeans, price them, create the appropriate promotions, and sell them in the right outlets. The same factors that help segment a market are used to describe a target market. They are: demographics, geographies, psychographics, and behavioural factors.

## **II. Find in the text the English equivalent to the words given below.**

1) конкурентное преимущество; 2) уровень дохода; 3) группа; 4) мода; 5) профиль клиента/покупателя; 6) плотно прилегающая одежда; 7) комплекс маркетинга; 8) содействие, поощрение; 9) распределение, распространение; 10) соперничество, конкуренция; 11) сегмент рынка; 12) данные переписи, цензовые данные; 13) начать контролировать что-л., овладеть, справиться

## **III. Complete the table.**

<b>Verb</b>	<b>Noun (person)</b>	<b>Noun (abstract)</b>	<b>Adjective</b>
	customer		
		fashion	
research			
			expensive
		distribution	

Verb	Noun (person)	Noun (abstract)	Adjective
justify			
			competitive

#### IV. Read the text again and complete the sentences below.

1. Businesses look for ways to connect with current and....
2. Marketers analyze groups of customers to see if any of them can be further broken down into....
3. The process of classifying people who form a given market into even smaller groups is called....
4. It is usually too costly to target the entire potential target....
5. It is very important to identify those markets in which the company has an advantage that enables it to survive against its competition over....
6. Companies study data generated by governments, private research firms, trade associations, and their own research to determine if a given target market is....

#### V. Complete the gaps with the words given above the text.

*Internet, businesses, noncustomers, segmentation, opportunities, cards*

### Mass Marketing Now and in the Future

In spite of the shift to market..., mass marketing continues to be used in many situations and has potential for others. Products with broad appeal and few distinguishing characteristics, such as household cleaners, potato chips, and pain relievers, lend themselves to mass marketing just as they always have. At the same time ... that use mass marketing for their goods and services continue to look for ways to enlarge their markets by designing different appeals for.... Chewing gum, for example, is presented as an alternative to smoking. Utilities and credit... offer special rates to entice potential high-volume customers, while discount retailers, such as Wal-Mart, match their mix of mass-marketed products to local customer bases.

Any product that has mass-marketable attributes will likely be marketed by some form of the approach. In addition, the ... provides a new medium for mass-marketing initiatives, and newly opened international markets offer a possible arena for mass-marketing....

## **VI. Answer the questions:**

1. What is mass marketing?
2. What is market segmentation?
3. Does the United States census provide information that might help in deciding on the age categories?
4. Is generation X known as the Echo Boomers or Millennium Generation?
5. Why do companies study data generated by governments, private research firms, trade associations?
6. Why is the US population becoming more multicultural and ethnically diverse?
7. Which type of income, disposable or discretionary, is more important to businesses that sell expensive watches, second homes, and financial services?
8. Do geographies relate closely to demographics? Why?
9. What factors are involved in analyzing a market according to psychographics?

## **UNIT XII MARKETING COMMUNICATION**

**I. Study the following words and word combinations. Use them in sentences of your own.**

**business ethics** — деловая этика  
**to make up for** — компенсировать  
**bribery** — взяточничество  
**business deal** — коммерческая сделка  
**code of ethics** — моральный кодекс  
**sweatshop** — потогонное производство

**Occupational Safety and Health Administration** *сокр.*  
**OSHA** – Управление охраны труда (агентство Министерства труда США)

**safety rules** – правила безопасности

**employee behavior** – поведение наемного работника

**environmental safety** – экологическая безопасность

**merchandise** товары

**substandard** – некондиционный, некачественный (*о товаре*)

**fine** – взыскание, штраф, пеня;

**to fire** – увольнять

**to charge** – назначать, запрашивать цену

**return customer** – повторный покупатель

**word of mouth** – молва; сарафанное радио

**backfire** – неожиданно привести к обратным результатам

**self-interest** – своекорыстие; эгоизм

**conflict of interest** – конфликт

**social responsibility** – социальная ответственность

**Americans with Disabilities Act** – закон «Об инвалидах»

**Equal Pay Act** – закон «О равной оплате труда»

**II. Read the text. Find the answer to the question: *What is ethics?***

### **The Nature of Ethics**

Ethics are moral principles by which people conduct themselves personally, socially, or professionally. For example, you do not cheat on a test or lie to friends or your family because of your personal honour and integrity. For the good of society, you may recycle to take care of the environment. Business ethics are rules based on moral principles about how businesses and employees ought to conduct themselves. Most businesses are committed to providing safe products, creating jobs, treating their employees fairly, protecting the environment, and being truthful about their financial situation.

The effects of unethical behavior by customers are not always obvious. However, to make up for problems caused by unethical behaviour, businesses have to charge more for their products. As a result, customers have to pay more.

Different cultures, businesses, and industries have different ethical standards. For example, in some cultures, including the United States, excessive gift giving is considered bribery, which is unethical. Bribery occurs when gifts, money, or favors are offered to encourage a business deal. In other cultures, excessive gift giving is overlooked or considered ethical.

