

**КАЗАНСКИЙ (ПРИВОЛЖСКИЙ) ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ  
ИНСТИТУТ МЕЖДУНАРОДНЫХ ОТНОШЕНИЙ,  
ИСТОРИИ И ВОСТОКОВЕДЕНИЯ**

*Кафедра английского языка в сфере высоких технологий*

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**INNOVATION MANAGEMENT**

**Учебное пособие для студентов,  
обучающихся по специальности «Инноватика - 27.03.05»**

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Данное пособие предназначено для студентов, обучающихся по специальности «Инноватика», и содержит материалы по специальности, дополняющие основной курс английского языка. Материалы пособия могут быть использованы как для аудиторной, так и для самостоятельной работы студентов.

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## **Предисловие**

Настоящее пособие предназначено для занятий со студентами 1 и 2 курсов физического факультета Казанского (Приволжского) федерального университета, по специальности «Инноватика - 27.03.05». Пособие разработано с учетом требований государственного стандарта высшего профессионального образования и предназначено для студентов, продолжающих изучение английского языка на базе программы средней школы.

Целью данного пособия является углубление и расширение словарного запаса, приобретение учащимися навыков правильного понимания и перевода оригинального текста (научной неадаптированной литературы) по своей специальности.

Учебное пособие состоит из 12 разделов, глоссария, охватывающего основные термины, а также блока научных текстов для самостоятельной работы студентов.

В учебное пособие включены оригинальные тексты, опубликованные в зарубежных научных изданиях, сокращенные по мере необходимости. При отборе статей учитывалась их познавательная ценность. Все статьи связаны со специальностью студентов. Тексты снабжены упражнениями по изучению и закреплению лексики.

Все разделы пособия по своей структуре идентичны, даны ясные формулировки заданий, что позволяет достичь искомой цели.

При работе над пособием, мы старались обеспечить участников учебного процесса объемом текстового и лексического материала, набором упражнений, предоставляющим возможность полноценно, эффективно использовать время, отведенное на изучение профессиональных аспектов иностранного языка.

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## Unit 1. The term “Innovation” and its background

### PRE-READING

*Answer the following questions:*

1. *What is innovation?*
2. *Is it important to be innovative/creative?*
3. *How do innovations influence our life?*

### *Active vocabulary*

*complicate /'kɒmplɪkeɪt/ v - осложнять*

*derive /dɪ'raɪv/ v – получать, извлекать*

*disturb /dɪ'stɜ:b/ v - нарушать, тревожить*

*equilibrium /i:kwi'libriəm/ n - равновесие*

*impetus /'impitəs/ n – импульс, стимул, движущая сила*

*introduction /,intrə'dʌkʃn/ n – введение, внедрение*

*invention /in'venʃn/ n - изобретение*

*market /'ma:kɪt/ n - рынок*

*motor vehicle /'vi:kl/ - механическое транспортное средство, автомобиль*

*novel /'nɒv(ə)l/ adj – новый, неизведанный*

*service /'sɜ:vis/ n – сервис, услуга*

*steam engine /'sti:m endʒɪn/ - паровой двигатель*

*time span /taɪm spæn/ - отрезок времени, промежуток*

*useful /ju:sfl/ adj – полезный, пригодный*

## **READING**

***Read and translate the text using a dictionary if necessary:***

The term “Innovation” seems to derive from the Latin “novus”, which means new, young or novel. For most people “to be innovative” means to be creative and/or to make something new.

Unfortunately, there is no single accepted definition of the term “Innovation”. For some people it means a new idea, for others it means an invention (a materialized new idea), for some it means a new product (a developed invention), for some others it means the act of creating a new product or process, while for others it means to create a new business. One example of a definition that only covers the introduction of new ideas, services and practices on the market is given below:

“Innovation is the introduction of new ideas, goods, services, and practices which are intended to be useful (though a number of unsuccessful innovations can be found throughout history). The main driver for innovation is often the courage and energy to better the world. An essential element for innovation is its application in a commercially successful way. Innovation has punctuated and changed human history (consider the development of electricity, steam engines, motor vehicles, etc).”

Thus, “Innovation” can be both a noun and a verb with different starts and different time spans, which complicate life. However, if innovation is seen as a noun it becomes easy to handle the term as the act of developing an idea into a new business, which can then be called an innovation process done as an innovation project. In this book, therefore, by innovation we will mean a new

product that has been sold and taken in use by at least one user. The innovation process here will cover all activities to bring forward such an innovation. The daily work is done in an organizational form as an innovation project.

The earliest industrial use of the term “Innovation” seems to have been described by Joseph Schumpeter, who was born 1883 in the Czech Republic. Schumpeter felt that innovation was the impetus for economic development and in his thesis “The Theory of Economic Development” (1934) he claimed that, excluding any innovations and innovative activities will result in a stationary state. The hero of his story is the entrepreneur, who disturbs the equilibrium and thereby causes economic development.

Today it is commonly accepted that without innovative activities, development in individual companies and society as a whole would stop. Therefore, it is important that many people have a good knowledge of how the development of innovations is managed and how the work is done in the most efficient way – which is the overall aim of this book.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Mark sentences True or False:***

1. *The term “Innovation” seems to derive from the Latin “novus”, which means ordinary, typical.*
2. *“To be innovative” for most people means to be creative and/or to make something new.*
3. *If innovation is seen as a verb it means the act of developing an idea into a new business, which can then be called an innovation process done as an innovation project.*
4. *An essential element for innovation is its application in a commercially successful way.*

5. *The courage and energy to save the world permanent is often the main driver for innovation.*
6. *The innovation process covers all activities to bring forward such an innovation.*
7. *Schumpeter claimed that innovation was the impetus for economic development.*
8. *The hero of Schumpeter's story is the businessman, who disturbs the equilibrium and thereby causes stationary state.*
9. *Excluding any innovations and innovative activities will result in a stationary state.*
10. *Today it is commonly accepted that without innovative activities, development in individual companies and society as a whole would not stop.*

***Exercise 2. Find words in the text similar in meaning:***

1. *important*

2. *goal*

3. *make more difficult*

4. *progress*

5. *profitable*

6. *new*

7. *creative*

8. *products*

9. *driver*

## 10. concept

### **Exercise 3. Match the words with their definitions:**

<i>Entrepreneur</i>	<i>a unique or novel device, method, composition or process</i>
<i>Market</i>	<i>a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs or risks.</i>
<i>Impetus</i>	<i>new ideas, goods, services, and practices which are intended to be useful</i>
<i>Invention</i>	<i>the force that makes something happen or that makes a body move</i>
<i>Service</i>	<i>an actual or nominal place where forces of demand and supply operate, and where buyers and sellers interact</i>
<i>Innovation</i>	<i>Someone who exercises initiative by organizing a venture to take benefit of an opportunity and, as the decision maker, decides what, how, and how much of a good or service will be produced.</i>

### **Exercise 4. Give the English equivalents to the phrases:**

1.инновационный процесс

2.нарушить равновесие

3. движущая сила экономического развития/прогресса

4. внедрение новых идей

5. коммерчески выгодный

6. инновационные действия

7. существующие инновационные проекты

8. стать причиной экономического развития/прогресса

9. разные промежутки времени

10. внедрение новых идей, товаров, услуг

**Exercise 5. Translate the following 1-5 sentences into Russian, the 6-10 into English:**

1. As “Innovation” means a new idea, invention (a materialized new idea), product (a developed invention), act of creating a new product or process, there is no single accepted definition for this term.

2. “Innovation” means also a new product that has been sold and taken in use by at least one user.

3. A lot of people know how the development of innovations is managed and how the work is done in the most profitable way.

4. Innovation has influenced and changed our history. Doubtless, it's the impetus for development.

5. The scientist Schumpeter claimed that economic development/progress is impossible without the introduction of innovations.

6. Инновация – конечный результат интеллектуальной деятельности человека, его творческого процесса, открытий, изобретений.

7. *Инновация – это новшество/нововведение, значительно повышающее эффективность действующей системы.*
8. *Исследователь Шумпетер в своих работах анализировал “инновационные комбинации”, изменения в развитии экономических систем.*
9. *Термин “инновация” происходит от латинского “novus”, что означает обновление/изменение.*
10. Целью нововведений является повышение эффективности, экономичности, качества жизни, удовлетворенности клиентов организации.

***Exercise 6. Write out key words from each paragraph. Summarize the contents of each paragraph in 3-5 sentences using the key words.***

***Exercise 7. Retell the text.***

***Exercise 8. Do you think that creativity is an inborn feature of person's character or it can be developed (if yes, how)? Prepare a report in writing and be prepared to present your point of view in oral (2-3 min).***

## **Unit 2. Innovation management is complex**

### **PRE-READING**

***Answer the following questions:***

*1. How to run a business? What will be your first/second/third step?*

*2. Do you know the qualities of a good businessperson?*

*3. Does a business plan for a new product always guarantee success?*

## **Active vocabulary**

*business plan /'bɪznəs plæn/ n – бизнес-план*

*differentiation /,dɪfə'rentɪ'eɪʃn/ n – разграничение, установление различий, дифференциация*

*disaster /dɪ'zæstər/ n – несчастье, бедствие*

*duration /du'reɪʃn/ n - продолжительность*

*failure /'feɪljə/n – неудача, провал*

*fair /feə/ n - ярмарка*

*founder /'faʊndə/ n – основатель, учредитель*

*franchise /'fræntʃaɪz/ n - франшиза*

*guarantee /,gærən'ti:/ v - гарантировать*

*measure /'meʒə/ v – измерять, мерить*

*outcome /'aʊtkʌm/ n – результат, исход*

*outlet /'aʊtlet/ n – выход, проход*

*satisfaction /,sætɪs'fækʃn/ n – удовлетворение, удовлетворенность*

*self-service /,self'sə:vɪs/ n - самообслуживание*

*showroom /'ʃəʊru:m/ n – выставочный/демонстрационный зал*

*sustainable /sə'steɪnəbl/ adj – устойчивый, жизнеспособный*

*tool /tu:l/ n – орудие, приспособление, инструмент*

*warehouse /'weɪ:həʊs/ n – склад, складское помещение*

*wealth /wɛlθ/ n - богатство*

## READING

*Read and translate the text using a dictionary if necessary:*

Innovation projects can be of different sizes, duration, and complexity levels. The risk of failure in one or more respects - as overdrawn costs and time, low satisfaction rate, poor performance, burnt-out team members, etc. - is dependent on many factors. In figure 1. some important factors are shown that will influence the risk factor and the outcome of a project in general and an innovation project in particular.

Fig.1.



Most of the factors in figure 1. are 'soft' and difficult to measure and handle. Unfortunately, most research interest has been focused on tools and methods and sometimes it seems as if people think that if the 'right' tools are used a good result of a development process is guaranteed. That is as bad as believing that a good business plan for a new product will guarantee success, if only enough venture capital is available. In business-related research the researchers often claim that having a good business plan, a well thought business strategy and the right products, will guarantee success.

In reality the success is heavily dependent on the work of the entrepreneur and her/his team. Endurance is also needed as it often takes 4-5 years to see if the new business will be a success or failure. That was, for example, the case for Ingvar Kamprad when he built up IKEA to the great success it is today giving him enormous private wealth. The same goes for Bill Gates and Microsoft.

Surely, the business plans they started out with are not the business plans that came to be the success stories.

When Ingvar Kamprad, IKEA's founder, tried to crack this market, he was shut out at every turn. Barred from selling directly at trade fairs, he resorted to taking orders there. When that was forbidden, he contacted customers directly (initiating a profitable mail-order business, which necessitated that the furniture be easy to ship). When Swedish manufacturers refused his business, Kamprad sourced from Poland, getting even better prices than before. Locked out of traditional outlets, Kamprad converted a factory into a warehouse and showroom, where explanatory tags, self-service, a colorful catalog, and the lure of instant availability - thanks to on-site stocking - were deliberately distinctive. In every instance, the strategy was driven as much by necessity as it was choice. In hindsight, IKEA's positioning is indeed brilliant and is indeed a source of real and sustainable differentiation. The position, however, was as much a consequence of adaptability as it was of strategy. It was persistence - and experimentation under the strict discipline imposed by constrained resources - that allowed IKEA to build its furniture franchise.

Note that the importance of the product - i.e. the product idea/invention/business idea - is very small and decreasing from when the innovation project started. Often it is only a door opener to a new business and in the long run the successful product will be quite different from the initial product idea/invention. A good entrepreneur will see that the business is good even with a poor product idea/invention/business idea to start with. A good product idea/invention/business idea with a not so good entrepreneur will be a disaster. Thus, the entrepreneur is critical to success and she/he is the critical factor for a long time after the start of the project.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Answer the following questions:***

1. *What are the factors that influence the risk factor, the outcome of an innovative project?*
2. *Who are Ingvar Kamprad and Bill Gates? What are they famous for?*
3. *What did Ingvar Kamprad assume when Swedish manufacturers refused his business?*
4. *Do you have IKEA in your city? Do you like how the things are managed there?*
5. *Is the successful product always equal to the initial product idea/invention?*
6. *Why is it important to be a gifted entrepreneur?*
7. *Where can we see explanatory tags and what for do we need them?*
8. *Do you think that a colorful catalog is a great decision for any company to influence clients? Why?*
9. *If all companies refused to cooperate with you, would you give up?*
10. *What exactly would you do to get over this difficult situation?*

***Exercise 2. Match words opposite in meaning:***

1. <i>guarantee</i>	<i>a. permit</i>
2. <i>dependent</i>	<i>b. increase</i>
3. <i>forbid</i>	<i>c. same</i>
4. <i>directly</i>	<i>d. released</i>
5. <i>different</i>	<i>e. success</i>

6. <i>decrease</i>	<i>f. risk</i>
7. <i>failure</i>	<i>g. strategy</i>
8. <i>burn-out</i>	<i>h. product</i>
9. <i>business</i>	<i>i. team members</i>
10. <i>initial</i>	<i>j. implicitly</i>

**Exercise 3. Match the pairs and translate them into Russian:**

1. <i>sustainable</i>	<i>a. plan</i>
2. <i>private</i>	<i>b. differentiation</i>
3. <i>risk</i>	<i>c. interest</i>
4. <i>business</i>	<i>d. catalog</i>
5. <i>colorful</i>	<i>e. customers</i>
6. <i>research</i>	<i>f. stocking</i>
7. <i>contact</i>	<i>g. wealth</i>
8. <i>poor</i>	<i>h. franchise</i>
9. <i>on-site</i>	<i>i. factor</i>
10. <i>furniture</i>	<i>j. product idea/ invention</i>

**Exercise 4. Give the Russian equivalents to the phrases:**

1. *the critical factor*
2. *the strict discipline*

3. convert a factory into a warehouse

4. the initial product idea/invention

5. explanatory tags

6. to ship furniture

7. complexity levels

8. constrained resources

9. trade fairs

10. the consequence of adaptability

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. When Ingvar Kamprad, IKEA's founder, tried to run a business, he was shut out at every turn.

2. Most people are sure that a brilliant business plan for a new product will guarantee them success, if only enough venture capital is available.

3. The business plans Ingvar Kamprad and Bill Gates started out with are not the business plans that came to be the stories of great momentous success.

4. Often the importance of the product is only a door opener to a new business and in the long run the successful product will be quite different from the initial product idea/invention.

5. The entrepreneur is critical to success and she/he is the critical factor for a long time after the start of the project.

6. Инновационный процесс – это процесс создания, освоения, распространения и использования инновации.

7. Подготовка инновационного проекта является сложной многоэтапной процедурой.

8. Окончательно инновационный проект оформляется в виде бизнес-плана.

9. Основная задача бизнес-плана – дать целостную системную оценку перспектив проекта.

10. Бизнес-план является инструментом, посредством которого можно оценить фактические результаты инновационной деятельности предприятия и сопоставить эти результаты с прогнозируемыми значениями.

