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«Набережночелнинский институт (филиал) КФУ»

**Тексты для дополнительного чтения**  
**English 365.П.**

Учебно-методическое пособие  
для студентов 2 курса д/о, з/о  
по дисциплине «Деловой иностранный (английский)  
язык»

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УДК  
ББК

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Учебно-методическое пособие представляют собой текстовый материал, способствующий освоению и закреплению тем в соответствии с разделами учебника «English 365.П.». После каждого текста предусмотрены вопросы и лексические задания, тематический словарь.

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## Введение

Учебно-методическое пособие предназначено для студентов-бакалавров очного и заочного отделения II курса инженерно-технических специальностей, обучающихся по дисциплине «Деловой (английский) язык».

Языковой материал представлен аутентичными текстами, тематической лексикой, лексическими заданиями для формирования речевых навыков, письменной речи и развития иноязычного мышления студентов.

По причине недостаточной текстовой информации по основному учебнику «English 365» (2часть) появилась необходимость в разработке данных методических указаний, которые представляют собой текстовой материал, способствующий освоению и закреплению тем в соответствии с разделами базового учебника. После каждого текста предусмотрены вопросы и лексические задания, тематический словарь.

Предложенная последовательность и методика освоения материала обеспечивает равномерное распределение нагрузки в процессе изучения языка. Количество материала достаточно для усвоения студентами основных языковых навыков в объеме, соответствующем требованиям программы по английскому языку для данной дисциплины.

Разработка актуальна и тем, что позволит обучающимся самостоятельно расширить свои

лингвистические познания, деловую лексику через указанные Интернет-ресурсы.

## UNIT 1. WORKING INTERNATIONALLY

I. *Read the texts and comment on their contents.*

### MARKETING AND ADVERTISING

Marketing concept includes various elements such as planning, research, **new product development**, sales, communications, advertising, etc. Marketing starts with production and later studies all its stages before, during and after production. In the **sales area** marketing provides information about **forward demand** for the company's products or services, helps to find and promote demand for products and services.

Advertising is an important element of the marketing plan. It is used to increase Sales by making the product or service known to a wide radiance, and by stressing its superior qualities. A company can advertise in many ways, depending on how much it can spend on advertising. The different media for advertising include television, radio, newspapers, magazines and direct mail, by which advertisers send letters, brochures and leaflets directly to potential customers. Advertising is a highly developed business. A lot of money is spent on advertising in every country. Marketing planning is an **integral** part of the marketing mix and it depends on a thorough **situation analysis**.

## VOCABULARY ITEMS

**new product development** – разработка новой продукции;

**sales area** – область (сфера) сбыта;

**forward demand** – перспективы спроса;

**integral** ['integral] – неотъемлемый;

**situation analysis** – анализ ситуации

## MANAGERIAL KNOWLEDGE, SKILLS, AND PERFORMANCE

For managers to develop **work agendas**, act out roles, and engage in planning, organizing, leading, and controlling, they need a sound **knowledge base** and key **management skills**.

### **Knowledge Base**

Although managers often **switch** companies and work in different industries, they are **apt** to **run into difficulties** if they don't have a reasonably extensive knowledge base relevant to their particular managerial job. A knowledge base can include information about an industry and its technology, company policies and practices, company goals and plans, company culture, the personalities of key organization members, and important **suppliers** and **customers**.

### **Key Management Skills**

In addition to having a knowledge base, managers need three key types of skills to carry out the various functions

of management. A skill is the ability to engage in a set of behaviors that **are** functionally **related to** one another and that lead to a desired performance level in a given area. For managers, the three key skill types are technical, human, and conceptual.

*Technical Skills.* **Technical skills** are skills that reflect both an understanding of and a **proficiency** in a specialized field. For example, a manager may have technical skills in a specialized field such as accounting, finance, engineering, manufacturing, or computer science.

*Human Skills.* **Human skills** are skills **associated** with a manager's ability to work well with others both as a member of a group and as a leader who gets things done through others. Managers with effective human skills typically are particularly **adept** at communicating with others and motivating them **to develop** themselves and perform well **in pursuit of** organizational goals.

*Conceptual Skills.* **Conceptual skills** are skills related to the ability **to visualize** the organization as a whole, **discern interrelationships** among organizational parts, and understand how the organization fits into the wider context of the industry, **community**, and world. Managers need **to recognize** these various elements and understand the complex relationships among them so that they can **take actions** that advance the goals of the organization. Conceptual skills, coupled with technical skills, human skills, and a knowledge base, are important ingredients in organizational **performance**.

## **Performance**

What **constitutes** high performance in an organization? Performance actually is made up of two important **dimensions**: effectiveness and efficiency. Effectiveness. **Effectiveness** is the ability to choose **appropriate** goals and achieve them. Effectiveness, then, has two parts. First, goals must be appropriate. Second, goals must be reached. For example, Nordstrom, Inc., a Seattle-based apparel, shoe, and soft-goods retailer, is carving out an admirable niche for itself by providing legendary good customer service at its 55 department stores (mainly on the West Coast). Sales associates (many of whom are college graduates) gift-wrap packages for no extra cost and have even been known to drop them off at customers' homes in a pinch. Piano players serenade customers while they shop. According to one story, which the store has not denied, a customer got his money back on a tire. Given that the company does not sell tires, the story illustrates the store's dedication to a return policy based on "no questions asked". Bill Baer, a men's clothing salesman in the Palo Alto store, says, "Nordstrom tells me to do whatever I need to do to make you happy. Period." This stance has enabled the upscale chain to expand into new areas of the country such as Washington, D.C., and New Jersey. Nordstrom illustrates that effectiveness is essentially doing (accomplishing) the right things.

**Efficiency.**

In contrast, efficiency is the ability to make the best use of **available resources** in the process of achieving goals. In essence, organizations need **to exhibit** both effectiveness (doing the right things) and **efficiency** (doing things right) in order to be good performers.

### *VOCABULARY ITEMS*

**work agenda** – рабочий план, рабочая повестка  
**knowledge base** – база знаний  
**management skills** – навыки управления  
**to switch companies** – менять компании  
**apt** – вероятный, возможный; склонный  
**to run into difficulties** – сталкиваться с трудностями  
**a supplier** – поставщик  
**a customer** – заказчик; покупатель  
**to be related to** – быть связанным с  
**technical skills** – технические навыки  
**proficiency** – опытность  
**human skills** – навыки общения с людьми  
**to associate** – соединять, связывать  
**an adept** – знаток, эксперт; сведущий  
**to develop** – развивать(-ся)  
**to be in pursuit of** – быть в поисках  
**conceptual skills** – понятийные навыки  
**to visualize** – отчетливо представлять себе  
**to discern interrelationships** – различать взаимосвязи  
**a community** – общество; сообщество  
**to recognize** – признавать; различать

**to take actions** – принять меры  
**performance** – исполнение, выполнение  
**to constitute** – составлять  
**dimension** – величина; измерение  
**effectiveness** – результативность; годность; польза  
**appropriate** – подходящий, соответствующий  
**efficiency** – эффективность; подготовленность  
**available resources** – ресурсы, имеющиеся в наличии  
**to exhibit** – показывать, проявлять

## II. Exercises

*a. Answer the questions.*

- 1) Why is a knowledge base important to managers?
- 2) What do managers need to carry out the various functions of management?
- 3) What does a skill mean?
- 4) What skills are associated with a manager's ability to work well with others?
- 5) What is the difference between effectiveness and efficiency in organizational performance?

*b Translate Sentences into Russian.*

**Eg:** They need both a sound knowledge base and management skills.

Они нуждаются как в прочной базе знаний, так и в навыках управления.

a) Technical skills are skills that reflect both an understanding of and a proficiency in a specialized field.

b) Human skills are skills associated with a manager's ability to work well with others both as a member of a group and as a leader who gets things done through others.

c) In essence, organizations need to exhibit both effectiveness (doing the right things) and efficiency (doing things right) in order to be good performers.

*c. Find the English equivalents from the text for following words and word combinations:*

Включать в себя, реклама, предоставлять/обеспечивать, содействовать, являться важным элементом, в зависимости от чего-либо, непосредственно, клиент, являться неотъемлемой частью чего-либо, тщательный анализ.

## **UNIT 2. CHANGING DIRECTION**

*Read the text and comment on its contents.*

### **MY ROUTINE DAY IN LONDON**

My name is Maxim Sviridov. I work as a manager at the "Star tour" company. It is a Russian company which

works in the **business travel** market. Two weeks ago I was sent by the administration of our company to London where I studied the English travel companies, their traditions, their marketing and management. Now my business trip is **coming to an end** and I want to **share** my **impressions** of English business world with you.

First of all English businessmen are **well known** all over the world for their **honesty** and **decency**. If an Englishman gives you his word he will **keep** it in any case. Besides that, nothing can **prevent** him from **refusing** the once taken decision. Of course, there are some **exclusions**, but they are so **rare** that nobody should **put attention** on them.

During the last two weeks my working day was **approximately** the same. Early in the morning I took a taxi to my hosts' **headquarters**, which is situated in the City - the business heart of London. First of all I usually asked Mrs. Lapital - my secretary if there were any letters or **cables** for me. Then she gave me my **correspondence** and fresh newspapers and I **followed** to my office-room. There I studied all documents that had come for my name and wrote a short **report** about **previous** business day and then faxed it to my native company in Vladivostok.