### **Law and Ethics**

Ethics involve a system of moral principles that govern the appropriate conduct for a person or group. Laws involve rules for conduct that may be used to punish violators. In business, people follow rules as well as a code of ethics. A code of ethics is a set of guidelines for maintaining ethics in the workplace. Most businesses follow their own code of ethics.

Many unethical behaviours lead to the passage of legislation that makes those behaviours illegal. In the United States, bad working conditions are not only unethical, they are also illegal. On March 25, 1911, a fire at the Triangle Shirtwaist Factory Company in New York City killed 146 workers – mostly young female immigrants. The business's inadequate exit doors and fire escapes along with overcrowded conditions led to the deaths of the workers. This industrial tragedy brought about changes in laws governing conditions in sweatshops. The Occupational Safety and Health Administration (OSHA) is a division of the US Department of Labor. OSHA sets and enforces work-related health and safety rules. Other agencies protect consumers, address discrimination in the workplace, and promote truthfulness in financial reporting.

**III. Find in the text above English equivalents to the following words.**

*компенсировать* \_\_\_\_\_  
*взяточничество* \_\_\_\_\_  
*коммерческая сделка* \_\_\_\_\_  
*моральный кодекс* \_\_\_\_\_  
*потогонное производство* \_\_\_\_\_  
*правила безопасности* \_\_\_\_\_

#### IV. Match the words below with their definitions.

*gift ethic tragedy environment sweatshop deal*

1. a shop or factory in which workers are employed for long hours at low wages and under unhealthy conditions;
2. the external surroundings in which a plant or animal lives, which tend to influence its development and behaviour;
3. a shocking or sad event; disaster;
4. a social, religious, or civil code of behaviour considered correct, esp. that of a particular group, profession, or individual;
5. a bargain, transaction, or agreement;
6. something given; a present

#### V. Read the text and find the words with the opposite meaning to the underlined words.

##### **Ethics as Good Business**

Most businesses police themselves with codes of ethics. Professionals such as doctors, lawyers, journalists, and teachers have their own codes of ethics. A code of ethics can cover issues such as employee behaviour and environmental safety.

Unethical business practices include lying, offering merchandise known to be substandard, or treating customers or employees unfairly. If a business violates government regulations, the owner can be fined or go to jail. If an employee violates a company or professional code of ethics, the employee might be fired or lose his or her license. Not all unethical practices are covered by the law. Unethical business practices affect businesses indirectly.

Suppose you own an auto-body paint shop. To increase your profits, you charge top price and use the cheapest paint. One of your customers complains about the quality of the paint, but you do not care because she has already paid. What is one customer, right? The fact is that most businesses (especially small businesses) rely on repeat customers and word of mouth to get new customers. The amount you make in profits from one unhappy customer may not be worth the lost business.



Treating employees unethically can also backfire. Suppose you manage a small film distribution company. You **hire** Jaime fresh out of business school to run the office. You teach him how to use the computer system, how to deal with customers, and how the business works. You also pay him very little, make him do all your work, and treat him poorly. The first chance Jaime gets, he quits and ends up being hired by one of your competitors. You now have to retrain a new employee to take his place. Meanwhile, your competition now has a well-trained employee, who is much more efficient.

### Conflicts of Interest

Another major ethical question that is generally not illegal relates to conflict of interest. A conflict of interest is a conflict between self-interest and professional obligation. Suppose that a manager of a small business hires his sister to do some work in the firm, but she is clearly unqualified to do the work. Giving the position to the sister will help out the family but will create morale problems with the other employees. It may also **damage** the business if her work does not get done. When making business decisions, employees have an ethical **obligation** to act in the best interest of the company.

**VI. Find in the text the English equivalents to the words below.**

1) сарафанное радио; 2) некондиционный, некачественный (о товаре); 3) штраф; 4) поведение наемного работника; 5) экологическая безопасность; 6) товары; 7) увольнять; 8) запрашивать цену; 9) повторный покупатель; 10) уволиться с работы; 11) эгоизм.

**VII. Match the words to make set-phrases. Make as many sentences as you can do.**

1. employee	a) ethics
2. environmental	b) obligation
3. code of	c) jail
4. to go to	d) behaviour
5. conflict of	e) safety
6. ethical	f) interest

### **VIII. Answer the questions:**

1. What is the difference between personal and business ethics?
2. Do different cultures, businesses, and industries have equal ethical standards?
3. What is a code of ethics?
4. Are bad working conditions illegal in the United States?
5. What does the Occupational Safety and Health Administration set and enforce?
6. Do doctors, lawyers, journalists, and teachers have their own codes of ethics?
7. What do unethical business practices include?
8. Are all unethical practices covered by the law?
9. Do unethical business practices affect businesses indirectly or directly?
10. What is a conflict of interest?
11. What is the relationship between illegal behaviors of business and unethical behaviours of business?