**Exercise 6. Write out key words from each paragraph. Summarize the contents of each paragraph in 3-5 sentences using the key words.**

**Exercise 7. Retell the text.**

**Exercise 8. Imagine you decided to run your own business. Make up a presentation for 5 minutes to present your especial innovative idea/product. Tell your classmates about its advantages so that they want to buy it.**

## **Unit 3. Leadership**

### **PRE-READING**

**Answer the following questions:**

1. Is it difficult to be a leader of innovative projects? Why?

2. What features of character can describe a talented leader?

3. How to treat the team? In a formal or informal way?

### **Active vocabulary**

*abuse /ə 'bju:s/ n - плохое или жестокое обращение*

*anarchy /ænərki/ n - беспорядок, неупорядоченность, безвластие*

*appoint /ə 'pɔɪnt/ v – назначать, определять*

*authoritarian /ə,θɔ:rə 'teriən/ adj – авторитарный, властный*

*consensus /kən 'sensəs/ n – консенсус, согласие*

*ensure /ɪn 'ʃʊər/ v – обеспечивать, гарантировать*

*guideline /'gaɪdlайн/ n - руководящее указание, направление, курс*

*involve /ɪn 'va:lv/ v – включать, содержать, вовлекать*

*leadership /'li:dərʃɪp/ n – руководство, лидерство*

*require /rɪ 'kwaɪər/ v – требовать, приказывать*

*subordinate /sə 'bɔ:rdinət/ adj, n - подчиненный*

*transactional /træn 'zækʃnəl/ adj - трансакционный, переменный, переходный*

*transformative /træns 'fɔ:tətɪv/ adj – трансформационный, способный к преобразованию; стремящийся к изменению*

*ultimate /'ʌltɪmət/ adj - последний, окончательный*

## READING

*Read and translate the text using a dictionary if necessary:*

To lead basically means to show the way for others to reach a goal. The activity to lead is called leadership. No activities done by more than one person involved will function well without some kind of leadership. Three principally different ways of leadership are defined. They are:

- Lassez-faire (free) leadership: this type of leadership means that the team members have to organize themselves to be able to do the work. After some time an informal leader will generally be appointed by the team. However, if an informal leader does not appear, and if the team members cannot cooperate with each other, the free leadership can lead to anarchy.

- Authoritarian leadership: the manager/leader decides everything on her/his own without first hearing the views of the subordinates. The more authoritarian the leader gets, the less the subordinates will be allowed to have direct contact with each other. The ultimate and optimal situation for the authoritarian leader is to exchange people with robots that will not cause emotional problems and that will not do things in ways other than what the leader has thought of and ordered. The security of the team members is dependent on to what degree the leader needs to be and is satisfied. To some extent the leader looks down on the subordinates and, in bad cases, can try to increase the respect for her/himself by turning one (or more) of the team members into a scapegoat or an object of abuse or ridicule.

- Group oriented leadership: the leader has in this case a softer/human touch acting more as a guiding parent for the team. Such a leadership does not mean that the leader has abdicated the position as leader but has chosen another way to get things done as she/he is convinced that the result will be reached quicker and better with less energy consuming conflicts if the subordinates can influence the work and are required to take responsibility for their own

contributions. Therefore, the leader starts dialogues about how to solve principal problems and to choose which directions to take when crossroads are reached. The decisions are, in general, taken in consensus and democratically. Doing so the team members will understand why a certain decision is taken and will thereby be positively motivated. Team members being encouraged to have cross contacts with each other supports the group oriented leadership and a “we-feeling” will develop in the team.

The three types of leadership executed by a leader are symbolized by:

- Trust (Black box thinking)
- Control
- Dynamic feed-back

The “Black box” leadership means that the leader hopes that things will be agreed upon. Thus, in this case the leader has no interest in looking into the box to influence the work being done there. When she/he imposes controls in the box at “gates” or “tollgates” or “milestones” in advance, she/he will get a better view of the situation but still mainly has to trust the information given. Based on the information given a Go or Kill decision will be taken at the control points about the further development of the project. Jumping into the box and giving feed-back on what the leader experiences means a situation when she/he knows what is going on and is better able to guide the project to a satisfactory conclusion.

To be able to practice a positive group leadership, the leader must:

- communicate a clear vision of the goal with the project,
- engage suitable sub-project leaders and let them engage their people,
- draw up strategies and targets as well as giving guidelines for the work,
- break down the work and distribute work packages to groups and individuals,
- ensure that the team members work toward close and distant goals,

- notice and reward good work both on an emotional and practical level.

Research on leadership since the 1980's has dealt a lot with change and the development of products, processes, organizations and people. The transformative leaders (the entrepreneurs) take care of progress and change while the transactional leaders (the managers/bosses) take care of the administration of the existent situation. Project leaders in general – and entrepreneurs in particular - should be transformative and not transactional, as the projects must be transformative. However it is not uncommon that, especially in large companies and public organizations (e.g. hospitals), administrative managers are appointed instead of entrepreneurial managers as project leaders. That is surely one reason why so many projects are not successful. Also, it is quite common that planned projects are not transformed into performance projects, when that was the aim of the total exercise.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Answer the following questions:***

1. *What is leadership?*
2. *Who is a leader and subordinates?*
3. *How many ways of leadership do you know?*
4. *What is motivation? Why is it so important while dealing with team work?*
5. *Do you know exact methods to make subordinates work effectively??*
6. *What are the main functions of a leader which result in team's motivation?*
7. *What can lead to anarchy in the team?*
8. *How to avoid conflicts/critical situations?*

9. What's the difference between transformative leaders and transactional leaders?

10. Could there be several leaders in a company?

**Exercise 2. Match words opposite in meaning:**

1. progress	a. preoccupied
2. leader	b. partial
3. responsibility	c. same
4. guiding	d. stationary state
5. free	e. subordinates
6. public	f. confusing
7. conflict	g. imaginary
8. different	h. carelessness
9. total	i. consensus
10. existent	j. private

**Exercise 3. Match the words with their definitions:**

contribute	to destroy or expend by use; use up.
scapegoat	to renounce or relinquish a throne, right, power, claim, responsibility, or the like, especially in a formal manner.
feed-back	to change in form, appearance, or structure; syn. metamorphose.

<i>consume</i>	<i>a person or group made to bear the blame for others or to suffer in their place.</i>
<i>transform</i>	<i>to give (money, time, knowledge, assistance, etc.) to a common supply, fund, etc., as for charitable purposes.</i>
<i>abdicate</i>	<i>a reaction or response to a particular process or activity.</i>

***Exercise 4. Give the English equivalents to the phrases:***

1. *неформальный лидер*

2. *приводить к анархии*

3. *лидерские качества*

4. *запланированные проекты*

5. *оптимальное решение*

6. *решать проблемы*

7. *управление существующей ситуацией*

8. *нести ответственность за свои действия*

9. *всегда доверять полученной информации*

10. *влиять на подчиненных*

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. *Lassez-faire (free) leadership means that the team members have to organize themselves to be able to do the work and take responsibility for all activities.*
2. *The more authoritarian the leader gets, the less the subordinates will be allowed to have direct contact with each other.*
3. *For a leader it is important to draw up strategies as well as giving guidelines for the work in order to reach goals as fast as possible.*
4. *If there is a deep conflict a leader can try to increase the respect for her/himself by turning one (or more) of the team members into a scapegoat or an object of abuse.*
5. *The transactional leaders (the managers/bosses) take care of the administration of the existent situation, whereas the transformative leaders (the entrepreneurs) take care of progress and change.*
6. *Лидера инновационного проекта отличают организаторские способности, целеустремлённость, упорство в достижении цели, инициативность.*
7. *Сильные и успешные команды основываются именно на сильном лидере.*
8. *Зачастую лидерство сочетается с высокой ответственностью, дружелюбным отношением к окружающим, оперативностью и точностью принимаемых решений.*
9. *Команды могут быть самоуправляемыми и контролируемыми.*

10. Контролируемая команда работает под началом менеджера, который отвечает за руководство ею, в то время как самоуправляемая команда принимает ответственность за управление на себя.

**Exercise 6.** Write out key words from each paragraph. Summarize the contents of each paragraph in 3-5 sentences using the key words.

**Exercise 7.** Retell the text.

**Exercise 8.** Do you know the most famous leaders in the world? Who are they? How did they become leaders? Did they have their ups and downs? Tell your partner about their life stories.

## Unit 4. Innovation project organizations

### PRE-READING

Answer the following questions:

1. What is innovation project organization? How to manage work?

2. What are the functions of a leader and subordinates?

3. What ways of managing innovation projects do you know? Which of them are the most effective? Why?

## **Active vocabulary**

*chain /tʃeɪn/ n – последовательность, цепь, связь*

*commercialization /kə'mɜːrʃələ'zeɪʃn/ n – коммерциализация, извлечение дохода*

*cost /kɔːst/ n, v – стоимость*

*customer /'kʌstəmər/ n – покупатель, потребитель, клиент*

*deliberation /dɪ'lɪbə'reɪʃn/ n – обсуждение, дискуссия*

*experience /ɪk'spiːriəns/ n – опыт, опытность*

*manpower /'mænprəʊər/ n – рабочая сила*

*narrative /'nærətɪv/ adj – описательный, повествовательный*

*reflect on /rɪ'flekt ɒn/ v – размышлять*

*sales people /seɪlz, pɪpəl/ – продавцы, агенты по сбыту, коммивояжеры*

*self-confidence /'self'ka:nfədəns/ n – уверенность в себе*

*set up /'set ʌp/ v – устанавливать, ставить*

*steering /'stɪrɪŋ/ adj – управляющий, руководящий*

*tight /taɪt/ adj – крепкий, плотный, непроницаемый*

*undiluted /ʌndɪlʊ'tjuːtid/ adj – неразбавленный, неразведененный*

## **READING**

***Read and translate the text using a dictionary if necessary:***

At the start of a project a Steering Group is normally set up which will be responsible for appointing the project leader, financing the project and for the

outcome of the project, except in cases when an individual starts a project on his/her own.

When a dynamic view is used the responsible Steering group can be called New Business Board as that name clearly tells what the group function is – not just to make a successful innovation but to form a new business with a life after the innovation project has finished. The New Business Board, which also can be called Innovation Board if it has a more limited mission, is an insider group from the project. To secure direct and undiluted information between the New Business Board and the project leader she/he should be a full member of the Board. Ideally, one board member with experience from the commercialization of new products and one board member with experience of new product development will act as “Comets” in the project to support the project leader and to ensure that the Board members have the right information to make critical decisions when necessary.

Another important mission for the comets is to give suggestions built on their experiences and to, in a narrative way, improve the knowledge of the team members. In addition, the comets will help find out when “enough” good levels have been reached in the development, which is a problem for inexperienced team members and team members with low self-confidence.

As pointed out, the insider management view means a tighter and softer control situation reducing the technical failure risks while the commercial risk is largely dependent on the quality of the entrepreneur and the sales people. The reason for the reduced failure risk with an insider management view – supported with comets - is that projects will not continue too long in the wrong direction when problems occur or when other competing better solutions are experienced. This is because the New Business Board, through the project leader and/or the comets, will get immediate information of such situations.

From when an innovation project starts to when it is transformed into ordinary company activities or when it is established as an own company the

activities in the New Business Board and the Innovation Project follow the dynamic approach. The total worked hours done by the board members and the project team will vary with time but by normalizing them to 100 %, for example, for each week it becomes easier to reflect on how the resources were used in each development step.

As the Board has the total responsibility for the innovation project it can be rational to let one part of the board members have a special responsibility for the development of the commercial concept while the other part is responsible for the development of the technical concept. The interaction between the project and the board can be done through periodical reports, meetings, dialogues, deliberations, review meetings, milestone reports and/or reviews.

The conventional/traditional methods in general do not discuss sales of the innovations at all or regard sales as something that comes late in the development chain. However, early sales means faster and safer development than if a real customer and/or a real user is not directly or indirectly involved in the development. Therefore, early Sales is extremely important when dynamic innovation development is over. A minimum staff for each activity shall be used which at the start and end of each activity means only the sub-project leaders. When product development (PD) needs more manpower the PD team is expanded. When less people are needed the team is reduced so as to always have a minimum of people working in the project. Having a minimum of team members at each moment of time means higher efficiency and lower costs.

A simultaneous start - a kick off - with all the people needed for the next development step is slow and costly, as it will take time to bring all the team members to the same understanding level before work can start efficiently. Instead, adding people when needed and starting every new work sequence with few high performing experts is an efficient principle of the dynamic business development method.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

**Exercise 1. Mark sentences True or False:**

1. When an individual starts a project on his/her own a Steering Group is normally set up which will be responsible for financing the innovation project and the outcome of it.
2. The outer management view means a tighter and softer control situation increasing the commercial failure risks while the technical risk is largely dependent on the quality of the entrepreneur and the sales people.
3. The important mission for the comets is to give suggestions built on their experiences and to improve the knowledge and skills of the team members.
4. From when an innovation project starts to when it is transformed into ordinary company activities or when it is established as an own company the activities in the New Business Board and the Innovation Project follow the conventional/traditional approach.
5. The PD team is expanded when product development (PD) needs more manpower.
6. The interaction between the project and the board can not be achieved at all.
7. In cases when an individual starts a project on his/her own the Steering group is also needed.
8. The total worked hours done by the board members and the project team will vary with time but by normalizing them to 100 %, for example, for each week it becomes easier to reflect on how the resources were used in each development step.

**Exercise 2. Match words similar in meaning:**

1. <i>improve</i>	<i>a. at the same time</i>
2. <i>insider</i>	<i>b. people working together</i>
3. <i>costly</i>	<i>c. novel</i>
4. <i>method</i>	<i>d. false</i>
5. <i>staff</i>	<i>e. inner</i>
6. <i>simultaneously</i>	<i>f. data</i>
7. <i>vary</i>	<i>g. way/approach</i>
8. <i>information</i>	<i>h. make better</i>
9. <i>new</i>	<i>i. expensive</i>
10. <i>wrong</i>	<i>j. differ</i>

**Exercise 3. Match the pairs and translate them into Russian:**

1. <i>dynamic</i>	<i>a. experts</i>
2. <i>inexperienced</i>	<i>b. responsibility</i>
3. <i>simultaneous</i>	<i>c. development</i>
4. <i>product</i>	<i>d. concept</i>
5. <i>total</i>	<i>e. approach</i>
6. <i>technical</i>	<i>f. start</i>
7. <i>development</i>	<i>g. reports</i>
8. <i>high performing</i>	<i>h. functions</i>

9. group

i. chain

10. milestone

j. team members

**Exercise 4. Give the Russian equivalents to the phrases:**

1. sub-project leaders
2. to reduce the technical failure risks
3. to finance innovation projects
4. team members with low self-confidence
5. to give suggestions built on experiences
6. the commercialization of new products
7. to secure direct and undiluted information
8. to reflect on how the resources were used
9. the development of the commercial concept
10. to analyze each development step

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. The Steering group/ New Business Board is responsible for forming a new business with a life after the innovation project has been finished.

2. As for the interaction between the project and the board, it can be done through periodical reports, meetings, dialogues, deliberations, review meetings, milestone reports and/or reviews, etc.
3. It would be wise to mention that the conventional/traditional methods in general do not discuss sales of the innovations at all or regard sales as something that comes late in the development chain.
4. Adding people when needed and starting every new work sequence with few high performing experts is an efficient principle of the dynamic business development method.
5. A simultaneous start or a kick off with all the people needed for the next development step is slow and expensive, as it will take time to bring all the team members to the same level of qualification before work can be started efficiently.
6. Освоение новых идей и создание новых продуктов и услуг открывает новые возможности для бизнеса - как крупного, так и мелкого.
7. Инновационный процесс может осуществляться различными путями. Выбор наиболее эффективного способа зависит от многих немаловажных факторов.
8. Ограниченностю человеческих, технических и финансовых ресурсов ведет к необходимости выбора проектов и размещения ресурсов в соответствии с корпоративными стратегическими целями.
9. Внедрением и производством научно-технических и продуктовых новшеств занимаются, как правило, крупные фирмы, имеющие хорошую ресурсную базу, квалифицированные кадры и определенные позиции на рынках.
10. Конкурентная политика, основанная на инновативности компаний, требует создания гибкой организационной структуры, позволяющей оптимизировать процесс разработки и внедрения инноваций.