After that I went to Mr. Forsberg's office-room to get tasks for the new day and ask some questions about their company, its history, traditions, clients, and so on. After that I usually did what Mr. Forsberg told. My usual job was meeting with **potential clients**, discussing their **rest**

**plans** and offering the services of Mr. Forsberg's company. I usually met 10 or 12 people a day. They were **representatives** of different social groups and communicating with them **increased** my knowledge of England, Englishmen and their psychology greatly.

This business trip was a great chance for me and I **hope** I used this chance fully. Now I know a lot about Western business world, about travel business and this **knowledge** will help me in my future career.

### *VOCABULARY ITEMS*

**business travel** – командировка

**to come to an end** – подходить к концу

**to share impressions** – поделиться впечатлениями

**to be a well known** – быть известным

**honesty** – честность

**decency** – приличие

**to keep** – держать (слово)

**to prevent** – предотвращать

**to refuse** – отказываться

**exclusions** – исключения

**rare** – редкий

**to put attention on** – обращать внимание на что-либо

**approximately** – приблизительно

**headquarters** – головной офис

**cables** – сообщения

**correspondence** – письма

**to follow** – следовать

**a report** – отчет

**previous** – предыдущий

**potential clients** – потенциальные клиенты

**rest plans** – планы на отдых

**representatives** – представители

**to increase** – увеличиваться

**to hope** – надеяться

**knowledge** – знание

## II. Exercises

### *a. Answer the questions.*

1. What did Maxim do during the last two weeks?
2. Why was it interesting for Maxim to communicate with customers?
3. What will help him in his future career?

### *b. Translate the sentences in English*

1. Моя командировка подходит к концу, и я хочу поделиться своими впечатлениями об английском деловом мире с вами. 2. Английские бизнесмены известны во всем мире своей честностью и порядочностью. 3. Если англичанин дает вам свое слово, он будет держать его в любом случае. 4. Я обычно спрашивал миссис Лэпитэл – моего секретаря, если какие-либо письма или сообщения для меня. 5. Я изучал все документы, которые пришли на мое имя и писал короткий отчет о предыдущем рабочем дне, а затем отсылал его по факсу в мою родную компанию

во Владивостоке. 6. Моя обычная работа – встречи с потенциальными клиентами, обсуждение их планов на отдых и предложение услуг компании г-н Форсберга. 7. Эта командировка была большим шансом для меня, и я надеюсь, что я использовал этот шанс в полной мере.

*c. Retell the routine day of Maxim in London.*

### UNIT 3. EDINBURGH – THE FESTIVAL CITY

*I. Read the texts and comment on their contents.*

#### CARNIVAL IN GERMANY

The carnival season in Germany (also called the "Fifth Season") officially begins on November 11th, at 11:11 a.m. In this magic hour, the "Council of Eleven" comes together to plan the events for the upcoming festivities. The official hats of the councils members: Colorful fool's caps with little bells. The actual celebrations of the German carnival take place 40 days before **Easter**; they are the last big party before **Ash Wednesday** and the beginning of **Lent**. Check out the Dates for German Carnival Celebrations.

The celebrations **kick off** with "Women's Carnival" on Thursday before Ash Wednesday. Ladies, this is your day: You can kiss any man you like after cutting off his tie. The

next **highlight** is Rose Monday: **Marching** bands, dancers, and floats parade down the streets, **throwing** confetti, sweets, and toys. The **elaborate** floats often show caricatured figures **mocking** politicians and other personalities. Thousands of dressed-up Germans are **flocking** the streets every year to watch this spectacle. On **Shrove Tuesday**, costume balls are held all over Germany, while the quiet Ash Wednesday marks the end of the **frenzied** fun.

Almost every German city celebrates carnival and organizes a street parade in its city center. The best and most traditional carnival festivities take place in Cologne, Düsseldorf, Münster, Aachen, and Mainz.

### *VOCABULARY ITEMS*

**Easter** – Пасха

**Ash Wednesday** – среда на первой неделе великого поста

**Lent** – Великий пост

**to kick off** – начинаться

**a highlight** – важное событие

**to march** – маршировать

**to throw** – бросать

**to elaborate** – разрабатывать

**to mock** – пародировать

**to flock** – стекаться, скапливаться

**Shrove Tuesday** – вторник на масленой неделе

**frenzied** – бурный

## EDINBURGH INTERNATIONAL FESTIVAL

The Edinburgh International Festival is an annual festival of performing arts in Edinburgh, Scotland, over three weeks from around the middle of August. By invitation from the Festival Director, the International Festival brings top class performers of music (especially classical music), theatre, opera and dance from around the world to perform. The festival also **hosts** a series of visual art exhibitions, talks and workshops.

The idea of the Festival with a **remit** to "provide a platform for the flowering of the human spirit" and enrich the cultural life of Scotland, Britain and Europe took form in the wake of the Second World War. The idea of creating an international festival within the UK was first **conceived** by Rudolf Bing, the General Manager of Glyndebourne Opera Festival, and Audrey Mildmay (wife of John Christie) during a **wartime** tour of a **small-scale** Glyndebourne production of *The Beggar's Opera*.

Rudolf Bing co-founded the Festival with Henry Harvey Wood, Head of the British Council in Scotland, Sidney Newman, Reid Professor of Music at Edinburgh University, and a group of **civic** leaders from the City of Edinburgh, in particular Sir John Falconer.

Bing had looked at several English cities before shifting his focus to Scotland and settling on Edinburgh, a city he

had visited and admired in 1939. Harvey Wood described the meeting at which the idea was **hatched**.

The Edinburgh International Music of Festival and Drama was first discussed over a lunch table in a restaurant in Hanover Square, London, towards the end of 1944. Rudolf Bing, **convinced** that musical and operatic festivals on anything like the pre-war scale were unlikely to be held in any of the **shattered** and **impoverished** centers for many years to come, was **anxious** to consider and investigate the possibility of staging such a Festival somewhere in the United Kingdom in the summer of 1946. He was convinced and he convinced my colleagues and myself that such an enterprise, successfully conducted, might at this moment of European time, be of more than temporary **significance** and might **establish** in Britain a centre of **world resort** for lovers of music, drama, opera, ballet and the graphic arts.

Certain **preconditions** were obviously required of such a centre. It should be a town of reasonable size, capable of **absorbing** and **entertaining** anything between 50,000 and 150,000 visitors over a period of three weeks to a month. It should, like Salzburg, have considerable scenic and picturesque **appeal** and it should be set in a country likely to be attractive to tourists and foreign visitors. It should have sufficient number of theatres, concert halls and open spaces for the **adequate staging** of a programme of an ambitious and varied character. Above all it should be a city likely to **embrace** the opportunity and willing to make

the festival a major **preoccupation** not only in the City Chambers but in the heart and home of every citizen, however modest. Greatly **daring** but not without confidence I recommended Edinburgh as the centre and promised to make **preliminary** investigations.

Wood **approached** Falconer, who enthusiastically welcomed the initiative on behalf of the city. As it was too late to finalize arrangements for 1946, plans were made for the following year. The first International Festival (and the first "Festival Fringe", although it wasn't known as such in the first year) took place between 22 August and 11 September 1947. The Festival has since taken place every August.

The first Festival concentrated mainly on classical music, a highlight being concerts given by the Vienna Philharmonic, reunited with their erstwhile conductor Bruno Walter who had left Europe after the Nazi occupation of his homeland. The Festival's first dramatic success came in the following year when an adaptation of Sir David Lyndsay's *The Thrie Estaites* was performed to great **acclaim** for the first time since 1552 in the Assembly Hall on the Mound. The British Army's desire to showcase itself during the Festival period led to the independent staging of the first Edinburgh Military Tattoo, featuring displays of piping and dancing, in 1950. This annual event has come to be regarded as an integral part of the official festival, though it continues to be organized separately.

In 1999, the Festival opened a new central box office and information centre in The Hub, a **converted** church on Castle hill, directly below Edinburgh Castle. Originally built as the Tollbooth Church (1842-44) to house the General Assembly of the Church of Scotland, its tall gothic spire is the highest point in central Edinburgh (outside of the Castle) and a landmark visible for miles around.

The Edinburgh International Festival will be brought forward in 2015 to **coincide** with the Fringe festival held in the city every year, according to the festival's director **designate** Fergus Linehan.

### *VOCABULARY ITEMS*

**to host** – организовать

**a remit** – задача

**wartime** – Военное время

**to conceive** – задумывать

**small-scale** – ограниченный по размеру

**civic** – гражданский, городской

**to hatch** – обдумывать

**to convince** – убеждать

**shattered** – разрушенный

**impoverished** – обедневший

**anxious** – взволнованный

**significance** – значение

**world resort** – мировой курорт

**to establish** – основывать

**preconditions** – непременно условие  
**to absorb** – принимать  
**to entertain** – развлекать  
**appeal** – популярность, привлекательность  
**adequate staging** – надлежащая постановка  
**to embrace** – охватывать, заключать в себе  
**preoccupation** – увлечение, необходимость  
**to dare** – решаться  
**preliminary** – предварительный  
**an approach** – подход  
**acclaim** – бурные аплодисменты  
**converted** – реконструированный  
**to coincide** – совпадать  
**to designate** – определять

## II. Exercises

### *a. Answer the questions.*

1. When do the actual celebrations of the German carnival take place?
2. What do they kick off with?
3. How is Carnival celebrated in Germany?
4. Whom was the idea of creating an international festival within the UK first conceived by? And when?
5. What preconditions were obviously required of such a centre?
6. What did the first Festivals concentrate on?
7. What happened in 1999?