**Exercise 6. Write out key words from each paragraph. Summarize the contents of each paragraph in 3-5 sentences using the key words.**

**Exercise 7. Retell the text.**

**Exercise 8. Have you ever watched films about principles of effective work managing («The wolf of Wall street», «The social network», «Jobs», etc)? Discuss films in groups of 3-4 people.**

## **Unit 5. Project sizes**

### **PRE-READING**

*Answer the following questions:*

1. *How to manage teamwork on innovation projects properly?*
2. *Are there ways to divide group work so that it is possible to fulfill short-term tasks/goals?*
3. *What factors can influence the quality of teamwork on innovation projects?*

### **Active vocabulary**

*consequence /'ka:nsekvens/ n - последствие*

*consultant /kən'saltənt/ n -консультант*

*divide /dɪ 'vaɪd/ v – делить, разделять*

*draw conclusions /drɔ: kən 'klu:znz/ - делать выводы*

*exponential /'ekspə 'nenfl/ adj - показательный*

*fulfill /fʊl 'fil/ v – выполнять, осуществлять*

*gigantic /dʒaɪ 'gæntɪk/ adj – гигантский, громадный, колоссальный*

*origin /ɔ:ri'dʒin/ n – источник, начало, происхождение*

*productivity /'pra:dʌk 'trɪvəti/ n - производительность, продуктивность, эффективность производства*

*project leader /'pra:dʒekt 'li:dər/ - руководитель проекта, лидер проекта*

*rapidly /'ræpidli/ adv – быстро, стремительно*

*square /skwε:/ n - квадрат*

*valid /vælid/ adj - действительный, имеющий силу, действующий*

## **READING**

***Read and translate the text using a dictionary if necessary:***

Most of what has been written about projects has its origin in the study of large or gigantic projects, which is easy to understand as the economic consequences of mistakes in big projects are sufficient. Large organizations are also fascinating for researchers and management consultants as such organizations represent a lot of power and importance. At the same time there is money available for studies and improvement in large organizations in a way that in general is not the case for small projects and small organizations.

What characterizes large projects is that they take a long time to complete and that many factors influence the result. Therefore, it is difficult to draw

conclusions from them on a detailed level, which is bad as the “devil is in the detail”. Also, the Chaos theories state that small changes are the origin of early exponential development until a critical mass has been reached at which point it is difficult or impossible to calm the situation down.

However, findings from large and gigantic projects are that sub-projects of no more than 6-10 team members make the most efficient teams. That is also in accordance with our experiences. We should keep in mind, therefore, that efficiency seems to decrease rapidly when more members are added above 5 – 10 team members for each sub-project. Communication becomes difficult when the number of communication routs increase with the addition of new team members. Thus, the number of communication routs grows by the square of the number of team members. So, it is important to break down projects and sub-projects with many team members into smaller sub-projects giving each group specialized tasks to do. The project leader and the sub-project leaders respectively, must be responsible for the break-down work.

It is clear that the efficiency factor between people can be quite large even though they have the same education. It is better to have few skilled people working in a team than having many average team members as the number of communication routs grow so fast.

Thus, it is defendable to use one high performing expert and to give her/him, for example, a salary that is ten times the average salary instead of using ten not so productive programmers. It is clear that ten not so productive programmers have to communicate more to be able to fulfill the task properly. The more communication needed, the longer it will take to do the work. This conclusion is also in accordance with the so called Brooks` law saying that: “Adding manpower to a late software project makes it later”. Brooks` law is surely valid not only for software projects but for all types of projects.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

**Exercise 1. Mark sentences True or False:**

1. *The economic consequences of mistakes in big projects are negligible.*
2. *As large organizations represent a lot of power and importance they are fascinating for researchers and management consultants.*
3. *The efficiency seems to increase rapidly when more members are added above 5 – 10 team members for each sub-project.*
4. *Few skilled people working in a team is better than many average team members.*
5. *It is important to break down projects and sub-projects with many team members into smaller sub-projects giving each group specialized tasks to fulfill.*
6. *Characterizing small organizations` managing it is possible to use the phrase “devil is in the detail”.*
7. *Brooks` law states that adding manpower to a late software project doesn't make it later.*
8. *The less communication needed, the longer it will take to do the work.*
9. *It is clear that the efficiency factor between people can't be quite large because they have the same education.*
10. *The project leader and the sub-project leaders respectively, must be responsible for the break-down work.*

**Exercise 2. Find words in the text similar in meaning:**

1. *errors*

2. *effective*
3. *finish*
4. *investigators*
5. *increase*
6. *divide*
7. *knowledge and skills*
8. *mediate*
9. *experienced*
10. *force*

***Exercise 3. Match the words with their definitions:***

<i>project leader</i>	<i>a set of hypotheses related by logical or mathematical arguments to explain and predict a wide variety of connected phenomena in general terms</i>
<i>consultant</i>	<i>a project that is part of a larger project</i>
<i>theory</i>	<i>possessing or demonstrating accomplishment, special training</i>
<i>skilled</i>	<i>last part of something, its end or result</i>
<i>sub-projects</i>	<i>someone who conducts a proposal, scheme, or design</i>
<i>conclusion</i>	<i>is a professional who provides professional or expert advice in a particular area</i>

**Exercise 4. Give the English equivalents to the phrases:**

1. *экономические последствия ошибок*

2. *члены команды*

3. *средняя зарплата*

4. *влиять на результат*

5. *пути сообщения*

6. *разделить обязанности*

7. *эффективность/КПД*

8. *в соответствии с*

9. *работа в команде*

10. *достичь критической массы*

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. Large organizations are interested in researchers and management consultants as such organizations represent a lot of power and importance.

2. Research showed that sub-projects of no more than 6-10 team members make the most efficient teams and fulfill tasks properly.

3. *Thus, the number of communication routs grows by the square of the number of team members.*
4. *Doubtless, the efficiency factor between people/workers can be quite large even though they have the same knowledge and skills.*
5. *Surely, to run an efficient innovative project is great challenge.*
6. *Несомненно, успешная реализация инновационного проекта в значительной степени определяется тем, насколько удачно подобраны участники проекта и насколько эффективно была реализована функция управления ими.*
7. *Формирование команды инновационного проекта процесс сложный и трудоемкий.*
8. *Эффективная команда обладает достаточными знаниями и компетентностью, чтобы быстро разработать и внедрить решения, способные привести организацию к успеху.*
9. *Состав команды инновационного проекта, функции и ответственность ее членов зависят от многих факторов.*
10. *Данные факторы касаются вида, масштаба, сложности и фазы жизненного цикла проекта и т.д.*

***Exercise 6. Write out key words from each part. Summarize the contents of each part in 3-5 sentences using the key words.***

***Exercise 7. Retell the text.***

***Exercise 8. Share opinions with your dialogue partner on the following issue: Imagine you are a leader of a small/large organization. Reflect on cooperation***

*with your work team, subordinates. Which type of leadership would you choose and why? Do you have your own way of managing work? Point out how you would motivate your work team, which techniques you need to handle.*

***There are some useful phrases: as for.., concerning the issue of..., it is necessary to mention/ add/ point out/ reveal/ highlight that..., it all goes back to..., according to the report/ questionnaire..., to sum up, to conclude, etc.***

## **Unit 6. Manning principles**

### **PRE-READING**

*Answer the following questions:*

*1. What is competence?*

*2. Who is a project leader?*

*3. What is a team?*

### **Active vocabulary**

*behave /bi 'hev/ v- вести себя*

*development /dɪ 'veləpmənt/ n- развитие, рост*

*efficiency /ɪ 'fɪsənsi/ n- действенность, продуктивность*

*enterprising /'entəprɪzɪŋ/ adj - предпринимчивый*

*experience /ɪk 'spɪəriəns/ n - опыtm*

*flexible /'fleksibl/ adj - гибкий, свободный (о графике, расписании)*

*inefficient /'inɪ'fɪsənt/ adj - неумелый, недейственный*

*interact /'ɪntək'tækət/ v - взаимодействовать, общаться, влиять друг на друга*

*knowledge /'nɒlɪdʒ/ n - знание*

*manning /mænɪŋ/ n - (у)комплектование личным составом или рабочей силой*

*outcome /'aʊtkʌm/ n - результат, исход*

*personality /pɜ:sə'nəl'æləti/ n - личность, характер, знаменитость*

*simultaneously /sɪməl'teɪniəsli/ adv - одновременно*

*unforeseen /ʌnfɔ:sɪ:n/ adj - непредусмотренный, непредвиденный, непредусмотренный*

## **READING**

*Read and translate the text using a dictionary if necessary:*

It is a common knowledge that when a development team is to be formed – and especially so for an innovation project as it is more complex than other projects - it is first of all important to find a project leader that has a suitable personality profile for the mission both when things are running well and when unforeseen problems will show up – which they tend to do in development projects. The view of life, and the competence (knowledge and experience) are other important factors to take in consideration.

Very important is that the project leader is allowed to choose her/his closest subordinates her/himself. The same principle should be the rule for their recruiting of people. Having that recruiting principle means that the personal

“chemistry” will work well from the start of the project as none will choose someone who is difficult to work with or have a low efficiency in the work. The successively coming people to the project will be planned for so that they soon can start to work.

Unfortunately, it is often common that the human relations (HR) staff in an organization appoint project members and supply the project leader with them. In severe cases the project leader is even appointed after the project team has been appointed. An extremely inefficient start will be the result of such a manning principle and will a difficult psychological situation be the case when all the people have to find out how the other team members act, think, and behave. Territory will be marked and will the efficient work be low for a long time. To reach full efficiency of a simultaneously starting team can take months even if they are localized together and have no other work to do then the project work.

When a team is to be set up, the different personalities that each team member have will be of great importance for the outcome of the work. Also, depending on the unique personality everybody has, she or he will be more or less suitable for the different topics to be dealt with in the project/subproject. Examples of wanted personal profiles are often that they shall be active, social, flexible, creative, enterprising, positive to changes, caretaking and warm-hearted. However, if the person is not competent for her/his work it does not help much to have the best soft values in the world.

How well two or more people will interact is dependent of the task, the personality profiles that each of them have, and how well they will go together - how well the personal “chemistry” will work. Thus setting up a team with the best experts that exist in the world, or forming a soccer team with the best players, doesn’t mean that a success will be the result. Also it is important to match people with different profiles instead of matching people with similar personalities and knowledge.

A complication is that the personality is not constant over time but will change depending on situation and the people the individual is in contact with. Thus in an unpressed situation everyone has one type of behaviour while we, being stressed or threatened, will behave in another way.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Mark sentences True or False:***

1. *An innovation project is more difficult than other projects.*
2. *It is not very important to find a good project leader.*
3. *When a team is to be set up, the different personalities that each team member have will not be of great importance for the outcome of the work.*
4. *It is not a problem if a person is not competent for her/his work.*
5. *How well two or more people will interact is dependent of how well the personal “chemistry” will work.*
6. *Having suitable personality is very important.*
7. *In severe cases the project leader is even appointed after the project team has been appointed.*
8. *Coming people to the project will be planned for so that they soon can start to work.*
9. *Interaction of people is a matter of their project.*
10. *Personality is a constant thing.*

**Exercise 2. Find the words in the text similar in meaning:**

1. *difficult*

2. *match*

3. *original*

4. *problem*

5. *progress*

6. *serious*

**Exercise 3. Match these words with their definitions:**

1. <i>Complication</i>	A. <i>The set of things that are <u>happening</u> and the <u>conditions</u> that <u>exist</u> at a <u>particular time</u> and <u>place</u></i>
2. <i>Development</i>	B. <i>Something which makes a <u>situation</u> more <u>difficult</u></i>
3. <i>Knowledge</i>	C. <i>Information and <u>understanding</u> that you have in <u>your mind</u></i>
4. <i>Project</i>	D. <i>A <u>carefully planned</u> <u>piece of work</u> that has a <u>particular purpose</u></i>
5. <i>Situation</i>	E. <i>Development and <u>improvement</u> of <u>skills</u>, <u>knowledge</u>, etc</i>

**Exercise 4. Give the English equivalents to the phrases:**

1.инновационный проект

2.знания и опыт

3.полная продуктивность

4.большое влияние

5.продуктивная работа

6.разные профили

7.лучшие специалисты

**Exercise 5. Translate the following 1-5 sentences into Russian, the 6-10 into English:**

1. It is first of all important to find a project leader that has a suitable personality profile for the mission both when things are running well and when unforeseen problems will show up.

2. The view of life, and the competence (knowledge and experience) are other important factors to take in consideration.

3. Having that recruiting principle means that the personal “chemistry” will work well from the start of the project as none will choose someone who is difficult to work with or have a low efficiency in the work.

4. Also, depending on the unique personality everybody has, she or he will be more or less suitable for the different topics to be dealt with in the project/subproject.

5. How well two or more people will interact is dependent of the task, the personality profiles that each of them have, and how well they will go together - how well the personal "chemistry" will work.

6. Взгляды на жизнь и компетенция (знания и опыт) - другие важные факторы при рассмотрении

7. Тот же принцип должен быть использован при наборе людей.

8. Когда команда будет сформирована, разные характеры каждого члена окажут большое влияние на результат работы.

9. Однако, если человек не компетентен в своей работе, он не сильно поможет в достижении лучших мировых результатов.

10. Таким образом, у каждого человека в ненапряжённой ситуации одно поведение, а в стрессовой или под угрозой - другое.

**Exercise 6. Write out key words from each paragraph. Summarize them in 3-5 sentences.**

**Exercise 7. Retell the text.**

**Exercise 8. Imagine the situation when you are a project manager. Describe your plans and tasks to develop your project.**

## Unit 7. Knowledge and information generation

### PRE-READING

*Answer the following questions:*

1. *What is knowledge?*

2. *Who is Aristotle?*

3. *What is the connection between knowledge and information?*

### Active vocabulary

*artificial /a:tɪ 'fɪʃəl/ adj - искусственный*

*broad /brɔ:d/ adj - широкий*

*combine /kəm'bain/ v - добавлять, сочетать*

*discussion /dɪ'skʌʃən/ n - обсуждение*

*environment /ɪn'venɪrənmənt/ n - окружающая среда*

*estimation /'estɪ'meɪʃən/ n - суждение, мнение*

*evaporate /ɪ'vepəreɪt/ v - испаряться, исчезать без следа, улетучиваться*

*fulfill /fʊl'fil/ v - выполнять, исполнять, осуществлять*

*increase /ɪn'kri:s/ v - увеличивать(ся)*

*interpret /in 'tɜ:pɪt/ v - истолковывать, переводить*

*interact /'ɪntər 'ækɪt/ v - взаимодействовать, общаться*

*iterative /'ɪt.ər.ə.tɪv/ adj - повторяющийся, многократный*

*observe /əb 'zɜ:v/ v - наблюдать*

*regard /rɪ 'ga:d/ v - считать, рассматривать*

*separate /'sepərət/ adj - отдельный*

*strive /strایv/ v - стремиться*

*wise /waɪz/ adj - разумный, мудрый*

## READING

***Read and translate the text using a dictionary if necessary:***

As everyone has her/his personality, everyone also has a different knowledge profile and different ability to increase the own knowledge. Discussions about the term knowledge have been a philosophical topic for the last 25 centuries. Already Greek philosophers (e.g. Aristotle/Socrates and Platon) discussed knowledge as:

- Techne (Practical - Productive Knowledge)
- Episteme (Theoretical - Scientific Knowledge)
- Fronesis (Knowledge as Practical Wisdom)

The meaning of Techne and Episteme is rather obvious to us as e.g. that is how we have separated the university system from the practical world. When

people speak about Competence they usually mean a combination of Techne and Episteme.

Fronesis is a more difficult term as it grows when both Techne and Episteme grow. Dynamic and life experienced people with broad knowledge and intuition are wiser than people who lacks one of these characteristics. Therefore an expert is not also automatically wise. The comets in the planetary organization need to be wise to fulfil their mission!

There exist many opinions of what knowledge is, if knowledge and information is the same thing, etc. However it seems logical to regard knowledge as something personal that becomes information when we express it to someone else either as spoken words or in written form. A big difference between the two ways of giving information is that spoken information evaporates fast if one does not make notes or recordings from a speech or a two way communication. Estimations tell that less than 20 % of the information that we get is used to build up new pictures of the world in our brains while the remaining part comes from our earlier in our brains stored pictures.

The personal ability to increase the individual knowledge is dependent of many factors as e.g. the own intelligence, creativity, ability and feelings in general.

The ability to take in information and signals and to combine them with the own so far accumulated know-why and know-how to new knowledge, is dependent e.g. of the mood, interest and motivation in each moment. This can be called a filtering effect. Being in good mood, having a large interest and being motivated means that the own filters are open to take in most information and a maximum of all incoming signals. Not being in good mood, being uninterested and being unmotivated means that no or very little information and few signals will be able to add to the own existing knowledge and know-how.

The nature of artifacts & solutions is often difficult to understand as it is quite complex. The knowledge we acquire and the simplified theories we develop are normally stored in different ways, as in books, on files available on the web, etc. Depending on our own knowledge some stored information can be difficult to understand and evaluate. Other information is difficult or impossible to access as it can be qualified as secret material.

Every development process is both an iterative knowledge generation process and an iterative never ending information generation process. By going through stored information over and over again and by communicating with other people we can iteratively improve our knowledge.

Common for all information is that it can – and is – manipulated to be what the author - of good or bad reasons - wants it to be. Also reality is constructed from our thoughts of reality and that there is no reality until that reality is perceived. Further no clear dividing line exists between ourselves and the reality we observe to exist outside of ourselves. Instead, reality depends upon our choices of what and how we choose to observe. These choices, in turn, depend upon our minds or, more specifically, the content of our thoughts and our mood, intentions, interest, our expectations, our desire for continuity, etc. Not to forget also is that the more we determine one side of reality, the less the other side is shown to us!

To deepen our understanding and knowledge of a “signaling” object or phenomenon we also can - and must often - manipulate it or the environment around the object to see what kind of reactions we get from our different manipulation actions. To help us notice and evaluate e.g. weak signals we can also take help from “machines” that have been programmed to give us wanted information. We prefer often to call such information for “artificial” implying that machines can think in a similar way as human beings do, which is not possible. This as a thought is not only a phenomenon in our brains but also a result of how our brains actively interpret our experiences in the confrontations

with the surrounding world. This is probably why all trials to design machines that think as humans so far have failed.

When two individuals interact (communicate) with each other to solve a problem their collective knowledge is larger than when they do not interact. The more equal personality and knowledge the individuals have in principle the lower the collective knowledge will be implying that one – to get maximal result - should strive to compose teams with different personalities, knowledge, experiences, sex, religions, etc.

The reason why the collective knowledge will be larger when people with different characteristics are brought together is that our “sleeping” knowledge from the deeps of their memories will be pulled forward with the help of association tracks emerging in the communication and from our body language.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Mark sentences True or False:***

1. *The term knowledge has been a philosophical topic for the last 25 centuries.*
2. *The personal ability to increase the individual knowledge is not dependent of many factors.*
3. *There do not exist many opinions of what knowledge is.*
4. *Reality depends upon our choices of what and how we choose to observe.*
5. *When two individuals communicate with each other to solve a problem their collective knowledge becomes larger than when they do not interact.*
6. *When people talk about Competence they usually mean a combination of Techne and Episteme.*

7. *Information and knowledge can be the same thing.*

8. *We remember new information in way of creating images in our brains.*

9. *The ability to take information is dependent of our mood, interests and motivation.*

10. *Artifacts and solutions are often difficult to understand*

**Exercise 2. Find the words in the text similar in the meaning:**

1. *theme*

2. *personal*

3. *complex*

4. *wish*

5. *estimate*

6. *idea*

**Exercise 3. Match these words with their definitions:**

1. Ability	A. <i>Enthusiasm for doing something</i>
2. Brain	B. <i>Something that <u>exists</u> or <u>happens</u>, usually something <u>unusual</u></i>
3. Confrontation	C. <i>The <u>organ</u> inside <u>your head</u> that <u>controls</u> your <u>thoughts</u>, <u>feelings</u>, and <u>movements</u></i>
4. Motivation	D. <i>The <u>physical</u> or <u>mental</u> <u>skill</u> or <u>qualities</u> that you need to do something</i>

**Exercise 4. Give the English equivalents to the phrases:**

1.сложный термин

2.секретный материал

3.большая разница

4.разные характеры

5.намерения и ожидания

6.коллективное знание

7.решить проблему

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. As everyone has her/his personality, everyone also has a different knowledge profile and different ability to increase the own knowledge.

2. The meaning of Techne and Episteme is rather obvious to us as e.g. that is how we have separated the university system from the practical world.

3. The ability to take in information and signals and to combine them with the own so far accumulated know-why and know-how to new knowledge, is dependent e.g. of the mood, interest and motivation in each moment.

4. To deepen our understanding and knowledge of a “signaling” object or phenomenon we also can - and must often - manipulate it or the environment around the object to see what kind of reactions we get from our different manipulation actions.

5. This is probably why all trials to design machines that think as humans so far have failed.

6. Динамичные и опытные люди с обширными познаниями и интуицией мудрее тех, у кого отсутствуют данные качества.

7. Знания, которые мы приобретаем, и теории, которые мы развиваем, обычно хранятся различными способами: в книгах, в интернет-файлах и т.д.

8. Повторяя накопленную информацию и общаясь с другими людьми, мы можем многократно улучшить свои знания.

9. Когда два человека общаются друг с другом, чтобы решить проблему, их коллективное знание становится больше, чем тогда, если бы они не взаимодействовали.

10. Реальность строится из наших мыслей о ней.

**Exercise 6. Write out key words from each paragraph. Summarize them in 3-5 sentences.**

**Exercise 7. Retell the text.**

**Exercise 8. Tell about the importance of knowledge in our life.**

## Unit 8. The entrepreneur

### PRE-READING

*Answer the following questions:*

1. *Who is an entrepreneur?*
2. *How could you describe a successful business?*
3. *What distinguishes an entrepreneur from a manager?*

### **Active vocabulary**

*accountability /ə'kaʊntə'bɪləti/ n - ответственность*

*commitment /kə'mɪtmənt/ n - обязательство, преданность делу*

*entrepreneur /'entrəprə'nɜ:r/ n - предприниматель*

*exploitative /ɪk'splɔɪ.tə.tɪv/ adj - эксплуататорский*

*evidence /'evidəns/ n - свидетельство, данные, доказательство, улика*

*feedback /'fi:dbæk/ n - ответная реакция, отклик*

*immediate /ɪ'mi:diət/ adj - немедленный, безотлагательный*

*indisputable /,ɪndɪ'spju:təbl/ adj - неоспоримый*

*incremental /,ɪnkrə'mentəl/ adj - возрастающий*

*infuse /ɪn 'fju:z/ v - вселять, внушать, наполнять, заваривать*

*loan word /'ləʊn.wɜ:d/ n - заимствованное слово*

*probability /prɒbə'bɪləti/ n - вероятность*

*resource /rɪ'zɔ:s/, /'ri:sɔ:rs/ n - ресурс*

*tangible /'tændʒəbl/ adj - реальный, ощутимый*

*venture /'ventʃər/ n - рискованное предпринятие*

*undertake /'ʌndə 'teɪk/ v - предпринимать, браться за что-либо, ручаться*

*ultimate /'altɪmət/ adj - предельный, крайний, конечный, окончательный*

## READING

***Read and translate the text using a dictionary if necessary:***

The project leader of an innovation project needs to be an entrepreneur to be able to build up a new successful business. Therefore we need to somewhat discuss the terms entrepreneur and entrepreneurship.

Not one single indisputable definition of entrepreneurship or entrepreneur exists. At the beginning of the last century Schumpeter's viewpoint (1934) was that entrepreneurs bring resources together in unusual combinations to generate profits. Marxist philosophers saw entrepreneurs as exploitative adventurers, representative of all that is negative in capitalism. Ronald Ronstadt (1984) defined entrepreneurship and the entrepreneur as: "... the dynamic process of creating incremental wealth. This wealth is created by individuals who assume major risks in terms of equity, time, and/or career commitment of providing value for some product or service. The product or service itself may or may not be new

or unique but value must somehow be infused by the entrepreneur by securing and allocating the necessary skills and resources."

Wikipedia (<http://en.wikipedia.org/wiki/Entrepreneur>) has the following narrow definition of the term:

Entrepreneur is a loan word from the French language that refers to a person who undertakes and operates a new venture, and assumes some accountability for the inherent risks.

Most commonly, the term entrepreneur applies to someone who establishes a new entity to offer a new or existing product or service into a new or existing market, whether for a profit or not-for-profit outcome (see entrepreneur). Business entrepreneurs often have strong beliefs about a market opportunity and are willing to accept a high level of personal, professional or financial risk to pursue that opportunity.

Research has demonstrated that there is such a thing as an "entrepreneurial type," with certain characteristics (such as having a father or a mother who was an entrepreneur) linked to the probability of someone being an entrepreneur themselves. There is little good evidence, however, that entrepreneurial type is linked to ultimate success of an entrepreneurial venture.

Business entrepreneurs are often highly regarded in US culture as being a critical component of its capitalistic society. Famous entrepreneurs include: Henry Ford (automobiles), J. Pierpont Morgan (banking), Thomas Edison (electricity/light bulbs), Bill Gates (computer operating systems and applications), Steve Jobs (computer hardware, software), Richard Branson (travel and media) and others.

Some distinguish business entrepreneurs as either "political entrepreneurs" or "market entrepreneurs."

Not going into details, in short, entrepreneurship tells how a good entrepreneur should behave in different situations in order to ensure that the new business she/he is forming will grow to become a stable business and company in the long run. In this book, we shall denote the term entrepreneur to a person that starts and develops a new business, building on a need, a want, a wish or new product idea and/or service idea that was not known to the public before. If e.g. the product idea emerges from a new invention made by an inventor, the business builder is clearly an entrepreneur. This is true even though the invention may be an incremental invention.

What then distinguishes an entrepreneur from a manager? As a rule, managers are specialists within their particular field and often do not possess a high level of general expertise which is needed for an entrepreneur. The entrepreneur is also the manager at the time of a company's start-up. Thus the entrepreneur differs from the traditional company manager principally by the company manager often being considered as not having more prioritized tasks than that of managing and coordinating the business. With the term manager, one also often imagines a manager who has the responsibility for major operations rather than the initially small business that the entrepreneur may manage.

A comparison between a traditional project leader/manager and an entrepreneur is that the project manager/leader, does not generally have any real business role. An innovative project, also differs from other projects through the project not having a defined end, and that it instead transforms into a traditional company or an area of responsibility under the management of a product manager.

The entrepreneur's "compass" or "guiding rule" differs from that of the manager in many important aspects. The entrepreneur has the vision as her/his guiding star, set well ahead in time, and uses the vision for tangible acting/testing that provides immediate feedback. To plan, and to wait to receive feedback from the plans, will for the entrepreneur be static, bureaucratic and non-creative. The

typical manager on the other hand wants to see good order, and hates chaotic situations and disorder - which are very important ingredients in a creative and dynamic business. She/he also gives priority to planning before concrete trading.

Note that in this context, the focus of education at university colleges and universities has in principle traditionally adopted the profile of the manager, which stimulates the left cerebral hemisphere - the analytical cerebral hemisphere of the human brain. Only in artistic educational disciplines such as for architects, industry designers, artists and actors is it the right cerebral hemisphere that is traditionally stimulated. The entrepreneur must be able to move between creativity and analyses/chaos and order, which demands a different focus in the education than the pure mathematically analytical focus. She/he in the daily work has to use complex logics instead of mathematical logics.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Mark sentences True or False:***

1. *The project leader of an innovation project does not need to be an entrepreneur to be able to build up a new successful business.*
2. *An indisputable definition of entrepreneurship or entrepreneur exists.*
3. *Managers are specialists who possess a high level of general expertise.*
4. *An innovative project, also differs from other projects through the project not having a defined end.*
5. *This is true even though the invention may be an incremental invention.*
6. *Ronald Ronstadt defined entrepreneurship and the entrepreneur as the dynamic process of creating incremental wealth.*

7. *People distinguish business entrepreneurs as either political entrepreneurs or market entrepreneurs.*

8. *Manager is a person, who has the responsibility for major operations.*

9. *The typical manager hates chaotic situations.*

10. *The entrepreneur must be able to move between creativity and analyses/chaos and order, which demands a different focus in the education than the pure mathematically analytical focus.*

**Exercise 2. Find the words in the text similar in the meaning:**

1. *fortunate*

2. *responsibility*

3. *discovery*

4. *view*

5. *expert*

6. *progressive*

**Exercise 3. Match these words with their definitions:**

1. <i>Resource</i>	A. <i>Someone who <u>designs</u> and makes new things</i>
2. <i>Inventor</i>	B. <i>An <u>organization</u> which <u>sells goods</u> or <u>services</u></i>

3. Company	C. Something that a <u>country</u> , <u>person</u> , or <u>organization</u> has which they can use
4. Business	D. The <u>buying</u> and <u>selling</u> of <u>goods</u> or <u>services</u>
5. Inventor	E. Someone who <u>designs</u> and makes new things

**Exercise 4. Give the English equivalents to the phrases:**

1. успешный бизнес

2. динамичный процесс

3. существующий продукт

4. возможности рынка

5. финансовый риск

6. стабильный бизнес

7. важные аспекты

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. Ronald Ronstadt (1984) defined entrepreneurship and the entrepreneur as:  
 “... the dynamic process of creating incremental wealth.

2. *Entrepreneurship tells how a good entrepreneur should behave in different situations in order to ensure that the new business she/he is forming will grow to become a stable business and company in the long run.*

3. *An innovative project, also differs from other projects through the project not having a defined end, and that it instead transforms into a traditional company or an area of responsibility under the management of a product manager.*

4. *The entrepreneur's "compass" or "guiding rule" differs from that of the manager in many important aspects.*

5. *She/he in the daily work has to use complex logics instead of mathematical logics.*

6. *Не существует единого определения терминов «предпринимательство» и «предприниматель».*

7. *Лидер инновационного проекта должен быть предпринимателем, чтобы иметь возможность построить новый успешный бизнес.*

8. *«Предприниматель» - заимствованное из французского языка слово.*

9. *Бизнес - предприниматели высоко ценятся в американской культуре, так как являются важным компонентом в её капиталистическом обществе.*

10. *Поэтому нам следует рассмотреть термины «предприниматель» и «предпринимательство».*

***Exercise 6. Write out key words from each paragraph. Summarize them in 3-5 sentences.***

**Exercise 7. Retell the text.**

**Exercise 8. What should be done to create a successful business?**

## **Unit 9. Dealing with stress and conflicts**

### **PRE-READING**

*Answer the following questions:*

1. *What is stress?*
2. *How does it influence people?*
3. *Is it harmful?*

### **Active vocabulary**

*advantageous /'ædvən̩ 'teɪdʒəs/ adj - выгодный*

*blood pressure /blʌd 'preʃər/ n - кровяное давление*

*ensure /ɪn'ʃɔ:r/ v - обеспечивать, убеждаться*

*fatigue /fə 'ti:g/ n - утомление, усталость*

*furiously /'fjʊəriəsli/ adv - яростно, разъяренно*

*futile /'fju:taɪl/ adj - бесполезный, тщетный*

*hazard /'hæzəd/ n - риск, источник опасности*

*headache /'hedeɪk/ n - головная боль*

*irritation /'ɪrɪ'teɪʃn/ n - раздражение*

*ulcer /'ʌlsər/ n - язва*

*mob /mɒb/ v - окружать толпой*

*necessary /'nesəsəri/ n - необходимый*

*precisely /pri'saɪsli/ adv - точно, ровно*

*require /rɪ'kwaɪər/ v - требовать*

*sacrifice /'sækrifais/ v - жертвовать*

*severe /sɪ'viər/ adj - серьезный, тяжелый*

*solution /sə'lju:ʃən/ n - решение*

*surface /'sɜ:fɪs/ n - поверхность*

*treatment /'tri:tment/ n - лечение*

## **READING**

***Read and translate the text using a dictionary if necessary:***

Stress and conflicts occur in all projects. Positive stress can be advantageous for most people while negative stress is futile and often leads to communication difficulties and irritation. In more severe cases it can lead to

headaches, sleeping problems, increased blood pressure, gastric ulcers and eventually burn-out.