*b. Find the English equivalents from the text for following words and word combinations:*

Предстоящие праздники, красочные шапки, проверить даты, стартовать, отрезать, марширующие группы людей, насмешливые, наряженные/ разодетые, зрелище, знаменовать завершение чего-либо.

*c. Find in text the information connected with the following dates and figures:*

1944	50,000 and 150,000	1552	1999
summer of 1946	22 August and 11 September 1947	1950	2015

## UNIT 5. JOB SWAP

*I. Read the texts and comment on their contents.*

### THE JOB SWAP SCHEME

#### KEY ROLES AND RESPONSIBILITIES:

##### 1. *Application:*

Where a member of staff is interested in applying for a Job Swap, they should discuss this, **in the first instance**,

with their manager. When considering the areas of work they are interested in “swapping” into, applicants **are encouraged** to be as **flexible** as possible. The Scheme can’t guarantee **exact** job matches. However, the areas of interest, or **particular skills**, that applicants are seeking to develop via a Swap may **overlap** across a number of roles and/or work areas.

If both the individual and their line manager are interested in taking this further, the member of staff should complete the on-line Job Swap Application Form and send it, together with a copy of their job description, to the Scheme Coordinators [a.kehoe@imperial.ac.uk](mailto:a.kehoe@imperial.ac.uk) and [c.lundy@imperial.ac.uk](mailto:c.lundy@imperial.ac.uk), copying in their line manager to **confirm** the application has been approved. If either party has any queries in relation to the process, they are encouraged to contact the Scheme Coordinators. A Job Swap may not always be possible **due to** operational **requirements**, for example due to an upcoming busy period that requires **experienced staff**, or where a role requires specialist skills that another member of staff would not be able to “swap” into.

Where a manager has any reservations about the scheme. They are encouraged to speak with the Scheme Coordinators before making a final decision. The success of a Job Swap is dependent on all parties supporting, and being **committed** to, the process. If a manager is not happy to **proceed** with a Swap, and does not approve the application form, the Swap will not progress.

## *2. Finding Opportunities and Exploring Options:*

The Coordinators will review all applications received. Where a potential swap is identified, they will contact both applicants to **assess their interest** in a Swap. Where two applicants confirm their interest in a Swap, the Scheme Coordinators will arrange to meet with each of them, together with their managers, to discuss the process. Where all parties are interested in proceeding with the Swap, the managers will then arrange to meet with the opposite applicant, to discuss the role in more detail. Following these meetings, where all parties are happy for the Swap to proceed, they should confirm this to the Scheme Coordinators who will then prepare Job Swap.

Agreements for each applicant, and their manager, to sign. As at the application stage, the success of a Job Swap is dependent on all parties supporting, and being committed to, the process. If any of the parties involved has any misgivings about the process, the Swap will not progress.

## *3. Swap Commences:*

To ensure the Swap gets off to a strong start, managers should provide a detailed induction for the Job Swapper to:

- introduce them to their role, and their team
- discuss and agree the objectives that are to be achieved during the period of the swap
- identify requirements for training and development

During the **induction** period, a **handover** will also be agreed between the Job Swappers and their managers. During the handover, the Swappers will divide their time equally between each of their **substantive** posts.

#### *4. Ongoing Support:*

Support will continue during the period of the Swap:

- **Mid-Swap Review:**

At the mid-point of the Swap, the Scheme Coordinators will arrange to meet, separately with the Job Swappers and their managers. This will provide an opportunity to review the progress of the Swap, and to discuss any concerns. Job Swappers are also encouraged to meet together regularly in order to keep each other updated on developments within their respective substantive posts.

- **Keeping in Touch Days:**

“Keeping in touch days” require that each Job Swapper will spend one day per month working in their substantive post so that they remain up to date on any changes or developments in their original work area. The days may be planned, for example, to coincide with team meetings, team training or other events. This regular contact with their managers and teams will also assist the Swappers when they return to their substantive positions at the end of the Swap.

The schedule of “keeping in touch days” should be agreed by the Swappers and their managers at the **commencement** of the Swap.

• Additional Support:

Throughout the period of the Job Swap, any of the parties involved can contact the Scheme Coordinators to ask any questions or discuss **concerns**. Swappers and their managers are encouraged to make contact as soon as any problems **arise**, so that these can be **resolved** at an early stage.

*VOCABULARY ITEMS*

**in the first instance** – в первую очередь

**to be encouraged** – быть поощренными

**flexible** – гибкий

**exact** – конкретный, определенный

**particular skills** – определенные навыки

**to overlap** – частично совпадать

**to confirm** – подтверждать

**due to** – благодаря

**requirements** – требования

**experienced staff** – обученный персонал

**to commit** – вверять, поручать

**to proceed** – возобновлять

**assess their interest** – определять процентную долю

**induction** – процедура введения нового сотрудника в работу

**handover** – передача управления

**substantive** – независимый

**commencement** – день вступления в силу

**concern** – задача

**to arise** – возникать

**to resolve** – решать

## JOB SWAP

Trading places isn't just for reality shows anymore. Now **C-suite executives**, seeking fresh ideas, are switching jobs with **counterparts**, both at other companies and inside their own.

FORTUNE – One morning in May Nadim Hossain drove to work, sat in a weekly sales forecast meeting, met with the marketing team, and gave feedback on **ad messaging**. Only it wasn't his office, his job, or even his company.

À la the TV show Wife Swap, Hossain, then vice president of marketing at San Francisco-based Power Reviews, was in the midst of an executive job swap. He traded roles for the day with Jon Miller, VP of marketing and co-founder of San Mateo, Calif., software firm Marketo, hoping to gain some insight into his own role by experiencing someone else's. It worked. Since Power Reviews – now owned by Bazaar voice – is a Marketo customer, Miller came away better understanding the issues facing chief marketing officers. Hossain, for his part, returned to Power Reviews with pages of notes on ways to motivate his sales team, woo big brands, and identify leads. “A fresh environment is always a good way to generate new ideas,” Hossain says.

A job swap may not yet be commonplace, but it reflects a marked shift in how today's leaders learn. Executives

are increasingly seeking outside help, whether it's hiring **executive coaches**, **collaborating** with **peers**, or trading jobs for the day. Says Paul McDonald, senior executive director at staffing services firm Robert Half: "Old school was 'Keep it in-house and keep your secrets to yourself.' Executives today, the good ones, are going out and getting help."

**Switching roles** is most common among **rank-and-file** employees: An estimated 38% of employers offer cross-training of some kind, according to a 2012 survey by the Society for Human Resources Management. Now the C-suite is looking to build skills in much the same way. That was the case for Dharmesh Shah. The chief technology officer at Boston Internet marketing firm HubSpot.com traded roles with Paul English, the CTO at Boston travel company Kayak.com, one day in April. Shah wanted to learn more about how to recruit top engineers to his fast-growing startup.

He came back to work with a plan to copy much of what he saw at Kayak. Among the ideas: "the couch rule," which requires every **employee to greet** and chat with anyone sitting in the **lobby**, and "the red-phone rule," which randomly sends customer-support calls to the engineering department; anyone nearby must answer the customer call regardless of what he's doing. Shah and English both plan to do swaps again elsewhere. "I know I will get **mileage** out of it for the rest of my life," Shah says.

But job swapping comes with risks. There's the grass-is-greener threat that your own team might actually like your replacement better than you. Also, it's time-consuming: Miller admits that he felt **guilty** leaving his team when his company was planning projects.

The biggest worry, however, is confidentiality. Concerns about privacy would **squelch** any external swap for Jay Miletsky, CEO of online video startup MyPod Studios. "Any company has its own little trade secrets," says Miletsky. Instead, he changed roles with a developer in his own office for a day.

That's the same approach taken by Sunil Verma, chief business development officer at mobile-ad company Velti. He trades jobs every quarter with fellow C-level executives to **boost** teamwork and improve communication. He even used it to help solve a dispute between two Velti sales managers, making them switch roles for a day last January. They came away with an understanding of the demands the other person faced; that led to a **truce**.

Steve Cody, CEO of New York PR firm Peppercom, had the same kind of **revelation** when he traded places with junior-level employees, including his receptionist, a junior account manager, and an account supervisor. He cleaned conference rooms, hung up coats, answered phones, and wrote **press releases**. The experience made him understand the stress of entry-level jobs. "It's like being inside a videogame – there's an explosion of

information and data **whipping** into your laptop and phone,” says Cody.

As a result, Peppercom is more sensitive to work-life balance. Cody lets employees work an extra day from home each month. “We are much more employee-friendly than we were five years ago,” he says. “If you’re open to a swap, you’ll come out of it a much better leader.”

### *VOCABULARY ITEMS*

**C-suite executives** – первые лица компании

**counterpart** – лицо, занимающее аналогичный пост

**ad messaging** – передача объявлений сообщениями

**executive coaches** – ответственный инструктор

**to collaborate** – сотрудничать

**peers** – предприятия-аналоги

**to switch roles** – меняться ролями

**rank-and-file** – заурядный, обычный

**employee** – сотрудник

**to greet** – приветствовать

**lobby** – приёмная

**mileage** – пройденный путь

**guilty** – виновный

**to squelch** – уничтожить

**boost** – улучшить, помогать подняться

**truce** – передышка

**revelation** – откровение

**press releases** – заявление для печати

**to whip** – проникнуть, хлестать

**a chief technology officer (CTO)** – начальник  
технического отдела

**a chief technology officer (CEO)** – управляющий  
проектом

**a vice president (VP)** – вице-президент

## II. Exercises

### *a. Answer the questions*

1. What is Job swap?
2. What are the preconditions of making Job swap?
3. In what way does Swap induct the Job Swapper?
4. Why do the Job Swappers need “Keeping in Touch Days”?
5. What did Hossain need a Job Swap? How many days did this period consist of?
6. Where did Shah go for work on the Job Swap?
7. What does Cody say about his experience in Job Swap?