Stress levels vary largely from person to person and have different manifestations. A project leader that has a tendency to easily get stressed will also stress her/his subordinates, which increases the risk of mistakes and conflict situations. A good project leader therefore is like a duck. The duck flows calmly on the water it seems, but under the surface it paddles furiously.

When some people get stressed they can have problems making decisions and will, in severe cases – such as burnt out – be paralyzed and even apathetic. Others will make decisions too quickly without having collected the necessary information on which to make them. Some will be just not nice and even aggressive when the perceived stress level gets too high.

An extremely stressful situation is when one is not allowed to use one's own knowledge and experiences even though the tasks to be done may require precisely that knowledge and experience, which therefore should be of great help. To be given under-qualified tasks and maybe also to be unfairly judged and treated – to be mobbed – causes hurt and bad feelings. Creative people can generate force out of such treatment while others can be totally broken.

Less stressful situations are when different opinions exist on how something should be done and who is going to do it. Different choices to be made can cause conflict leading to stressful situations. That is also the case when someone feels she/he has to work more than other team members who do not take their responsibilities seriously. Stress situations can be foreseen and somewhat neutralized by ensuring that the personal chemistry functions well between the team members at the recruitment stage. The fewer that are in a team or a sub-team, the more important the personal chemistry is to help to avoid unnecessary stress and conflict situations.

In innovation projects there will be a heavy work load right from the start. Heavy work loads over long periods of time can be a health hazard, although different persons have different tolerance levels where fatigue is concerned. It is important that the project leader and the sub-project leaders keep an eye on how the different team members feel, which is accomplished by the use of Management by Walking Around. Using that management principle also helps to avoid mis-understandings in the organization as the leaders can see how people work and act. Being frequently present where the work is actually taking place also means that one gets a feeling of if the 'climate' is good or not.

When conflict occurs it is important to strive towards win-win situations, holding on to what is important and sacrificing what is not. To reach such a situation demands that the project leader intuits outspoken and unspoken wishes. She/he must also arrange for a dialogue and has to be creative and humble in order to find functional solutions. Note that discussions over the Internet easily lead to more complicated situations to later solve with dialogues!

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Mark sentences True or False:***

1. *Stress and conflicts do not occur in all projects.*
2. *More stressful situations are when different opinions exist on how something should be done and who is going to do it.*
3. *Stress levels vary largely from person to person.*
4. *Different choices can cause conflict leading to stressful situations.*
5. *In innovation projects there will be a hard work load from the very start.*
6. *When people get stressed they can have problems making decisions and will.*

7. Some people make decisions too quickly without having collected the necessary information.

8. There will be a heavy work load right from the start in the innovation.

9. Win-win situations are important in conflict situations.

10. Discussions over the Internet easily lead to more complicated situations to later solve with dialogues.

**Exercise 2. Find the words in the text similar in the meaning:**

1. *battle*

2. *duty*

3. *facts*

4. *job*

5. *desire*

**Exercise 3. Match these words with their definitions:**

1. Stress	A. A <u>choice</u> that you make about something after <u>thinking about several possibilities</u>
2. Risk	B. A <u>piece of work</u> , <u>especially</u> something <u>unpleasant</u> or <u>difficult</u>
3. Mistake	C. <u>Feelings of worry caused</u> by <u>difficult situations</u> such as <u>problems at work</u>

4. Decision	D. Something that you do or <u>think</u> which is <u>wrong</u>
5. Task	E. The <u>possibility</u> of something <u>bad</u> <u>happening</u>

**Exercise 4. Give the English equivalents to the phrases:**

1. положительный стресс
2. негативный стресс
3. чрезвычайно стрессовая ситуация
4. ненужный стресс
5. несказанные желания
6. конфликтная ситуация
7. большая помощь

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. Positive stress can be advantageous for most people while negative stress is futile.
2. Stress levels vary largely from person to person and have different manifestations.
3. When some people get stressed they can have problems making decisions and will, in severe cases – such as burnt out – be paralyzed and even apathetic.

4. Heavy work loads over long periods of time can be a health hazard, although different persons have different tolerance levels where fatigue is concerned.

5. Note that discussions over the Internet easily lead to more complicated situations to later solve with dialogues!

6. Стress и конфликты имеют место быть во всех проектах.

7. Негативный стресс является бесполезным.

8. Хороший лидер проекта похож на утку.

9. Когда люди находятся под влиянием стресса, у них могут возникнуть проблемы с принятием решений.

10. Чрезвычайно стрессовая ситуация - это когда кому-то не разрешается использовать свои знания и опыт.

**Exercise 6. Write out key words from each paragraph. Summarize them in 3-5 sentences.**

**Exercise 7. Retell the text.**

**Exercise 8. Talk about pluses and minuses of stress.**

## Unit 10. Burn out

### PRE-READING

*Answer the following questions:*

1. *What does the term 'burn out' mean?*

2. *Is it dangerous?*

3. *How to escape burning out?*

### Active vocabulary

*cell /sel/ n - клетка*

*empathy /'empəθi/ n - сопереживание*

*escalate /'eskəleɪt/ v - обостряться, перерастать*

*indefensible /,indi'fensəbl/ adj - непростительный*

*intestine /ɪn'testɪn/ n - кишка*

*lumbago /lʌm'bægəʊ/ n - ломбаго*

*oxygen /'ɒksɪdʒən/ n - кислород*

*recovery /rɪ'kʌvəri/ n - выздоровление, исцеление*

*severe /sɪ'veər/ adj - серьезный, тяжелый*

*software /'sɒftweər/ n - программное обеспечение*

## **READING**

***Read and translate the text using a dictionary if necessary:***

The term ‘burn out’ has been since the 1990’s. It was noticed especially in young software programmers and means a complex and severe situation for those concerned. When a person has been burnt out she/he will have a very long period – perhaps years – of recovery to get back to normal again.

The symptoms of an approaching burn-out situation are increasing difficulties in sleeping that can escalate to difficulties in eating. The stress hormone levels get more and more affected so that gradually the muscles get more and more tense thus reducing the flow of oxygen to the cells. In turn that causes aches and pains of different kinds, such as lumbago, stomach and intestine trouble, and infarct. When waste is stored in the cells the higher functions in the body are affected and the person starts to lose memory and concentration difficulties become more noticeable. She/he can swing between crying and being angry and will lose engagement, empathy and the ability to love. Judgment disappears and her/his movements become mechanical.

When someone has been burnt out all the warning signals have been ignored in a serious, inhuman, unethical and indefensible way! The project leaders are responsible for seeing that the team members reach burn-out.

*(adapted from Handbook in Innovation Management by Stig Ottosson)*

**Exercise 1. Mark sentences True or False:**

1. *The term 'burn out' has been since the 1980's.*
2. *The 'burn out' was noticed especially among young software programmers.*
3. *When a person has been burnt out she/he will have a very long period to recover.*
4. *Burn-out causes aches and pains of different kinds.*
5. *The project leaders are not responsible if the team members reach burn-out.*

**Exercise 2. Find the words in the text similar in meaning:**

1. *extreme*

2. *mark (v)*

3. *term*

4. *revival*

5. *problems*

6. *ache*

**Exercise 3. Match these words with their definitions:**

1. Software	<i>A. When you <u>feel better</u> or <u>happier</u> again after an <u>illness</u>, <u>injury</u>, or <u>period of sadness</u></i>
2. Recovery	<i>B. The <u>ability</u> to <u>imagine</u> what it must be like to be in someone's <u>situation</u></i>
3. Cell	<i>C. Programs that you use to make a <u>computer</u> do different things</i>
4. Empathy	<i>D. Something that it is <u>your job</u> or <u>duty</u> to <u>deal</u> with</i>
5. Responsibility	<i>E. The <u>smallest living part</u> of an <u>animal</u> or a <u>plant</u></i>

**Exercise 4. Give the English equivalents to the phrases:**

1. *тяжёлые ситуации*

2. *гормон стресса*

3. *способность любить*

4. *долгий период*

5. *предупреждающие сигналы*

6. *различные виды*

7. *поступление кислорода*

**Exercise 5. Translate Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. It was noticed especially in young software programmers and means a complex and severe situation for those concerned.

2. The stress hormone levels get more and more affected so that gradually the muscles get more and more tense thus reducing the flow of oxygen to the cells.

3. When waste is stored in the cells the higher functions in the body are affected and the person starts to lose memory and concentration difficulties become more noticeable.

4. Judgment disappears and her/his movements become mechanical.

5. When someone has been burnt out all the warning signals have been ignored in a serious, inhuman, unethical and indefensible way!

6. Когда человек угасает, требуется долгое время, чтобы вернуться в нормальное состояние.

7. Это вызывает различные заболевания.

8. Симптомами наступающего угасания являются частые проблемы со сном и пищевой.

9. Она/он может находиться между плаксивостью и злостью.

10. Термин «угасать» существует с 1990-х годов.

**Exercise 6. Write out key words from each paragraph. Summarize them in 3-5 sentences.**

**Exercise 7. Retell the text.**

**Exercise 8. Imagine you have got a business and taft time. How would you act to not burn out.**

## **Unit 11. The basics of marketing**

### **PRE-READING**

**Answer the following questions:**

1. *What does the word «market» mean?*

2. *What is the role of market nowadays?*

3. *What is selling?*

### **Active vocabulary**

*contribute /kən 'tribju:t, 'kɒntribju:t/ v - делать взнос, жертвовать*  
*ownership /'əʊnəʊʃɪp/ n - владение*

*persuade /pə 'sweɪd/ v - уговаривать, убежждать*

*provide /prəʊ 'vaɪd/ v - предоставлять, обеспечивать*

*purchase /'pɜ:tʃəs/ v - покупать*

*purport /pər'pɔ:t/ v - утверждать, выдавать себя за кого-либо*

*rapidly /'ræpɪdli/ adv - стремительно*

*swift /swif特/ adj - быстрый*

*trade /treɪd/ n - торговля*

## **READING**

*Read and translate the text using a dictionary if necessary:*

The word "market" is derived from the Latin "mercatus", which means 'trade'. As early as the Classical era there were marketplaces where suppliers marketed their goods and services. When the buyer and seller had agreed on a price, the change of ownership took place through the buyer providing something in order to receive the product/article/service. At the small market – as in today's large market – the idea was to display the goods, to create interest in them and to persuade passers-by to buy the goods. Rhetoric, i.e. the art of persuasion, became an important skill at an early date. Aristotle is purported to have said: "Rhetoric is the art of finding that which best serves to persuade – whatever the issue".

A trend is that rhetoric in the form of speaking persuasively has been taken over in today's society by market rhetoric (e.g. Hedlund and Johannesson 1993). Also, Price-setting today is about agreeing on a total price including a basic price and other price-influencing factors in both a short-term and a long-term context.

Today the marketplace is no longer as defined and clear-cut as in the Classical era and Internet is rapidly becoming a global marketplace where buyers and sellers agree to a transaction without meeting. Gradually also marketing and selling have become two different but interrelated activities. Especially in the innovation process they go close hand in hand.

Marketing is in the academic world a scientific topic while selling in general is seen as unscientific or artistic. Marketing more and more means giving general information about a product or a service, creating interest in it, informing the customers/users/consumers of its usefulness and eventually also stating its selling price. Marketing a product is difficult to carry out if the product has no brand name, which is why branding is an important marketing activity.

Marketing is done principally by marketers and sales personnel, but all employees in the company contribute to the marketing of the company and its products. The switchboard operator for example influences in a positive way the potential buyer's attitude towards the company when the caller is received in a swift, pleasant and efficient way. The automatic answering system, which is becoming more and more common asking the caller to press buttons step by step to end up in nowhere has the opposite effect.

Furthermore, research has shown that engineers at companies selling industrial products often have closer and more long-term pre-purchase relations with customers than sales personnel and marketers have (e.g. Rylander 1995). Experience, however, tells us that the same engineers can destroy business opportunities by discussing prices with customers. Thus, it is important to get engineers letting the sales people take care of the complex pricing of the product as the basic price is only one part of the total deal.

Thus, the basic aims of marketing is to make customers wanting to buy the products and to make it easier for the sales people to sell the products. To fulfill these aims many activities are needed. During the innovation process initially the entrepreneur has to cover all the areas successively bringing in people who take care of the different activities when the business grows.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

**Exercise 1. Mark sentences True or False:**

1. *The word "market" is derived from the Greek "mercatus", which means 'trade'.*
2. *Rhetoric, i.e. the art of persuasion, became an important skill.*
3. *Marketing is not a scientific topic in the academic world.*
4. *Marketing is not done principally by marketers and sales personnel.*
5. *The main aims of marketing is to make customers wanting to buy the products and to make it easier for the sales people to sell the products.*
6. *Price-setting today is about agreeing on a total price including a basic price and other price-influencing factors in both a short-term and a long-term context.*
7. *Today the marketplace is not defined and clear-cut as in the Classical era.*
8. *Marketing more and more means giving general information about a product or a service.*
9. *The automatic answering system is becoming more and more common asking the caller to press buttons step by step to end up in nowhere has the opposite effect.*
10. *The entrepreneur has to cover all the areas successively.*

**Exercise 2. Find the words in the text similar in the meaning:**

1. *salesman*

2. *buyer*

3. *cost*

4. *buy*

5. *purpose*

6. *engagement*

7. *thought*

**Exercise 3. Match these words with their definitions:**

1. <i>Customer</i>	<i>A. The <u>amount of money</u> that you <u>pay</u> to <u>buy</u> something</i>
2. <i>Trend</i>	<i>B. A <u>general development</u> or <u>change</u> in a <u>situation</u></i>
3. <i>Price</i>	<i>C. The <u>act of selling</u> something, or the <u>time</u> when something is <u>sold</u></i>
4. <i>Market</i>	<i>D. A <u>person</u> or <u>organization</u> that <u>buys goods</u> or <u>services</u> from a <u>shop</u> or <u>business</u></i>
5. <i>Sale</i>	<i>E. The <u>buying</u> and <u>selling</u> of something</i>

**Exercise 4. Give the English equivalents to the phrases:**

1. *получить продукт.*

2. *глобальный рынок*

3. *транзакция без встречи*

4.взаимосвязанные действия

5.потенциальный покупатель

6.противоположный эффект

7.начальная цена

**Exercise 5. Translate the following sentences into Russian:**

1. The word "market" is derived from the Latin "mercatus", which means 'trade'.

2. At the small market – as in today's large market – the idea was to display the goods, to create interest in them and to persuade passers-by to buy the goods.

3. A trend is that rhetoric in the form of speaking persuasively has been taken over in today's society by market rhetoric (e.g. Hedlund and Johannesson 1993).

4. Today the marketplace is no longer as defined and clear-cut as in the Classical era and Internet is rapidly becoming a global marketplace where buyers and sellers agree to a transaction without meeting.

5. Marketing is done principally by marketers and sales personnel, but all employees in the company contribute to the marketing of the company and its products.

6. Риторика, искусство убеждения, стала важным навыком.

7. Опыт, однако, говорит нам, что те же самые инженеры могут разрушить бизнес-возможности, обсуждая цены с клиентами.

8. Маркетинг всё больше и больше значит предоставление информации о продукте или услуге.

9. Основная цель маркетинга - это сделать так, чтобы люди захотели купить товар/продукт.

10. Для выполнения этих целей необходимы многие виды деятельности.

**Exercise 6.** Write out key words from each paragraph. Summarize them in 3-5 sentences.

**Exercise 7.** Retell the text.

**Exercise 8.** Talk about the importance of market.

## Unit 12. The aim of marketing

### PRE-READING

*Answer the following questions:*

1. Who is a customer, user?

2. What brands do you appreciate and can rely on? Why?

3. What factors influence us when we choose products to buy?

## **Active vocabulary**

*competing /kəm 'pi:tɪŋ/ adj - конкурирующий, состязательный*

*contribute /kən 'trɪbju:t/ v - делать вклад, способствовать*

*currently /'kɜ:rəntli/ adv - в настоящее время, ныне*

*demand /dɪ 'mænd/ n - требование, потребность, спрос*

*framework /f'reimwɜ:rk/ n - каркас, основа, структура, строение*

*manual /'mænjuəl/ n - руководство, наставление, справочник, указатель*

*optimize /'ɔptɪmaɪz/ v - оптимизировать*

*perspective /pər 'spektɪv/ n - перспектива, вид*

*persuade /pər 'sweɪd/ v - убеждовать*

*profit /'pra:fɪt/ n - выгода, польза, прибыль*

*provide /prə 'vaɪd/ v - снабжать, обеспечивать*

*sales personnel /'seɪlz pɜ:rsə 'nel/ - персонал торговой службы, торговый персонал, штат продавцов*

*soil /sɔɪl/ n - почва, грунт*

*use up /'ju:z ʌp/ v – израсходовать*

## **READING**

***Read and translate the text using a dictionary if necessary:***

Classical marketing basically was a question of price and demand, i.e. how in the long term to optimize one's income from the product or products that the company provides currently and in the future. The change of ownership of the

product(s) in each case should take place in a manner as advantageous as possible to the seller, while the buyer shall perceive the value of the product to be greater than the agreed price. This difference can be called the metavalue.

When companies started to face a situation of an increased number of competing products, marketing got a wider mission, i.e. to display the product, create interest, persuade, and set prices to ensure that the company was able to exchange its products for money at the best possible profit. Today, when we have a surplus of products offered, services and labor, marketing has an intricate position to secure profitability in a wide perspective including giving away the basic products free of charge.

If it is the goal of the company to remain on the market for a long period, then it is important that the customers/users are content, not only at the moment of purchase, but throughout the practical life of the product. Good customer service, well-designed manuals and environmentally adapted/recyclable solutions are some examples of important issues for the company in this respect. These factors affect whether a repeat purchase will take place in the short term and whether the customers/users are to contribute to the spread of favorable judgments on the company and the products. Research shows that customer loyalty has enormous significance on a company's long-term profitability. Research also shows that a customer/user may be "loyal" to two or more companies at the same time. For example, in a family there can be two different makes of car to which loyalty is shown when changing cars. (A better term than a loyal customer is a returning customer).

Customer loyalty is built up successively in what may be termed relational stages in four steps. These four steps, of which only the first counts initially for innovations, are:

- Non-customer: the individual has little or no knowledge of the supplier and the supplier's offers, has never bought from the supplier, and has no plans to do so.

- Potential customer: is aware of the supplier and the supplier's offers, and perceives a need for the product.
- Customer: has bought at least once.
- Loyal/returning customer: has bought several times and/ or buys most required products from the supplier.

A customer may be a consumer and/or user. To be a consumer means to consume the product, which in turn means that the time during which the consumer utilizes the product is often short (e.g. one day for a tablet with a depot effect). If the term 'use up' is used, then the utilization time is longer (the oil in a boiler for example is used up over an entire year per fill-up). When a product is used then it is temporarily used up and after a certain inactive period it regains its original value (the farmer uses the soil, which after fertilization regains its growing power). When using the product it is not used up in a short-term perspective, but it is subjected to wear to varying degrees depending on the choice of material, constructional solutions, service, external influence, etc.

Everyday usage is often careless over the meaning of the different terms. For example, can the users of a microwave oven or a car be consumers of such products? On the other hand, there is no doubt that they are consumers of the energy required to operate the products. However, in marketing it is important to observe the differences between the different terms, since market rhetoric is designed differently, depending on the form of usage that is intended for the product. Also, it is extremely important to distinguish between customers and users. Customers are most important to marketers and to sales personnel. To product developers however, users/usage is of more importance. Product developers need also to consider that users can be divided into primary users (i.e. principal users) and secondary users (i.e. temporary users).

In innovative businesses it is important to create one's own framework for marketing, since in general there are few historical facts and conventions to fall back on. When the customer is placed at the centre, one should ensure that it is not merely the core product that is included in the assessment, but that also everything is assessed that the customers perceive around the product and which noticeably affects the decision to purchase. Marketing in this case aims to make an overall offer to the customer, including both "hardware" and "software", so that the company thereby achieves optimum short-term and long-term profitability - something that always represents a contradiction.

(adapted from *Handbook in Innovation Management* by Stig Ottosson)

***Exercise 1. Answer the following questions:***

1. *Which question is in the center of classical marketing?*
2. *What can be called a metavalue?*
3. *What is the main goal of any company in general?*
4. *When companies started to face a situation of an increased number of competing products, can you point out what becomes marketing's mission?*
5. *What has research on customers' loyalty shown?*
6. *On which steps is the customer's loyalty built up?*
7. *What is the difference between the terms "user" and "consumer"?*
8. *For which two groups are users also can be divided?*
9. *Which factors affect whether a repeat purchase will take place in the short term?*
10. *What kind of marketing framework distinguishes the innovative business?*

**Exercise 2. Match words similar in meaning:**

1. framework	a. influence
2. buyer	b. question
3. face	c. main/basic
4. display	d. stay
5. intricate	e. structure
6. affect	f. show
7. issue	g. encounter
8. content	h. complex
9. primary	i. client
10. remain	j. satisfied

**Exercise 3. Match the words with their definitions:**

Ownership	<i>the state or condition of yielding a financial gain. It is often measured by price to earnings ratio.</i>
Marketing	<i>the extent to which generation of goods, services, and resources (such as capital) exceeds their consumption.</i>
Surplus	<i>uncertainty in the context of trust, action, decision or belief.</i>
Loyalty	<i>the management process through which goods and services move from concept to the customer.</i>

<i>Profitability</i>	<i>the ultimate and exclusive right conferred by a lawful claim or title, and subject to certain restrictions to enjoy, occupy, possess, rent, sell, use, give away, or even destroy an item of property.</i>
<i>Doubt</i>	<i>the measure of commitment based on obligation or in consumer preferences, degree of satisfaction.</i>

***Exercise 4. Give the Russian equivalents to the phrases:***

1. *the surplus of products*
2. *to affect the decision to purchase*
3. *to operate products which require energy*
4. *good customer service*
5. *to be aware of the supplier and the supplier's offers*
6. *to distinguish between customers and users*
7. *to utilize products*
8. *well-designed manuals*
9. *to make an overall offer to the customer*
10. *to be included in the assessment*

**Exercise 5. Translate the following 1-5 sentences into Russian and the 6-10 into English:**

1. According to research, the customer loyalty has enormous significance on a company's long-term profitability.
2. However, in marketing you are to observe the differences between the different terms, since market rhetoric is designed differently, depending on the form of usage that is intended for the product.
3. In innovative business it is important to create one's own framework for marketing.
4. Company's goal is to remain on the market for a long period, so it is interested in customers/users being satisfied, not only at the moment of purchase, but throughout the practical life of the product.
5. Marketing in this case aims at making an overall offer to the client, including both "hardware" and "software", so that the company thereby achieves optimum short-term and long-term profitability - something that always represents a contradiction.
6. Цель маркетинга - привлекать новых клиентов, обещая им высшую потребительскую ценность, и сохранять старых клиентов, постоянно удовлетворяя их меняющиеся запросы.
7. Основная задача маркетинга - понять нужды и потребности каждого рынка и выбрать те из них, которые их компания может обслуживать лучше других.
8. Это позволит компании производить товары более высокого качества и тем самым увеличивать объемы продаж и повышать свои доходы путем лучшего удовлетворения потребностей целевых покупателей.

9. В маркетинге выделяются четыре блока комплексных функций: аналитическая функция, производственная функция, сбытовая функция, функция управления и контроля.

10. К основным видам маркетинговой деятельности относятся: исследования, планирование, ценовая политика, упаковка, комплекс маркетинговых коммуникаций, сбытовая деятельность, выработка системы распределения товара по сбытовым точкам, международные операции, послепродажное обслуживание.

**Exercise 6. Write out key words from each paragraph. Summarize the contents of each paragraph in 3-5 sentences using the key words.**

**Exercise 7. Retell the text.**

**Exercise 8. Make up a presentation for 3-5 min. on «How to sell more products, attract more clients». Your aim is to persuade public (classmates) to buy only your products. Write a short plan for your presentation, train to use also non-verbal communication (body language, tone of voice, gestures, etc.)**

## Appendix 1.

### Glossary

#### A list of innovation related terms and their descriptions. Basics

- **Bankruptcy** - *the legal procedure for liquidating a business (or property owned by an individual) which cannot fully pay its debts out of its current assets.*
- **Business** - *is an organization or economic system where goods and services are exchanged for one another or for money. Every business requires some form of investment and enough customers to whom its output can be sold on a consistent basis in order to make profit. Businesses can be privately owned, not-for-profit or state-owned.*
- **Business partner** - *an individual or company who has some degree of involvement with another entity's business dealings.*
- **Business-plan** - *the set of documents prepared by a firm's management to summarize its operational and financial objectives for the near future (usually one to three years) and to show how they will be achieved.*
- **Brainstorming** - *coming up with /suggesting as many ideas or solutions as possible for the situation, singly or in a group.*
- **Collaboration** - *people or organizations working together to realize and reach goals by sharing knowledge, learning and building consensus. Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition.*
- **Commercialization** – *the stage in product development process where the decision to order full-scale production and launch is made.*

- **Company** - a voluntary association formed and organized to carry on a business. Types of companies include sole proprietorship, partnership, limited liability, corporation, and public limited company.
- **Competition** - rivalry in which every seller tries to get what other sellers are seeking at the same time: sales, profit, and market share by offering the best practicable combination of price, quality, and service. Where the market information flows freely, competition plays a regulatory function in balancing demand and supply.
- **Concept** - an abstract idea generalized from particular instances.
- **Cost** - an amount that has to be paid or given up in order to get something. In business, cost is usually a monetary valuation of effort, material, resources, time and utilities consumed, risks incurred, and opportunity forgone in production and delivery of a good or service. All expenses are costs, but not all costs (such as those incurred in acquisition of an income-generating asset) are expenses.
- **Creativity** - the production of something new/novel.
- **Currency** - tokens used as money in a country. In addition to the metal coins and paper bank notes, modern currency also includes checks drawn on bank accounts, money orders, travelers checks, and will soon include electronic money or digital cash.
- **Customer** - is a person or organization that a marketer believes will benefit from the goods and services offered by the marketer's organization.
- **Customer Referral Value** - the value of an existing customer referring the product (good and/or service) to an acquaintance, which can be calculated in a number of ways: the reduction in upfront capital (acquisition costs), the potentially greater perceived value (due to the reduction of perceived risk).

- **Customer satisfaction** - a customer's perception of how well a product (good and/or service) performs in specific situations or in general relative to their expectations.
- **Credit** - an agreement based largely on trust under which goods, services, or money is exchanged against a promise to pay later. Also called commercial credit.
- **Credit facility** - a variety of different loans that a company brings on to meet its financing needs.
- **Crisis** - the critical event or point of decision which, if not handled in an appropriate and timely manner (or if not handled at all), may turn into a disaster or catastrophe.
- **Debt** - a duty or obligation to pay money, deliver goods, or render service under an express or implied agreement. One who owes, is a debtor or debitor; one to whom it is owed, is a debtee, creditor, or lender.
- **Delivery** - the formal and voluntary transfer of possession by actual (physical) delivery, constructive delivery (by an agreement or understanding), or symbolic delivery (by documents). Also called presentation or presentment.
- **Demand** - desire for certain good or service supported by the capacity to purchase it; the aggregate quantity of a product or service estimated to be bought at a particular price; the total amount of funds which individuals or organizations want to commit for spending on goods or services over a specific period.
- **Expense** - money spent or cost incurred in an organization's efforts to generate revenue, representing the cost of doing business.
- **Idea** - a formulated thought/opinion.
- **Ideator/ Innovator** - one who is trained in the art and science of brainstorming to deliver sudden, exciting and relevant ideas.

- **Idea Management System (IMS)** - a formal process of recording, filtering and selecting ideas for further implementation.
- **Income** - the flow of cash or cash-equivalents received from work (wage or salary), capital (interest or profit), or land (rent).
- **Innovation** - an event characterized by an act of creation or invention followed by successful implementation and deployment so that the benefits of the creation may be widely enjoyed; an act of creation or invention that upon implementation and deployment increases the net product value.
- **Innovation strategy** - a plan made by an organization to encourage advancements in technology or services, usually by investing in research and development activities. For example, an innovation strategy developed by a high technology business might entail the use of new management or production procedures and the invention of technology not previously used by competitors.
- **Challenge Driven Innovation (CDI)** - a portion of a larger project is formulated as a challenge, in which a "challenge" essentially represents the problem statement for a block of work that can be modularized and in most cases rendered "portable" in that it can be outsourced or insourced as an integral unit.
- **Distributed innovation** - a gathering of ideas and solutions from various sources and entities by a central organization, which then integrates the pieces into what is considered the final innovation.
- **Fundamental innovation** - a creative idea that leads to a revolution in thinking. Such innovations are based on extensive research, knowledge-driven, theoretically proven and lead to follow-up research and development.