### **b. Match C-suite executives with their positions.**

- |                  |                                                           |
|------------------|-----------------------------------------------------------|
| 1. Nadim Hossain | c. CEO of New York PR firm Peppercom;                     |
| 2. Jon Miller    | f. the CTO at Boston travel company Kayak.com;            |
| 3. Paul McDonald | e. the CTO at Boston Internet marketing firm HubSpot.com; |
| 4. Dharmesh Shah |                                                           |
| 5. Paul English  |                                                           |
| 6. Jay Miletsky  |                                                           |
| 7. Sunil Verma   |                                                           |
| 8. Steve Cody    |                                                           |

b. VP of marketing at San Francisco-based Power Reviews;

d. VP of marketing and co-founder of San Mateo, Calif., software firm Marketo;

h. the CEO (chief technology officer) of online video startup MyPod Studios.

a. senior executive director at staffing services firm;

g. chief business development officer at mobile-ad company Velti;

## UNIT 6. TOURIST ATTRACTION

*I. Read the texts and comment on their contents.*

### *TRAVELLING BY CAR*

There is nothing better than travelling by a fast car. Travel by car is a more personal experience, for there you can drive yourself. You just sit down at the **steering wheel, start the motor, step on the accelerator** with your foot and off goes the car. You can go as slowly or as fast as you wish, stop when and where you choose; you park the car on the side of the road, get out and go **wherever** you like.

It is quite true that driving a car has some disadvantages. In town it is rather **a nuisance** with all those traffic **«jams» or «hold - ups», roundabouts, detours** and so on. It is not pleasant at all when you ride on a **bumpy** road

or get **a flat tire**, or still worse, when you **get stuck in the mud**.

But what can be better than **a spin** in a car on a weekend with your friend? As soon as you get out of the crowded town and see a long wide road in full view, what **a thrill** it is to feel the car **rush forward** at a touch of your foot, to feel the wind in your face, to see houses, trees and people **flash** past, to feel the real joy of speed.

Then, of course, you see much more of the country than you do in a plane.

Suppose you are on vacation and have decided to take a trip in a car. What magnificent views you **behold** on your way – green fields, a road winding its way up the mountain with **steep**, grey **cliffs** on one side and a deep **precipice** on the other, a shining expanse of the sea wrapped in a blue noonday **haze**, the woods, the **rows** of **acacia** that stretch along the streets of the towns you pass through. Indeed your impressions are unforgettable.

### *VOCABULARY ITEMS*

**steering wheel** – руль автомашины

**to start the motor** – заводить мотор, двигатель

**to step on the accelerator** – нажать на педаль газа

**wherever** – где бы ни; куда бы ни

**a nuisance** – досада; неприятность

**an jam, hold-up** – «пробка», затор (в уличном Движении)

**a round-about, detour** – окольный путь, обход;  
объезд

**bumpy** – ухабистый, тряский (о дороге)

**a flat tire** – сдутая шина

**to get stuck in the mud** – завязнуть в грязи

**a spin** – короткая прогулка; быстрая езда (на автомашине, велосипеде, лодке)

**to rush forward** – ехать, бежать вперед

**to flash** – быстро промелькнуть, пронестись,  
пробежать

**a speed** – скорость; темп

**to behold** (прош. вр. – beheld; прич. прош. вр. – beheld) – видеть, замечать, узреть; пристально смотреть, вглядываться, созерцать, рассматривать, наблюдать

**steep** – крутой

**a cliff** – крутой склон, откос; холм; утес

**a precipice** – обрыв, пропасть

**an expanse** – простор, (широкое) пространство;  
ширь и простор

**a haze** – легкий туман; дымка

**a wood** – лес

## TRAVELLING BY SEA

**Human beings** are very **inquisitive** and like discovering different places. That is why people all over the world like to travel around the globe. It is not

so interesting for them to see the world on TV today. It is **precious** to see it by their own.

And when people come to beautiful beaches and **sparkling** blue waters, they understand it is really the amazing thing they wanted to see. There are countless adventures within reach on cruise vacation. There are many cruise companies in the world, and each of these companies can provide you a qualified service.

During the cruise people live in comfortable **cabins**. During **sea days** when a cruise liner is in the **open sea**, people can **take sunbathes**, swim in the swimming pools, **play fools** in the slide or **promenade** around the ship visiting different **decks**. You can rent a cabin for two, four, six persons.

Cruise companies offer different tours during which you can discover the inhabitants of a coral reef on a glass-bottomed boat, go **horseback riding** on the beach, go **mountain biking rain forests**, **explore** ancient civilizations as you climb mysterious pyramids or **snorkel** with **stingrays** and **dive** 800 feet down in a **research submarine**. Days onboard are **casual** but full of **joy** and new **impressions**. But don't forget your camera and **binoculars**, so you don't miss a thing.

Adventures are endless in this area. People can relax on a cruise **surrounded** by the white-sand beaches and beautiful **turquoise** waters of the most beautiful islands on the earth, find and visit tropical places where nature brings striking mountains and **pristine** beaches.

Such islands are home to rich culture and complex histories. There are archaic ruins, beaches, rain forests and many **waterfalls**. Here you can find new friends and buy a lot of souvenirs.

### *VOCABULARY ITEMS*

**human beings** – человеческие существа

**inquisitive** – любознательный, пыливый;  
любопытный

**precious** – большой ценности, важнее всего

**sparkling** – блестящий, искрящийся, сверкающий

**a cabin** – каюта

**sea day** – зд. морской день, день когда корабль находится в открытом море

**open sea** – открытое море

**to take sunbathes** – загорать

**to play fools** – дурачиться

**to promenade** – прогуливаться; гулять, разгуливать;  
прохаживаться

**a deck** – палуба

**horseback riding** – прогулка верхом на лошади

**mountain biking** – прогулка на велосипеде по горам

**rain forest** – тропические леса

**to snorkel** – плавать под водой с маской и трубкой

**a stingray** – скат

**to dive** – нырять, бросаться в воду

**research submarine** – научно-исследовательская

подводная лодка

**casual** – нерегулярный, временный

**a joy** – радость, счастье; восторг

**an impression** – впечатление (эффект, в особенности сильный эффект, произведенный на интеллект, сознание или чувства)

**a binoculars** – бинокль

**to explore** – исследовать, рассматривать, анализировать

**to stroll** – прогуливаться, бродить, гулять (обычно медленно, празднично)

**to surround** – окружать; обступать

**turquoise** – бирюзовый цвет

**pristine** – древний, первоначальный, изначальный; чистый, нетронутый; неиспорченный

**a waterfall** – водопад

## II. Exercises

*a. Answer the questions.*

1. Why do people like travelling?
2. What adventures can you have while travelling on a cruise ship?
3. Where do people live during the cruise?
4. Where can you go during sea days?
5. What kind of tours do cruise companies offer?
6. Where can you go sightseeing when you are on a cruise vacation?

b. Retell texts using vocabulary Items.

## UNIT 8. GLOBALISATION

*I. Read the texts and comment on their contents.*

### GLOBALISATION

Globalization is something than we can't see but we can feel the effects of it. It's a **process of interaction** among the people, companies and governments of different countries. We can feel globalization almost everywhere nowadays. People eat American **fast-food**, wear Italian shoes and Mexican shirts, drive Japanese cars and listen to Korean music. **Generally speaking**, globalization is a **blend** of cultures. Some people think that it's a new process. In fact, globalization existed even during Middle Ages, when people **decided** to trade goods with merchants from distant countries. Since 1980, it has begun to move at a faster pace. Today globalization is at its peak. There are, of course, some **advantages** and **disadvantages** of this process.

The best thing is that people can buy and sell whatever they want from every corner of our planet. Internet has made it easier. People enjoy the **variety of choice** and prices. Globalization also **gives an opportunity** to learn more about culture of other nations. Countries focus on what they can do better instead of making **bad-quality products**. For example, Belgium is good at agriculture and producing fine chocolate but it doesn't produce cars.

Thus, they can buy cars from Germany or France. Another advantage of globalization is the growth of international companies. They can open **affiliates** in different countries and **create additional workplace** for local people.

The first **issue** on the list of disadvantages that globalization has brought is the pollution of the environment. The building of new **harmful factories** has resulted into **considerable** environmental problems. Another disadvantage is the fact that globalization gradually **destroys** cultural identity. It's especially **obvious** when European people try **to impose** their traditions and customs on Asian nations. And last but not the least: **domestic producers** also suffer. They find it difficult to sell their produce when people buy everything on international market.

### *VOCABULARY ITEMS*

**a process of interaction** – процесс взаимодействия

**fast-food** – быстрое питание

**generally speaking** – говоря в общем

**blend** – смесь

**advantages** – преимущества

**disadvantages** – недостатки

**a variety of choice** – разнообразие выбора

**to give an opportunity** – дать возможность

**bad-quality products** – продукты низкого качества

**to affiliate** – присоединять

**to create additional workplace** – создавать  
дополнительные рабочие места

**issue** – выпуск

**harmful factories** – фабрики / заводы, несущие вред

**to destroy** – разрушать

**obvious** – очевидный

**to impose** – навязывать

**domestic producers** – отечественный производитель

## CONTINUOUS INTEGRATION

Continuous integration (CI) is the practice, in **software engineering**, of merging all developer working copies with a shared mainline several times a day. It was first named and proposed by Grady Booch in his method, who did not **advocate** integrating several times a day. It **was adopted as** part of extreme programming (XP), which did advocate multiple integrations a day, perhaps as many as tens a day. The main **aim** of CI is to prevent integration problems, referred to as "integration hell" in early descriptions of XP. CI isn't universally accepted as an **improvement** over frequent integration, so it is important to distinguish between the two as there is disagreement about the **virtues** of each.

CI was originally intended to be used in combination with automated unit tests written through the practices of test-driven development. **Initially** this was conceived of

as running all unit tests in the developer's local environment and verifying they all passed before committing to the mainline. This helps **avoid** one developer's work in progress breaking another developer's copy. If necessary, partially complete features can be disabled before committing using **feature toggles**.

Later **elaborations** of the concept introduced build servers, which automatically run the unit tests periodically or even after every commit and report the results to the developers. The use of build servers (not necessarily running unit tests) had already been practised by some **teams** outside the XP community. Nowadays, many organizations have adopted CI without adopting all of XP.

In addition to automated unit tests, organizations using CI typically use a build server to implement continuous processes of applying **quality control** in general — small pieces of effort, applied frequently. In addition to running the unit and integration tests, such processes run **additional** static and dynamic tests, measure and profile performance, extract and format documentation from the source code and facilitate manual QA processes. This continuous application of quality control aims to improve the **quality of software**, and to reduce the time taken to deliver it, by replacing the traditional practice of applying quality control after **completing** all development. This is very similar to the original idea of integrating more **frequently** to make integration easier, only applied to QA processes.

In the same **vein** the practice of continuous delivery further extends CI by making sure the **software** checked in on the mainline is always in a state that can be deployed to users and makes the actual deployment process very rapid.

### *VOCABULARY ITEMS*

**software engineering** – программирование

**to advocate** – подчёркивать значение

**to adopt** – принять, усыновить

**aim** – цель

**an improvement** – усовершенствование

**virtues** – моральные принципы

**to avoid initially** – избегать на ранней стадии

**feature toggles** – специфические механизмы

**elaboration** – тщательная разработка

**team** – команда

**quality control** – контроль качества

**additional** – дополнительный

**software** – программное обеспечение

**to complete** – заканчивать

**frequently** – часто

**vein** – склонность

## II. Exercises

a. *Answer the questions.*

1. What is the globalization?

2. When did the globalization appear?
3. What are advantages and disadvantages of the process of globalization? Give examples from the text.
4. What is the continuous integration?
5. What was the essence of the method proposed by Grady Booch?
6. What was the original intention of CI?

*b. Translate the phrases into English*

- непрерывная интеграция
- разработки программного обеспечения
- экстремальное программирование
- развитие в тестовом режиме
- контроль качества
- качество программного обеспечения

*c. Translate the sentences into English*

1. Глобализация – это процесс взаимодействия людей, компаний и правительств разных стран. 2. Глобализация существовала еще в эпоху средневековья, когда люди решили обмениваться товаром с купцами из далеких стран. 3. У этого процесса есть, конечно, свои преимущества и недостатки: самое лучшее это то, что люди могут покупать и продавать все, что хотят, со всех уголков нашей планеты. 4. Глобализация также дает

возможность узнать больше о культуре других народов. 5. Еще одно преимущество глобализации это рост международных компаний: они могут открывать филиалы в разных странах и создавать дополнительные рабочие места для местного населения. 6. Самым главным недостатком процесса глобализации – это загрязнение окружающей среды. 7. Строительство новых вредных заводов привело к значительным экологическим проблемам. 8. Еще одним недостатком является тот факт, что глобализация постепенно разрушает культурную идентичность, это особенно заметно, когда европейцы пытаются навязать свои традиции и обычаи азиатским нациям. 9. Отечественным производителям стало сложно продавать свою продукцию, т.к. появилась возможность заменить ее европейскими товарами. 10. Практика разработки программного обеспечения заключается в выполнении частых автоматизированных сборок проекта для скорейшего выявления и решения интеграционных проблем. 11. В обычном проекте, где над разными частями системы разработчики трудятся независимо, стадия интеграции является заключительной. 12. Может непредсказуемо задержать окончание работ. 13. Переход к непрерывной интеграции позволяет снизить трудоёмкость интеграции и сделать её более предсказуемой за счет наиболее раннего обнаружения и устранения ошибок и противоречий. 14.

Непрерывная интеграция является одним из основных приёмов экстремального программирования.

*d. Find the Russian equivalents for words and word combinations in bold and make up as many sentences with them as you can.*

## UNIT 9. HERE THE NEWS

*I. Read the texts and comment on their contents.*

### THE MASS MEDIA

The mass media play an important part in our lives. Newspapers, radio and especially TV inform us of what is going on in this world and give us wonderful possibilities for education and entertainment. They also **influence** the way we see the world and **shape our views**.

Of course, not all newspapers and TV programmes report the events objectively, but serious journalists and TV reporters try **to be fair** and provide us with reliable information.

It is true that the world today is full of dramatic events and most news seems to be bad news. But people aren't interested in **ordinary events**. That is why there are so many programmes and articles about natural disasters, plane crashes, wars, murders and robberies. Good news doesn't usually make headlines. Bad news does.

Some people say that journalists are given too much freedom. They often **intrude** on people's private lives.

They follow **celebrities** and print sensational stories about them which are untrue or half-true. They take photos of them in their most intimate moments. The question is - should this be allowed?

The main source of news for millions of people is television. People like TV news because they can see everything with their own eyes. And that's an important advantage. Seeing, as we know, is believing. Besides, it's much more difficult for politicians **to lie in front of the cameras** than on the pages of newspapers.

Still, many people prefer the radio. It's good to listen to in the car, or in the open air, or when you do something about the house.

Newspapers don't react to events as quickly as TV, but they usually **provide** us with extra detail, comment and background information.

The Internet has recently become another important source of information. Its main **advantage** is that news **appears** on the screen as soon as things happen in real life and you don't have to wait for news time on TV.

### *VOCABULARY ITEMS*

**to influence** – влиять

**to shape our views** – формировать точку зрения

**ordinary events** – повседневные события

**to be fair** – быть честным

**intrude** – вмешиваться

**celebrities** – знаменитости

**to lie in front of the cameras** – врать перед камерами  
**to provide** – обеспечивать  
**advantage** – преимущество  
**to appear** – появляться, обнаруживаться

## NEWSPAPERS AND MAGAZINES

Newspapers and magazines play a very important part in our life. **Practically** there is no family that does not read them. We can learn many things from newspapers. **Perhaps** that is why many years ago an American **humorous** writer said: “All I know is what I see in the papers”; and another American author more than half a century ago wrote that “the **careful** reader of a few good newspapers can learn more in a year than most **scientists** do in their great libraries”.

We can agree or disagree with these **statements** (better to disagree, because scientific books and magazines have more information than newspapers), but we'll have to say that newspapers help us in many ways. There are a lot of different kinds of newspapers in our country. One can buy them practically everywhere. It is **impossible** to read all the newspapers and magazines. Everyone has favorite ones.

My favorite newspaper is “Komsomolskaya Pravda”. We can read **almost** about everything in this newspaper. There are articles **dealing with** home and abroad news, sport events, life of favorite actors and singers and even

the weather. We can find many interesting things there. We can read some **useful pieces of advice**, some stories about our life, and so on. There are **puzzles**, songs and even anecdotes there. “Komsomolskaya Pravda” is one of the most interesting newspapers, **to my mind**.

### *VOCABULARY ITEMS*

**Practically** – практически

**perhaps** – возможно

**humorous** – юмористический

**careful** – внимательный, заботливый

**scientists** – ученые

**a statement** – высказывание

**impossible** – невозможно

**almost** – почти

**to deal with** – иметь дело с чем-либо/кем-либо

**useful piece of advice** – полезный совет

**puzzles** – загадки

**to my mind** – на мой взгляд

## 30 MILLION PEOPLE INVITED TO READ BOOKS

The co-founder of Facebook, Mark Zuckerberg, has **launched** what could be the world's largest ever book club. Zuckerberg **announced** last week that his New Year's resolution was to read a book every other week. He

then invited his 30 million followers to join him in his **literary pursuit**. He created his own Facebook page called A Year of Books, on which he will announce what his latest read is and ask people to discuss the book with him. He explained **the rationale** for his initiative in a post, saying: "I'm excited for my reading challenge. I've found reading books very intellectually fulfilling. Books allow you to fully **explore** a topic and **immerse yourself** in a deeper way than most media today."

Zuckerberg has already selected his first book, 'The End of Power' by Moises Naim. He explained: "It's a book that explores how the world is shifting to give individual people more power that was traditionally only held by large governments, militaries and other organizations. The trend towards giving people more power is one I believe in deeply, and I'm looking forward to reading this book and exploring this in more detail." Zuckerberg **takes on a challenge** every year as a way to **broaden** his perspectives and learn more about the world, different cultures, beliefs, histories and technologies. A **previous** task was to learn to speak Mandarin, which he has managed to do.

### *VOCABULARY ITEMS*

**to launch** – высказаться

**to announce** – объявлять

**literary pursuit** – литературный поиск

**to explore** – исследовать

**immerse yourself** – погружаться  
**to take on a challenge** – принять вызов  
**to broaden** – расширять  
**previous** – предыдущий

## II. Exercises

### *a. Answer the questions*

1. What does the mass media consist of ?
2. Does the mass media play any important role in people's life? Prove your words, using the text.
3. What is the main source of news for people according to the text?
4. Why do people like watching TV news?
5. What is the main advantage of Internet?
6. What was Zuckerberg's New Year's resolution?
7. Who is the writer of the first selected book? How is this book called?
8. What was the previous challenge by Zuckerberg to himself?