- **Integrated innovation** - a holistic approach to innovating products, brands and services by exploring a wide variety of opportunities from every aspect of the marketing mix.
- **Non-technological innovation** - many innovations in areas such as marketing, organization, management and design are non-technological nature. They are not primarily driven by a technological invention or improvement, and hence referred to as non-technological innovations. The term is not unproblematic, however, as technology (for example information and communication technology) is used as an enabler to support most of today's innovations, even when technology is not the main focus or driver of the innovation.
- **Open innovation** - the use of external as well as internal ideas and paths to market in order to advance innovation.
- **Platform innovation** - one that leads to the practical application of fundamental innovations. Such innovations normally are launching pads for a new industry. Such innovations normally are launching pads for a new industry. The examples of platform innovations include personal computers, silicon chips, cell phones, digital printers, operating systems, databases, drug delivery devices, satellites and the space shuttle. The platform component increases the portion of the laboratory or development component more so than do fundamental innovations. Platform innovations launch industries and change the ways of life.
- **Reverse innovation** - innovating in developing nations (for example, India, Africa, etc.) and bringing those products to rich nations. Reverse innovation has increased in importance as high growth is increasingly occurring in developing nations like China.
- **Sustainable innovation** - generating and validating ideas in a repeatable and more predictable way. As a process, innovation can be systematized to

*bring unprecedented efficiencies and ROI to idea generation, research, problem solving, market and technology landscaping.*

- ***Innovation management*** - *an integrated approach to managing all dimensions of innovation, from innovation in products, services and business processes to organizational and business models, through continuous monitoring, development and improvement processes.*
- ***Intellectual Property (IP)*** *refers to intangible assets resulting from the creations of the mind: inventions, literary and artistic works, symbols, names, images, and designs used in commerce. IP can be protected by formal or informal methods. Formal protection consists in granting to the owners exclusive Intellectual Property Rights (IPR) under intellectual property law. Informal protection consists in methods like secrecy, confidentiality, defensive publishing, fast innovation cycle, etc. Intellectual property rights are divided into two categories: industrial property, which includes inventions, trademarks, industrial design, and geographical indications of source; and copyright, which includes literary and artistic works such as novels, films, musical works, paintings, photographs, and architectural designs. The majority of intellectual property rights provide creators of original works economic incentive to develop and share ideas through a form of temporary monopoly.*
- ***Investment*** - *money committed or property acquired for future income. Two main classes of investment are: fixed income investment such as bonds, fixed deposits, preference shares, and variable income investment such as business ownership (equities), or property ownership.*
- ***Leader*** - *a person or thing that holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others.*
- ***Leadership*** - *the activity of leading a group of people or an organization or the ability to do this. Leadership involves establishing a clear vision,*

*sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders.*

- **Manpower** - *the total supply of personnel available or engaged for a specific job or task; total labor force of a nation, including both men and women. If there are more people than available jobs, it is called manpower surplus; if available people are fewer than jobs, it is called manpower deficit.*
- **Market** - *an actual or nominal place where forces of demand and supply operate, and where buyers and sellers interact (directly or through intermediaries) to trade goods, services, contracts or instruments, for money or barter. Markets include mechanisms or means for determining price of the traded item, communicating the price information, facilitating deals and transactions, and effecting distribution. The market for a particular item is made up of existing and potential customers who need it and have the ability and willingness to pay for it.*
- **Meta-innovation** - *innovating the method and process of innovation.*
- **Money** - *anything of value that serves as a generally accepted medium of financial exchange, legal tender for repayment of debt, standard of value, unit of accounting measure, and means to save or store purchasing power.*
- **Need** - *a driver of human action, which marketers try to identify, emphasize, and satisfy, and around which promotional efforts are organized.*
- **Patent** - *limited legal monopoly granted to an individual or firm to make, use, and sell its invention, and to exclude others from doing so. An invention is patentable if it is novel, useful, and non-obvious. To receive a patent, a patent application must disclose all details of the invention so that others can use it to further advance the technology with new inventions.*

- **Percentage** - a fraction or ratio with 100 as the fixed and understood denominator.
- **Perception of product value** - the process by which we select, organize, and interpret information to create meaningful pictures of the world. Product value is based on each individual's perception and can vary due to selective attention, selective distortion, and selective retention.
- **Price** - a value that will purchase a finite quantity, weight, or other measure of a good or service.
- **Reference price** - any product price that is used by a consumer to evaluate the reasonableness of other prices.
- **Process management** - the application of knowledge, skills, tools, techniques and systems to define and improve processes, in order to meet customer requirements profitably.
- **Product** - a thing produced by labor, effort or the result of an act or a process; a bundle consisting of a good and/or services for which consumers pay.
- **Project** - a collaborative enterprise, frequently involving research or design that is carefully planned to reach particular goals.
- **Purchase** - a product or service that has been bought by an individual or business.
- **Quality** - in manufacturing, a measure of excellence or a state of being free from defects, deficiencies and significant variations. It is brought about by strict and consistent commitment to certain standards that achieve uniformity of a product in order to satisfy specific customer or user requirements. ISO 8402-1986 standard defines quality as "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs." If an automobile company finds a defect in one of their cars and makes a product recall, customer reliability and

*therefore production will decrease because trust will be lost in the car's quality.*

- **Recession** - *the period of general economic decline, defined usually as a contraction in the GDP for six months (two consecutive quarters) or longer. Marked by high unemployment, stagnant wages, and fall in retail sales, a recession generally does not last longer than one year and is much milder than a depression. Although recessions are considered a normal part of a capitalist economy, there is no unanimity of economists on its causes.*
- **Sale** - *the contract involving transfer of the possession and ownership (title) of a good or property, or the entitlement to a service, in exchange for money or value. Essential elements that must be present in a valid sale are competence of both the buyer and seller to enter into a contract, mutual agreement on the terms of exchange, a thing capable of being transferred, and a consideration in money (or its equivalent) paid or promised.*
- **Salesmanship** - *the practice of investigating and satisfying customer needs through a process that is efficient, fair, sincere, mutually beneficial, and aimed at long-term productive relationship.*
- **Service** - *a valuable action, deed, or effort performed to satisfy a need or to fulfill a demand.*
- **Surplus** - *is the extent to which generation of goods, services, and resources (such as capital) exceeds their consumption; goods that are in excess of the requirement and cannot be returned to the vendor for credit, but are useful for some purpose.*
- **Value** - *the relative worth of a product or prospect measured in dollars/ euros, etc.*
- **Values** - *the abstract concepts of what is right, worthwhile, or desirable. The values of management affect how an organization creates value.*

- **Value calculators** - *spreadsheet-based applications that business-to-business salespeople can use to demonstrate the cost-savings or incremental value that the client will receive by using the supplier's offerings.*
- **Value of the Customer (or Customer Value)** - *how much value the relationship with a customer delivers to the firm, can be calculated on a current basis, to-date basis, an as is basis, or projected lifetime basis.*
- **Value Drain** - *attributes, supplementary services, programs, and systems that cost the business more to provide than they are worth to the customers and have no strategic significance.*
- **Value Leak** - *customer interactions that increase the cost of doing business for the customer and/or business but yield no offsetting cost savings or value to either party.*
- **Warehouse** - *the facility designed for temporary storage.*

## **Appendix 2.**

### **Supplementary reading**

#### ***What is innovation?***

*Innovation generally refers to changing or creating more effective processes, products and ideas, and can increase the likelihood of a business succeeding. Businesses that innovate create more efficient work processes and have better productivity and performance.*

*For businesses, this could mean implementing new ideas, creating dynamic products or improving your existing services. Innovation can be a catalyst for the growth and success of your business, and help you adapt and grow in the marketplace.*

*Being innovative does not mean inventing; innovation can mean changing your business model and adapting to changes in your environment to deliver better products or services. Successful innovation should be an in-built part of your business strategy, where you create a culture of innovation and lead the way in innovative thinking and creative problem solving.*

*Businesses that innovate create more efficient work processes and have better productivity and performance.*

*Key steps towards business innovation:*

*1. Conduct an analysis of the market environment, your customers wants and needs and competitors. Be open to new ideas and adaptive to change.*

*2. Develop a strategic, responsive plan, which includes innovation as a key business process across the entire business.*

*3. Leadership in innovation - train and empower employees to think innovatively from the top down. Inspirational leadership and motivation is what drives innovation in business.*

*4. Connect with customers and employees to generate ideas for improving processes, products and services both internally and externally.*

5. Seek advice. Utilize available resources, business advisors, grants and assistance to drive innovation in your business. This may include seeking Intellectual Property (IP) protection for commercialization of ideas.

Remember, innovation is the key to competitive advantage for your business.

### ***Innovation management***

*Innovation management is based on some of the ideas put forth by the Austrian economist Joseph Schumpeter; working during the 1930s, who identified innovation as a significant factor in economic growth. His book “Capitalism, Socialism and Democracy” first fully developed the concept of creative destruction.*

*Innovation management helps an organization grasp an opportunity and use it to create and introduce new ideas, processes, or products industriously. Creativity is the basis of innovation management; the end goal is a change in services or business process. Innovative ideas are the result of two consecutive steps, imitation and invention.*

*By utilizing innovation management tools, management can trigger and deploy the creative capabilities of the work force for the continuous development of a company. Common tools include brainstorming, virtual prototyping, product lifecycle management, idea management, TRIZ, Phase-gate model, project management, product line planning and portfolio management. The process can be viewed as an evolutionary integration of organization, technology, and market, by iterating series of activities: search, select, implement and capture.*

*Innovation processes can either be pushed or pulled through development. A pushed process is based on existing or newly invented technology that the organization has access to. The goal is to find profitable applications for the already-existing technology. A pulled process, by contrast, is based on finding areas where customers' needs are not met and finding solutions to those needs. To succeed with either method, an understanding of both the market and the*

*technical problems are needed. By creating multi-functional development teams, containing both engineers and marketers, both dimensions can be solved.*

*Innovation, although not sufficient, is a necessary prerequisite for the continued survival and development of enterprises. The most direct way of business innovation is technological innovation and institutional innovation. Management innovation, however, plays a significant role in promoting technological and institutional innovation.*

*The goal of innovation management within a company is to cultivate a suitable environment to encourage innovation. The suitable environment would help the firms get more cooperation projects, even 'the take-off platform for business ventures'. Senior management's support is crucial to successful innovation; clear direction, endorsement, and support are essential to innovation pursuits.*

### ***Goals/failures***

*Programs of organizational innovation are typically tightly linked to organizational goals and objectives, to the business plan, and to market competitive positioning. One driver for innovation programs in corporations is to achieve growth objectives.*

*One survey across a large number of manufacturing and services organizations found, ranked in decreasing order of popularity, that systematic programs of organizational innovation are most frequently driven by: Improved quality, Creation of new markets, Extension of the product range, Reduced labor costs, Improved production processes, Reduced materials, Reduced environmental damage, Replacement of products/services, Reduced energy consumption, Conformance to regulations.*

*These goals vary between improvements to products, processes and services and dispel a popular myth that innovation deals mainly with new product development. Most of the goals could apply to any organization be it a manufacturing facility, marketing firm, hospital or local government. Whether*

*innovation goals are successfully achieved or otherwise depends greatly on the environment prevailing in the firm.*

*Conversely, failure can develop in programs of innovations. The causes of failure have been widely researched and can vary considerably. Some causes will be external to the organization and outside its influence of control. Others will be internal and ultimately within the control of the organization. Internal causes of failure can be divided into causes associated with the cultural infrastructure and causes associated with the innovation process itself. Common causes of failure within the innovation process in most organizations can be distilled into five types: Poor goal definition, Poor alignment of actions to goals, Poor participation in teams, Poor monitoring of results, Poor communication and access to information.*

### ***Innovation system. Development and diffusion of the concept***

*Systems of Innovation are frameworks for understanding innovation which have become popular particularly among policy makers and innovation researchers first in Europe, but now anywhere in the world as in the 90's the World Bank and other UN affiliated institutions accepted. The concept of a 'system of innovation' was introduced by B.-Å. Lundvall in 1985 "however, as he and his colleagues would be the first to agree (and as Lundvall himself points out), the idea actually goes back at least to the Friedrich List's conception of "The National System of Political Economy" (1841), which might just as well have been called "The National System of Innovation" (Freeman, 1995). Christopher Freeman coined the expression "National Innovation System" or in his 1988 study of the success of the Japanese economy. The concept, similarly used as "National System of Innovation" or "National Innovation System" was later applied to regions and sectors. According to innovation system theory, innovation and technology development are results of a complex set of relationships among actors in the system, which includes enterprises, universities and research institutes.*

*Innovation systems have been categorized into national innovation systems, regional innovation systems, local innovation systems, technological innovation systems and sectoral innovation systems.*

*There is no consensus on the exact definition of an innovation system, and the concept is still emerging. Innovation is often the result of the interaction among an ecology of actors, and the term 'innovation ecosystem' is occasionally used to emphasize this. For some, the expression 'innovation ecosystem' is a subset or synonym of 'innovation system'. Others separate between the expressions, using the expression "innovation system" for labeling a planned innovation environment, and "innovation ecosystem" for an ecological innovation environment.*

*Recently, the debate also started to study the problems that affect green innovation since in addition to the issues typical of innovation generally (such as market failures related to limited appropriability of economic benefits of knowledge), green growth innovation is also hindered by market failures related to the environment (pollution externalities). It is possible (and not uncommon) for an innovation system to successfully support innovation in many technology areas, but not in ones related to green growth. For this reason, it is necessary to focus on addressing both kinds of failures in order to drive innovation towards a green growth trajectory.*

### ***Open innovation***

*Open innovation is a term promoted by Henry Chesbrough, adjunct professor and faculty director of the Center for Open Innovation at the Haas School of Business at the University of California, in a book of the same name, though the idea and discussion about some consequences (especially the interfirm cooperation in R&D) date as far back as the 1960s. The term refers to the use of both inflows and outflows of knowledge to improve internal innovation and expand the markets for external exploitation of innovation. The concept is*

*also related to user innovation, cumulative innovation, know-how trading, mass innovation and distributed innovation.*

*“Open innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology”. Alternatively, it is “innovating with partners by sharing risk and sharing reward.” The boundaries between a firm and its environment have become more permeable; innovations can easily transfer inward and outward.*

*The central idea behind open innovation is that, in a world of widely distributed knowledge, companies cannot afford to rely entirely on their own research, but should instead buy or license processes or inventions (i.e. patents) from other companies. In addition, internal inventions not being used in a firm's business should be taken outside the company (e.g. through licensing, joint ventures or spin-offs).*

*The open innovation paradigm can be interpreted to go beyond just using external sources of innovation such as customers, rival companies, and academic institutions, and can be as much a change in the use, management, and employment of intellectual property as it is in the technical and research driven generation of intellectual property. In this sense, it is understood as the systematic encouragement and exploration of a wide range of internal and external sources for innovative opportunities, the integration of this exploration with firm capabilities and resources, and the exploitation of these opportunities through multiple channels.*

### ***Collaboration and innovation***

*Businesses can innovate by collaborating with partners in different industries, or with researchers locally or internationally.*

*Collaboration can give businesses an advantage in the market by providing access to the latest research, technology, or experts in the field. By forming partnerships, business owners get knowledge from outside of their own experience, with the potential to grow.*

*Businesses that innovate can be more profitable and have greater potential to grow and compete both nationally and globally. Businesses that innovate and form partnerships with researchers are more likely to increase their productivity performance.*

*Businesses today can face many challenges, some of which require experience outside of your core knowledge as a business owner. Innovation is a way to overcome these challenges, and one of the most successful ways to innovate is to collaborate with researchers with expertise in diverse areas.*

*Researchers and research users (such as businesses and industry) profit from the experience of working together.*

*Businesses can benefit by working with researchers through:*

- *assistance in the development of new ideas and solutions*
- *reduction of research costs by gaining access to state and Australian Government funding schemes and modern infrastructure*
- *access to expert advice, knowledge, technology and equipment*
- *provision of access to skilled and work-ready researchers*
- *access to national and international networks.*

### ***Sources of Innovation***

*There are several sources of innovation. It can occur as a result of a focus effort by a range of different agents, by chance, or as a result of a major system failure.*

*According to Peter F. Drucker the general sources of innovations are different changes in industry structure, in market structure, in local and global demographics, in human perception, mood and meaning, in the amount of already available scientific knowledge, etc.*

*In the simplest linear model of innovation the traditionally recognized source is manufacturer innovation. This is where an agent (person or business) innovates in order to sell the innovation.*

*Another source of innovation, only now becoming widely recognized, is end-user innovation. This is where an agent (person or company) develops an*

*innovation for their own (personal or in-house) use because existing products do not meet their needs. MIT (The Massachusetts Institute of Technology) economist Eric von Hippel has identified end-user innovation as, by far, the most important and critical in his classic book on the subject, *Sources of Innovation*.*

*The robotics engineer Joseph F. Engelberger asserts that innovations require only three things:*

- 1. A recognized need*
- 2. Competent people with relevant technology*
- 3. Financial support*

*However, innovation processes usually involve: identifying customer needs, macro and meso-trends, developing competences, and finding financial support.*

## **Appendix 3.**

### **Phrases for summary and rendering**

1. The text/ article under consideration is about...
2. The text/ article deals with ...
3. At the beginning the author describes /depicts/ touches upon/ explains/ introduces/ mentions/ characterizes/ points out/ generalizes/ reveals/ exposes/ reveals, highlights, etc.
4. The text/ article begins (opens) with a (the) description of introduction of/ the mention of/ the analysis of a summary of/ the characterization of/ (author's) opinion of, etc.
5. Then/ after that/ further/ further on/ next the author passes on to/ goes on from ...to/ goes on to say that/ gives a detailed analysis/ description of, etc.
6. In conclusion the author depicts, claims, reports, etc.
7. The author concludes with a/ the description of/ his recollections of/ the generalization of/ the characterization of/ (his) opinion of ..., etc.
8. To finish with, the author ...