### *b. Translate the sentences into English*

1. Средства массовой информации играют важную роль в нашей жизни. 2. Газеты, радио и особенно телевидение, сообщают нам о том, что происходит в этом мире и формируют нашу точку зрения. 3. Конечно, не все газеты и телевизионные программы освещают события объективно, но серьезные журналисты и тележурналисты стараются быть

справедливыми и предоставлять нам достоверную информацию. 4. Есть много программ и статей о стихийных бедствиях, авиакатастрофах, войнах, убийствах и грабежах. 5. Говорят, что журналистам дается слишком много свободы и они часто вторгаются в частную жизнь людей. 6. Основным источником информации для миллионов людей является телевидение. 7. Тем не менее, многие люди предпочитают радио. 8. Его хорошо слушать в машине, на открытом воздухе, или когда вы что-то делаете по дому. 8. Интернет в последнее время стал еще одним важным источником информации. 9. Его главное преимущество в том, что актуальные новости освещаются в реальном времени, еще до их появления на телевидении.

## UNIT 11. MAKING MONEY

*I. Read the text and comment on its contents.*

### SOME UNUSUAL WAYS TO MAKE QUICK MONEY

*1. Offer To Watch Children, Pets, or House-sit*

You're out of cash. What do you do? **Hit up** Moms and Dads. No, not your mom and dad, **silly**. Moms and Dads; those **worn-out individuals** with small children under five who barely remember what it's like to go to a restaurant and not spend the evening **quelling tantrums** and **wiping up spilled water**.

There are a lot of part-time jobs you can get in order **to turn a quick buck**, but exercising the **babysitting option** is one of the most immediately **lucrative**. Reliable babysitters **are in high demand**. You can almost name your price. Babysitters earn upwards of \$15 an hour these days. Offer to sit for friends' kids Friday or Saturday night. The parents will be only too happy to hand you cash when they return. Other quick cash options? House-sit for friends of friends (friends by definition, will expect you to feed their cat and take in their mail for free. People you only know by association won't).

## *2. Collect Your Change*

Everyone's living quarters are different, of course, but there's a certain (rather obvious at first) list that everyone should go through first. *Your bed stand*. Don't most of us have a little spot where we put money, after we **toss off our clothes** at the end of the day? But, sure, there's probably nothing there, because you've already **raided** this. *Hone in on your home office*. Have one? It seems like another natural place where you might have **stuffed** a few bills or coins aside at one point. *Survey your sofa*. Underneath those cushions, where pocket change slides out and **drops into the crevasses** of your couch, is often, quite literally, a gold mine. And possibly half of a melted Hershey's bar. You really do need to get down here more often. *Check the car*. Most of us have a little spot in the car where **rogue** coins **wind up**, when we

don't have time to put them in a pocket or purse. They sometimes wind up under the car seats. You probably have something here.

### *3. Return Past Purchases*

Taking **recently-purchased items** back for cash is really one of the most efficient ways of making quick cash. Not only are you typically able to get your full purchase price back if you have a receipt (except for some categories like electronics, for which stores often **charge** a "restocking" fee); but you'll reduce your stuff and pay penance for your spending habit, too.

### *4. Start Your Own Part-Time Business From Home*

Married couple, Jacob and Susan D'Aniello, began their own **pooper scooper business**. Their small start from working out of their home turned into a multi-million dollar franchise called Doody Calls. In the beginning, it was just them, a bag, a little shovel... They started the business when they were dating and basically fell in love over **canine feces**, and while the business became complicated, in the beginning, it only involved a little time, some exercise and then collecting the fee a short time later.

### *5. Take A Part-Time Job*

Most part-time jobs aren't what they're cracked up to be, when it comes to getting paid quickly. If you **flip** burgers at a fast food chain or become a retail clerk - it's probably going to be two weeks, at best, before you

receive that first paycheck, and there are **circumstances** where it'll work out to three or four.

### *6. Set Up A Roadside Stand*

Fellow blogger Amy Stone shared with me an excellent blog experiment on the potential for selling bottled water at a freeway exit, in which a blogger sold a case's worth of water in less than 30 minutes.

### *7. Recycle Scrap Metal*

One way you can get some quick cash is to sell metal to your local salvage yard or recycling center. One Daily Finance blogger's co-worker bought a used camper for just over \$600 and took his old one to **get scrapped**. The scrap value of his **camper** almost paid for his new camper purchase.

## *VOCABULARY ITEMS*

**to hit up** – просить

**silly** – нелепый, глупый

**worn-out individuals** – измученные, усталые

**quelling tantrums** – подавление истерик / вспышек гнева

**to wipe up spilled water** – вытереть пролитую воду

**to turn a quick buck** – крутить легкие деньги

**babysitting option** – работа няней

**lucrative** – прибыльный

**to be in high demand** – иметь большой спрос

**toss off smb's clothes** – «протирать штаны»

**raid** – налет

**to hone** – горевать, ворчать

**stuff** – чепуха

**to drop into the crevasses** – рухнуть на диван

**rogue** – мошенник

**to wind up** – сворачивать

**recently-purchased items** – готовые изделия

**charge** – оплата

**pooper scooper business** – бизнес, подразумевающий уборку собачьих экскрементов

**canine feces** – собачьи экскременты

**to flip** – щелкнуть, смахнуть

**circumstances** – обстоятельства

**to get scrapped** – сдавать в утиль

**camper** – дом на колесах

## II. Exercises

*a. Make up your own sentences using words in bold.*

*b. Translate sentences into English.*

Быть на мели, надежные няни, назначить цену, изголовье кровати, иметь представление о чем-либо, складки дивана, растаявшая плитка шоколадки, сеть ресторанов быстрого питания, кипящая вода, место сбора повреждённой, оставленной техники и утиля, пункт приёма стеклотары, стоимость изделия, сдаваемого в утиль

## UNIT 13. CHANGING CULTURE

*I. Read the text and comment on its content.*

### CULTURE AS CULPRIT: FOUR STEPS TO EFFECTIVE CHANGE

Culture is under attack. It is currently being **blamed** for most **implementation** and **execution** problems. Culture "trumps everything," it is argued, usually without the empirical evidence to back up such a **claim**. This argument, says Wharton management professor Larry Hrebiniak, can create a "culture trap," a very narrow way of thinking about culture and its role in organizational problems, that can lead to poor decisions and frustrations as managers try to affect culture and culture change with the wrong methods.

Hrebiniak continues, "Culture is important; it definitely can affect behavior and performance outcomes. But it's also important to realize that behavior and performance affect culture; culture is not only a causal factor, it's also a dependent variable affected by other critical execution-related factors. Incentives, structures, decision processes, behaviors, people, and controls affect and shape culture. It's important to understand these dynamic interactions to fully **comprehend** culture, how to manage it, and how to avoid ineffective, **knee-jerk** reactions to change it."

The question then is: What's more important — culture or the factors and conditions that affect and shape it?

"Appealing to managers to change behaviors, thinking, values, and beliefs rarely works. Culture-changing activities such as white-water rafting, rock climbing, paint-ball wars, sensitivity training, and other team-building exercises alone rarely have long-lasting effects. Spirits may be lifted or behavior changed for a while, but managers soon fall prey to the same old organizational structures, incentives, processes, and controls." But if direct appeals or focus on culture don't work, what will?

Hrebiniak, author of *Making Strategy Work*, stresses that to change culture, you should focus on four of the factors and conditions that affect it:

### **Structure and Process.**

**Large retail stores** like Wal-Mart or Sears, seeking to achieve decentralized operations and create a culture of decision-making autonomy so stores can get close to customers and local tastes, might ask corporate and regional managers to leave stores alone and allow store managers to do their own thing. **Interference** with the stores, it is hoped, will decrease if managers are asked to butt out and let local decisions and actions prevail. But what happens when the next major problem arises? Corporate or regional managers **swoop down on** the stores, bringing centralized solutions. As an alternative, they could change structure instead. Increasing **the span of control** for corporate or regional managers, for example, would militate against involvement in the stores. Large spans **foster** decentralization and autonomy at lower

levels by making it more difficult to actively **meddle** in a larger number of stores' strategy and operations. Behavioral change of top managers can foster behavioral and culture change in the stores.

### **People.**

Bring in fresh blood and thinking. Rotate managers with different views of competitive conditions or operations. Supply different, needed skills or capabilities from the outside. New people, ideas, and strategies can lead to behavioral and performance changes that, in turn, can affect new ways of thinking and culture change.

### **Incentives.**

Randy Tobias once remarked that the culture of the old AT&T rewarded "getting older." The culture, over time, became stifling and bureaucratic. Appeals to managers to change and team-building exercises didn't work. But CEO Tobias and others after him changed **incentives** to reward performance, not getting older. New people were attracted by the new incentives and the opportunities presented (see previous point) and the culture began to change. The same **emphasis** on incentives can be seen over the years at J&J, GE, and other companies. Incentives affect behavior and performance and attract new resources and capabilities, which can lead to culture change.

### **Changing and Enforcing Controls.**

It's important for companies to increase feedback, evaluate performance, and take remedial action. Emphasis

should be on tweaking strategy implementation activities to achieve desired results. It's vital to learn from performance, including mistakes, and use the lessons learned to change incentives, resources, people, methods and processes, and other factors to foster strategic and operating goals. It's also necessary to hold managers accountable for performance results, a formal mantra of Robert Wood Johnson, Jack Welch, and many others. These actions or emphases will help to shape new behaviors, task interactions, and ways of thinking that will create or **define** a culture of learning and achievement.

### *VOCABULARY ITEMS*

**to blame** – винить

**implementation** – внедрение

**execution** – исполнение

**to claim** – утверждение

**to comprehend** – понимать, осмыслять

**knee-jerk** – предвидимый

**large retail store** – крупный розничный магазин

**interference** – вмешательство

**to swoop down on** – налетать, устремляться

**span of control** – норма управления

**to foster** – воспитывать

**to meddle** – ввязываться, вмешиваться

**incentive** – стимул

**emphasis** – подчёркивание, акцент

**to define** – определить

## II. Exercises

### *a. Answer the questions*

1. Can the situation of culture be characterized as stable nowadays?
2. What does affect culture and in what way?
3. What kind of culture-changing activities were mentioned in the text? Do they help in any way?
4. How many Factors does Hrebiniak outline? Enumerate them.
5. Why do large retail stores seek to achieve operations and create a special culture?

### *b. Find if the sentences are True (T) or False (F).*

1. Hrebiniak declares that culture is important, but it can't affect behavior and performance.
2. After experiencing culture-changing activities spirits of personnel may be lifted or behavior changed forever.
3. Decreasing the span of control would militate against involvement in the stores.
4. Large spans bring up decentralization and autonomy at lower levels.
5. New people, ideas, and strategies can't lead to changes.
6. Hrebiniak once remarked that the culture of the old AT&T rewarded "getting older."
7. New behaviors will be shaped due to emphases that will give a life to learning culture.

## UNIT 14. 'THE CUSTOMER IS ALWAYS RIGHT'

*I. Read the text and comment on its content.*

### TOP 5 REASONS WHY 'THE CUSTOMER IS ALWAYS RIGHT' IS WRONG

The phrase "The customer is always right" was originally coined in 1909 by Harry Gordon Selfridge, the founder of Selfridge's department store in London, and is typically used by businesses to convince customers that they will get good service at this company and convince employees to give customers good service.

However, I think businesses should **abandon** this phrase once and for all - ironically, because it leads to worse customer service.

Here are the top five reasons why "The Customer Is Always Right" is wrong.

#### **1: It Makes Employees Unhappy**

Gordon Bethune is a brash Texan (as is Herb Kelleher, coincidentally) who is best known for turning Continental Airlines around "From Worst to First," a story told in his book of the same title from 1998. He wanted to make sure that both customers and employees liked the way Continental treated them, so he made it very clear that the maxim "the customer is always right" didn't hold sway at Continental.

#### **2: It Gives Abrasive Customers an Unfair Advantage**

Using the slogan "The customer is always right," **abusive** customers can demand just about anything -- they're right

by definition, aren't they? This makes the employees' jobs that much harder when trying **to rein them in**.

Also, it means that abusive people get better treatment and conditions than nice people. That always seemed wrong to me, and it makes much more sense to be nice to the nice customers to keep them coming back.

### **3: Some Customers Are Bad for Business**

Most businesses think that "the more customers the better". But some customers are quite simply bad for business.

Danish IT service provider Service Gruppen proudly tell this story:

One of our service technicians arrived at a customer's site for a maintenance task, and to his great shock was treated very rudely by the customer.

When he'd finished the task and returned to the office, he told management about his experience. They promptly cancelled the customer's contract

### **4: It Results in Worse Customer Service**

Rosenbluth International, a corporate travel agency since bought by American Express, took it even further. CEO Hal Rosenbluth wrote an excellent book about their approach called *Put The Customer Second - Put your people first*.

Rosenbluth argues that when you put the employees first, they put the customers first. Put employees first and they will be happy at work. Employees who are happy at work give better customer service because:

- They care more about other people, including customers
- They have more energy
- They are happy, meaning they are more fun to talk to and interact with
- They are more motivated

On the other hand, when the company and management consistently side with customers instead of with employees, it sends a clear message that:

- Employees are not valued
- Treating employees **fairly** is not important
- Employees have no right to respect from customers
- Employees have **to put up** with everything from customers

When this attitude **prevails**, employees stop caring about service. At that point, **genuinely** good service is almost impossible - the best customers can hope for is fake good service. You know the kind I mean: **courteous** on the surface only.

### **5: Some Customers Are Just Plain Wrong**

Herb Kelleher agrees, as this passage *From Nuts!* the excellent book about Southwest Airlines shows:

A Continental flight attendant once was offended by a passenger's child wearing a hat with Nazi and KKK emblems on it. It was pretty **offensive** stuff, so the attendant went to the kid's father and asked him to put away the hat. "No," the guy said. "My kid can wear what he wants, and I don't care who likes it."

The flight attendant went into **the cockpit** and got the first officer, who explained to the passenger the FAA regulation that makes it a crime **to interfere** with the duties of a **crew** member. The hat was **causing** other passengers and the **crew** discomfort, and that interfered with the flight attendant's duties. The guy better put away the hat.

He did, but he didn't like it. He wrote many **nasty** letters. We made every effort to explain our policy and the federal air regulations, but he wasn't hearing it. He even showed up in our executive suite to discuss the matter with me. I let him sit out there. I didn't want to see him and I didn't want to listen to him. He bought a ticket on our airplane, and that means we'll take him where he wants to go. But if he's going to be rude and offensive, he's welcome to fly another airline.

The fact is that some customers are just plain wrong, that businesses are better off without them, and that managers siding with unreasonable customers over employees is a very bad idea, that results in worse customer service.

### *VOCABULARY ITEMS*

**to abandon** – оставлять, отказываться

**abusive** – злоупотребляющий в личных интересах, оскорбительный

**rein in** – останавливать, удерживать

**fairly** – изрядно, достаточно, приблизительно

**to put up** – смириться

**to prevail** – преобладать

**genuinely** – на самом деле, подлинно

**courteous** – вежливый, учтивый

**offensive** – неприятный, агрессивный

**cockpit** – кабина пилота

**to interfere** – вмешиваться

**crew** – команда

**to cause** – вызывать, быть причиной чего-либо

**nasty** – непослушный, грубый

## II. Exercises

### *a. Answer the questions*

1. What was the name of the person who said the phrase "The customer is always right" at the first time?
2. Are any reasons which deny this phrase? How many reasons did you find?
3. What did Gordon Bethune want to achieve writing his book?
4. Are abrasive and nice customers treated on equal terms?
5. Was the customer right with the situation connected with his kid's hat? Comment upon the situation.

### *b. Translate the sentences into English*

Убедить сотрудников, раз и навсегда, прояснить что-либо, контролировать ситуацию, быть определенно правым, улучшать что-либо, с другой стороны, четко дать понять, иметь право на уважение, псевдокачественное оказание услуг, снять (шляпу),

«мне все равно/мне плевать», приложить все усилия, быть несомненно неправым.

## UNIT 15. AN INTERESTING PLACE TO LIVE

*I. Read the text and comment on its content.*

### TREE HOUSES

Tree houses or **tree forts** are platforms or buildings constructed around, next to or among the trunk or branches of one or more mature trees while above ground level. Tree houses can be used for recreation, work space, habitation, observation or **as temporary retreats**.

Tree houses are usually built for leisure purposes, but sometimes they may be built for protection against wild animals. In some parts of the tropics, houses are either **fastened** to trees or **elevated** on **stilts** to keep the living quarters above the ground to protect occupants and stored food from **scavenging animals**. The Korowai,

a Papuan tribe in the southeast of Iran Jaya, live in tree houses, some nearly 40 meters (130 ft) high, as protection against **a tribe** of neighboring **head-hunters**, the Citak.

Along with **subterranean** and ground level houses, tree houses are an option for building eco-friendly houses in remote forest areas, because they do not require a clearing of a certain area of forest. The wildlife, climate and illumination on ground level in areas of **dense close-canopy forest** is not desirable to some people.

Peace and **tranquility** are yours when nature welcomes you just 30 minutes from Seattle! Located in a beautiful forest beside the Raging River, Tree House Point offers **myriad** possibilities for your use and enjoyment! Tree House Point offers overnight **lodging**, weddings and **elopements**, and accommodation for meetings. Turn off the technology, escape from everyday stress, and come enjoy the **rejuvenating** powers of the Pacific Northwest. From **engagements** to weddings, anniversaries to **renewing vows**, Tree House Point is a romantic spot for your celebration! Choose a spot on the river, reserve the Pond Room, or stay the night for your special event. Tree House Point also offers **an on-staff officiate** as well as private yoga. Whether your goal is a quiet getaway for two or a life celebration with friends and family, you can come and have a good rest time there!

### *VOCABULARY ITEMS*

**tree fort** – деревянная крепость

**temporary retreat** – временное отступление

**to fasten** – прикреплять

**to elevate on a stilt** – расположенный на сваях

**scavenging animals** – «животные-грызуны»

**a tribe** – племя

**head-hunter** – охотник за головами

**a subterranean** – пещерный житель

**dense close-canopy forest** – непроницаемый густой покроей леса

**tranquility** – спокойствие

**myriad** – бесчисленный, несметный

**lodging** – помещение

**elopement** – тайный побег

**rejuvenating** – восстановление, омолаживание

**engagement** – помолвка

**to renew vows** – повторять обеты

**on-staff officiate** – исполнять ритуал

## II. Exercises

### *a. Answer the questions*

1. What is the definition of notion “tree houses”?

2. What kind of material is used during the building of tree houses?

3. Why did a Papuan tribe build tree houses?

4. Does everybody want to live in tree house? What about you?

5. What are advantages and disadvantages in living in tree houses?

### *b. Translate the sentences into English*

Рабочее пространство, уединение, жилая площадь, сбежать от ежедневного стресса, романтическое место встречи, провести время отдыхая.