### **Linking words**

#### **Beginning**

First(ly)

First of all

For a start

In the first place

Initially

To begin/start with

Let us begin/start by

First and foremost

First and most importantly

### **Going further**

Second(ly)/third(ly)

In the second place

Subsequently

Simultaneously

And then

Next

Formerly/Previously

### **Adding information**

And

In addition

As well as

Also

Too

Furthermore

Moreover

Besides

Above all

Along with

Additionally

Besides

Further

Not only . . . but also . . .

Not to mention

One could also say

What is more

### **Sequencing ideas**

The former, . . . the latter

Firstly, secondly, finally

The first point is

The following

### **Giving a reason**

Due to / due to the fact that

Owing to / owing to the fact that

Because

Because of

Since

As

Well, you see

The (main/basic) reason is that

Let me explain. You see

But the point is

### **Giving a result**

Therefore

So

Consequently

This means that

As a result

### **Comparison/Contrast**

Although / even though

Nevertheless

In theory...

in practice...

Both... and ...

Analogously

Equally

Likewise

Just like

Similarly

Correspondingly

In the same way

In the same manner

By the same token

Alternatively

But/ However

Conversely/ On the contrary

Despite / despite the fact that

In spite of / in spite of the fact that

Differing from/ In contrast\Instead

In comparison

In reality

On the one hand/ On the other hand

Notwithstanding/ Nonetheless/ Nevertheless

Still/ Yet

Unlike

Whereas/ While

### **Emphasis**

Indeed/truly

In fact/actually

Notably

Particularly/specifically Especially/mainly

Admittedly

Of course /certainly/surely

No doubt

Obviously

Needless to say

As a matter of fact

For this reason

### **Clarification**

In other words

That is

Namely

That is to say

To put in another way,

One example of this is

For example/for instance

Such as

Frequently

As an illustration

To demonstrate

To illustrate

### **Transitions**

Accordingly

As a consequence

For this/that reason

Hence

In that case

On account of this

Therefore

Thus

### **Summarizing**

In short

In brief

In summary

To summarize

To conclude

In conclusion

Eventually

In the end (I'd like to say that)

Weighing up all pros and cons

To crown it all

### **Concluding**

Summing up/to sum up

To conclude/in summary

Finally

In short/in brief

On the whole

Ultimately

Last/lastly

Last of all

Last but not the least

### **Personal or other people's opinion**

In my opinion/In my view/To my mind

To my way of thinking

Personally I believe that/ I think that...

It strikes me that

I feel very strongly that

I'm inclined to believe that

It seems to me that

As far as I am concerned

As far as I know

People often claim that

It is often alleged that

Some people argue that

A lot of people think/believe that

As I see it

From my point of view

If I'm not mistaken

To my way of thinking

I'll say straightforwardly

## Appendix 4.

### IRREGULAR VERBS

<b>Infinitive</b>	<b>Past simple</b>	<b>Past participle</b>	<b>Перевод</b>
abide	abode; abided	abode; abided	пребывать; держаться
arise	arose	arisen	подняться; возникнуть
awake	awoke	awaked; awoke	будить; проснуться
backbite	backbitten	backbitten	клеветать
backslide	backslid	backslid	отпадать
be	was; were	been	быть
bear	bore	born; borne	родить
beat	beat	beaten	бить
become	became	become	становиться
befall	befell	befallen	случиться
beget	begot; begat	begotten	порождать
begin	began	begun	начинать
begird	begirt	begirt	опоясывать
behold	beheld	beheld	зреть
bend	bent	bent; bended	наклоняться (в стороны)
bereave	bereft; bereaved	bereft; bereaved	лишать
beseech	besought; beseeched	besought; beseeched	умолять; упрашивать
beset	beset	beset	осаждать
bespeak	bespoke	bespoke; bespoken	заказывать
bespit	bespat	bespat	заплевывать
bestride	bestrode	bestridden	садиться; сидеть верхом

bet	bet; betted	bet; betted	держать пари
betake	betook	betaken	приниматься; отправляться
bid	bad; bade; bid	bid; bidden	велеть; просить
bind	bound	bound	связать
bite	bit	bit; bitten	кусать
bleed	bled	bled	кровоточить
bless	blessed	blessed; blest	благословлять
blow	blew	blown; blowed	дуть
break	broke	broken	(с)ломать
breed	bred	bred	выращивать
bring	brought	brought	приносить
broadcast	broadcast	broadcast	распространять; разбрасывать
browbeat	browbeat	browbeaten	запугивать
build	built	built	строить
burn	burnt; burned	burnt; burned	жечь; гореть
burst	burst	burst	разразиться; взорваться
bust	bust; busted	bust; busted	разжаловать
buy	bought	bought	покупать
can	could	could	мочь; уметь
cast	cast	cast	кинуть; лить металл
catch	caught	caught	ловить, хватать, успеть
chide	chid; chided	chid; chided; chidden	бранить
choose	chose	chosen	выбирать
cleave	clove; cleft; cleaved	cloven; cleft; cleaved	рассечь

cling	clung	clung	цепляться; лнуть
come	came	come	приходить
cost	cost	cost	стоить
countersink	countersank	countersunk	зенковать
creep	crept	crept	ползти
crow	crowed; crew	crowed	петь (о петухе)
cut	cut	cut	резать
dare	durst; dared	dared	сметь
deal	dealt	dealt	иметь дело
dig	dug	dug	копать
dive	dived; dove	dived	нырять; погружаться
do	did	done	делать
draw	drew	drawn	рисовать,тащить
dream	dreamt; dreamed	dreamt; dreamed	грезить; мечтать
drink	drank	drunk	пить
drive	drove	driven	водить (машину etc.)
dwell	dwelt	dwelt	обитать; задерживаться
eat	ate	eaten	кушать; есть
fall	fell	fallen	падать
feed	fed	fed	кормить
feel	felt	felt	чувствовать
fight	fought	fought	сражаться; бороться
find	found	found	находить
fit	fit	fit	подходить по размеру
flee	fled	fled	бежать; спасаться
fling	flung	flung	бросить

floodlight	floodlighted; floodlit	floodlighted; floodlit	освещать прожектором
fly	flew	flown	летать
forbear	forbore	forborne	воздерживаться
forbid	forbad; forbade	forbidden	запрещать
forecast	forecast; forecasted	forecast; forecasted	предсказывать
foresee	foresaw	foreseen	предвидеть
foretell	foretold	foretold	предсказывать
forget	forgot	forgotten	забывать
forgive	forgave	forgiven	прощать
forsake	forsook	forsaken	покидать
forswear	forswore	forsworn	отрекаться
freeze	froze	frozen	замерзать
gainsay	gainsaid	gainsaid	отрицать; противоречить
get	got	got	получать
gild	gilt; gilded	gilt; gilded	позолотить
gird	girded; girt	girded; girt	опоясывать
give	gave	given	давать
go	went	gone	идти
grave	graved	graved; graven	гравировать
grind	ground	ground	точить; молоть
grow	grew	grown	растить
hamstring	hamstringed; hamstrung	hamstringed; hamstrung	подрезать поджилки
hang	hung; hanged	hung; hanged	вешать
have	had	had	иметь
hear	heard	heard	слушать

heave	heaved; hove	heaved; hove	подымать(ся)
hew	hewed	hewed; hewn	рубить; тесать
hide	hid	hidden	прятать(ся)
hit	hit	hit	ударять; попадать в цель
hold	held	held	держать
hurt	hurt	hurt	причинить боль
inlay	inlaid	inlaid	вкладывать; выстилать
input	input; inputted	input; inputted	входить
inset	inset	inset	вставлять; вкладывать
interweave	interwove	interwoven	воткать
keep	kept	kept	хранить; содержать
ken	kenned; kent	kenned	знать; узнавать по виду
kneel	knelt; kneeled	knelt; kneeled	стоять на коленях
knit	knit; knitted	knit; knitted	вязать
know	knew	known	знать
lade	laded	laded; laden	грузить
lay	laid	laid	класть; положить
lead	led	led	вести
lean	leant; leaned	leant; leaned	опираться; прислоняться
leap	leapt; leaped	leapt; leaped	прыгать
learn	learnt; learned	learnt; learned	учить
leave	left	left	оставить
lend	lent	lent	одолживать
let	let	let	позволять
lie	lay	lain	лежать
light	lit; lighted	lit; lighted	освещать

lose	lost	lost	терять
make	made	made	делать; производить
may	might	might	мочь; иметь возможность
mean	meant	meant	подразумевать
meet	met	met	встретить
miscast	miscast	miscast	неправильно распределять роли
misdeal	misdealt	misdealt	поступать неправильно
misgive	misgave	misgiven	внушать опасения
mishear	misheard	misheard	ослыпаться
mishit	mishit	mishit	промахнуться
mislay	mislaid	mislaid	класть не на место
mislead	misled	misled	ввести в заблуждение
misread	misread	misread	неправильно истолковывать
misspell	misspelt; misspeled	misspelt; misspeled	писать с ошибками
misspend	misspent	misspent	экономить
mistake	mistook	mistaken	ошибаться
misunders tand	misunderstood	misunderstood	неправильно понимать
mow	mowed	mown; mowed	косить
outbid	outbid	outbid	перебивать цену
outdo	outdid	outdone	превосходить
outfight	outfought	outfought	побеждать (в бою)
outgrow	outgrew	outgrown	вырастать из
output	output; outputted	output; outputted	выходить
outrun	outran	outrun	перегонять; опережать

overhang	overhung	overhung	нависать
overhear	overheard	overheard	подслуш(ив)ать
overlay	overlaid	overlaid	покры(ва)ть
overpay	overpaid	overpaid	переплачивать
override	overrode	overridden	отвергать; отклонять
overrun	overran	overrun	переливаться через край
oversee	oversaw	overseen	надзирать за
overshoot	overshot	overshot	расстрелять
oversleep	overslept	overslept	прос(ы)пать
overtake	overtook	overtaken	догонять
overthrow	overthrew	overthrown	свергать
partake	partook	partaken	принимать участие
pay	paid	paid	платить
plead	pleaded; pled	pleaded; pled	обращаться к суду
prepay	prepaid	prepaid	платить вперед
prove	proved	proved; proven	доказывать; оказаться
put	put	put	класть
quit	quit; quitted	quit; quitted	покидать; оставлять; выходить
read	read; red	read; red	читать
rebind	rebound	rebound	перевязывать
rebuild	rebuilt	rebuilt	перестроить
recast	recast	recast	видоизменять; преобразовывать
redo	redid	redone	повторять сделанное
rehear	reheard	reheard	слушать вторично
remake	remade	remade	переделывать

rend	rent	rent	раздирать
repay	repaid	repaid	отдавать долг
rerun	reran	rerun	выполнять повторно
resell	resold	resold	перепродавать
reset	reset	reset	возвращать
resit	resat	resat	пересиживать
retake	retook	retaken	забирать
retell	retold	retold	пересказывать
rewrite	rewrote	rewritten	пере(за)писать
rid	rid; ridded	rid; ridded	избавлять
ride	rode	ridden	ездить верхом
ring	rang	rung	звонить
rise	rose	risen	подняться
rive	rived	riven	расщеплять
run	ran	run	бежать; течь
saw	sawed	sawn; sawed	пилять
say	said	said	говорить; сказать
see	saw	seen	видеть
seek	sought	sought	искать
sell	sold	sold	продавать
send	sent	sent	посылать
set	set	set	ставить; устанавливать
sew	sewed	sewed; sewn	шить
shake	shook	shaken	трясти
shave	shaved	shaved; shaven	брить(ся)
shear	sheared	shorn; sheared	стричь

shed	shed	shed	проливать
shine	shone; shined	shone; shined	светить; сиять
shoe	shod	shod	обувать; подковывать
shoot	shot	shot	стрелять; давать побеги
show	showed	shown; showed	показывать
shred	shred; shredded	shred; shredded	кромсать; расползаться
shrink	shrank; shrunk	shrunk	сокращаться; сжиматься; отпрянуть
shrive	shrove; shrived	shriven; shrived	исповедовать
shut	shut	shut	закрывать
sing	sang	sung	петь
sink	sank	sunk	опускаться; погружаться; тонуть
sit	sat	sat	сидеть
slay	slew	slain	убивать
sleep	slept	slept	спать
slide	slid	slid	скользить
sling	slung	slung	швырять; подвешивать
slink	slunk	slunk	идти крадучись
slit	slit	slit	раздирать(ся); разрезать (вдоль)
smell	smelt; smelled	smelt; smelled	пахнуть; нюхать
smite	smote	smitten	ударять; разбивать
sow	sowed	sowed; sown	(по)сеять
speak	spoke	spoken	говорить
speed	sped; speeded	sped; speeded	ускорять; спешить
spell	spelt; spelled	spell; spelled	писать или читать по буквам

spend	spent	spent	тратить
spill	spilt; spilled	spilt; spilled	проливать
spin	spun; span	spun	прясть
spit	spat; spit	spat; spit	плевать
split	split	split	расщепить(ся)
spoil	spoilt; spoiled	spoilt; spoiled	портить
spotlight	spotlit; spotlighted	spotlit; spotlighted	осветить
spread	spread	spread	распространиться
spring	sprang	sprung	вскочить; возникнуть
stand	stood	stood	стоять
stave	staved; stove	staved; stove	проламывать; разби(ва)ть
steal	stole	stolen	красть
stick	stuck	stuck	уколоть; приклейть
sting	stung	stung	жалить
stink	stank; stunk	stunk	вонять
strew	strewed	strewn; strewed	усеять; устлать
stride	strode	stridden	шагать; наносить удар
strike	struck	struck	ударить; бить; бастовать
string	strung	strung	нанизать; натянуть
strive	strove	striven	стараться
sublet	sublet	sublet	передавать в субаренду
swear	swore	sworn	(по)клясться; присягнуть
sweep	swept	swept	мести; промчаться
swell	swelled	swollen; swelled	разбухать
swim	swam	swum	плавать
swing	swung	swung	качаться

take	took	taken	взять; брать
teach	taught	taught	учить
tear	tore	torn	рвать
tell	told	told	рассказывать; сказать
think	thought	thought	думать
thrive	throve; trived	thriven; trived	процветать
throw	threw	thrown	бросить
thrust	thrust	thrust	толкнуть; сунуть
tread	trod	trod; trodden	ступать
unbend	unbent	unbent	разогнуть(ся)
underbid	underbid	underbid	снижать цену
undercut	undercut	undercut	сбивать цены
undergo	underwent	undergone	проходить; подвергаться
underlie	underlay	underlain	лежать в основе
underpay	underpaid	underpaid	оплачивать слишком низко
undersell	undersold	undersold	продавать дешевле
understand	understood	understood	понимать
undertake	undertook	undertaken	предпринять
underwrite	underwrote	underwritten	подписыва(ть)ся
undo	undid	undone	уничтожать сделанное
unfreeze	unfroze	unfrozen	размораживать
unsay	unsaid	unsaid	брать назад свои слова
unwind	unwound	unwound	развертывать
uphold	upheld	upheld	поддерживать
upset	upset	upset	опрокинуть(ся)

wake	woke; waked	woken; waked	просыпаться; будить
waylay	waylaid	waylaid	подстерегать
wear	wore	worn	носить (одежду)
weave	wove; weaved	woven; weaved	ткать
wed	wed; wedded	wed; wedded	выдавать замуж
weep	wept	wept	плакать
wet	wet; wetted	wet; wetted	мочить; увлажнять
win	won	won	выигрывать
wind	wound	wound	заводить (механизм)
withdraw	withdrew	withdrawn	взять назад; отозвать
withhold	withheld	withheld	удерживать
withstand	withstood	withstood	противиться
work	worked; wrought	worked; wrought	работать
wring	wrung	wrung	скрутить; сжать
write	wrote	written	писать

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