## **UNIT 20. HOW THE RICH TRAVEL**

### *I. Read the text and comment on its content.*

## TRAVELLING BY PLANE

No wonder that one of the latest means of travelling is travelling by plane. Nowadays people mostly travel by air. It combines both comfort and speed and you will reach the place of **destination** very quickly. No doubt, travelling by air is the most convenient and comfortable means of travelling. But if you are **airsick** the flight may seem not so nice to you. Unfortunately sometimes the flights are **delayed** because of unfavorable **weather conditions**, and one more inconvenience is **jet-lag**.

Before boarding the plane you must **check in** at the airport. Passengers are **requested** to arrive at the airport one hour before **departure** time on international flights and half an hour on domestic flights. You must register your tickets, **weigh** in and register the luggage.

The economy class **limitation** is 20 kg. First-class passengers are **allowed** 30 kg. **Excess** luggage must be paid for. Passengers are **permitted**, to take only some **personal belongings** with them into the cabin. These items include handbags, brief-cases or **attaché cases**, umbrellas, coats and souvenirs bought at the **tax-free shops** at the airport. Each passenger is given a **boarding pass** to be shown at the **departure gate** and again to the stewardess when boarding the plane.

Before the plane **takes off** the stewardess gives you all the information about the flight, the **speed and altitude**. She asks you **to fasten the belts** and not to smoke. She will **take care of** you during the flight and will help you to get comfortable in your seat. Inside the cabins the air is always fresh and warm. The captain will welcome you on board, tell you all about the flight and the interesting places you are flying over. During the flight you can **take a nap** or **have a chat**, you can read and **relax**. In some planes you can watch video or listen to the music.

When the plane is **landing or taking off** you have an opportunity to enjoy the wonderful **scenery and landscapes**. While travelling by plane you fly past various villages and cities at the sight of which realize how **majestic and tremendous** our planet is. Do not forget your **personal belongings** when leaving the plane.

Landing formalities and **customs regulation** are about the same in all countries. While still on board the plane the passenger is given an arrival card to fill in, **he fills in** (in block letters) his name in full, **country of residence, permanent address, purpose and length of visit**; and address in the country he is visiting. After the passenger has **disembarked**, officials will **examine (check)** his passport and visa (to see if they are in order).

In some countries they will check the passenger's certificate of **vaccination**. When these formalities have been completed the passenger goes to the Customs for an examination of his luggage. The passenger is required **to fill in a customs declaration form**. He must list all **dutiable articles**. Personal belongings may be brought in duty-free.

Here is a **partial** list of **prohibited** articles: **firearms**, drugs, in some countries – meat products, fresh fruit and vegetables. The Customs inspector may ask you to open your bags for inspection. After you are through with all customs formalities he will put **a stamp** on each piece of luggage.

### *VOCABULARY ITEMS*

**a destination** – место назначения, пункт назначения

**to board** – всходить на борт (любого судна)

**to check in** – регистрировать(ся)

**to be airsick** – страдать воздушной болезнью

**a flight** – полет

**to delay** – откладывать; задерживать, замедлять

**unfavorable** – неблагоприятный; неблагоприятный

**weather conditions** – погодные условия

**an jet-lag** – нарушение суточного ритма организма, расстройство биоритмов в связи с перелетом через несколько часовых поясов

**to request** – просить, требовать

**to weigh** – взвешивать; весить

**a limitation** – ограничение  
**to allow** – позволять, разрешать  
**excess** – избыточный; превышающий норму  
**to permit** – позволять, разрешать, давать разрешение  
**personal belongings** – лично принадлежащие вещи  
**a brief-case** – портфель  
**an attaché case** – кожаный ручной плоский чемоданчик (для книг, документов)  
**boarding pass** – посадочный талон  
**a departure** – отправление, отбытие  
**an altitude** – высота  
**fasten one's belts** – пристегнуть ремни  
**to take care** – заботиться  
**to take a nap** – вздремнуть  
**to have a chat** – поболтать, побеседовать  
**to relax** – расслабляться  
**to take off** – (авиация). взлететь  
**a scenery** – вид, пейзаж; ландшафт  
**a landscape** – ландшафт, пейзаж  
**to realize** – представлять себе; понимать, осознавать  
**majestic** – величественный, грандиозный, величавый  
**customs regulations** – таможенные инструкции  
**to fill in** – заполнять  
**country of residence** – страна пребывания  
**permanent address** – постоянное место жительства

**a purpose** – назначение, намерение, цель  
**a length** – длина; расстояние  
**to disembark** – высаживаться  
**to examine** – проверять  
**a vaccination** – вакцинация  
**customs declaration** – таможенная декларация  
**to list** – вносить в список; составлять список;  
регистрировать  
**dutiable** – подлежащий обложению (таможенной)  
пошлиной  
**an article** – вещь, предмет  
**partial** – частичный, неполный  
**prohibited** – запрещенный  
**a firearm** – огнестрельное оружие  
**a stamp** – штамп, штемпель, печать

## II. Exercises

### *a. Answer the questions*

1. Why do people mostly travel by air nowadays?
2. Why may the flight seem not so nice to you?
3. What are other inconveniences of flying?
4. When are passengers requested to arrive at the airport?
5. What is the luggage limitation?
6. What must passengers do in case they have some excess luggage?
7. What are passengers permitted to take with them into the cabin?

8. When is a boarding pass to be shown?
9. What do stewardesses do during the flight?
10. What can you do during the flight?
11. What opportunities do passengers have when the plane is landing or taking off?
12. What is the passenger given to fill in while still onboard the plane?
13. What are the formalities to be completed after the passenger has disembarked?
14. What must you list in your customs declaration?
15. What are prohibited articles?
16. What will the Customs inspector do after you are through with all customs formalities?

## **UNIT 21. A GREAT CINEMA**

*I. Read the text and comment on its content.*

### **THE TWILIGHT SAGA**

The Twilight Saga is a series of five romance fantasy films from Summit Entertainment based on the four novels by the American author Stephanie Meyer. The films star Kristen Stewart, Robert Paterson, and Taylor Lautner. The series has grossed over \$3.3 billion in worldwide receipts and consists, to date, of five motion pictures. The first installment, *Twilight*, was released on November 21, 2008. The second installment, *New Moon*, followed on November 20, 2009, breaking box office records as the

biggest midnight screening and opening day in history, grossing an estimated \$72.7 million. The third installment, *Eclipse*, was released on June 30, 2010, and was the first *Twilight* film to be released in IMAX.

The series was in development since 2004 at Paramount Pictures, during which time a screen adaptation of *Twilight* that differed significantly from the novel was written. Three years later, Summit Entertainment **acquired** the rights to the film. After *Twilight* grossed \$35.7 million on its opening day, Summit Entertainment announced they would begin production on *New Moon*; they had acquired the rights to the remaining novels earlier that same month. A two-part adaptation of *Breaking Dawn* began shooting in November 2010 with November 18, 2011, and November 16, 2012, release dates.

In the first movie “Twilight” Bella Swan moves from Phoenix, Arizona to live with her father in Forks, Washington to allow her mother to travel with her new husband, a minor league baseball player. After moving to Forks, Bella finds herself **involuntarily** drawn to a **mysterious**, handsome boy, Edward Cullen. She eventually learns that he is a member of a vampire family who drinks animal blood rather than human blood. Edward and Bella fall in love, while James, a sadistic vampire from another **coven**, is drawn **to hunt down** Bella. Edward and the other Collins defend Bella. She escapes to Phoenix, Arizona, where she is **tricked into**

confronting James, who tries to kill her. She is seriously **wounded**, but Edward **rescues** her and they return to Forks.

### *VOCABULARY ITEMS*

**to acquire** – приобретать

**involuntarily** – невольно, непреднамеренно

**mysterious** – загадочный, мистический

**a coven** – компания, клан

**to hunt down** – охотиться

**to trick into** – обманом заставить что-то сделать

**to wound** – ранить

**to rescue** – прийти на помощь

*Retell the plot of your favorite movie, using the following words and phrases:*

My favorite movie is...; actor/actress, starring, cameraman, crew, costume designer, director cast, crowd scene; action movie, adventure film, drama, comedy, thriller, black-and-white film, documentary film, historical film, horror film; stunts, drive-in-theatre, cinema (BrE), movie theater (AmE), open-air theatre, original soundtrack (OST), to release a film, to shoot a film, visual effects etc.

## **UNIT 22. YOUR PERSONAL BRAND IMAGE**

*I. Read the text and comment on its content.*

## PRADA

*Prada S.p.A.* (Italian pronunciation: ['pra:da]) is an Italian luxury fashion house, specializing in ready-to-wear leather and fashion accessories, shoes, luggage, perfumes, watches, etc., founded in 1913 by Mario Prada.

The company was started in 1913 by Mario Prada and his brother Martino as a **leather goods shop** – Fratelli Prada (*English: Prada Brothers*) – in Milan, Italy. **Initially**, the shop sold leather goods and imported English **steamer trunks** and handbags.

Previous Prada exclusives and openers who have gone on to success in the fashion world include models and actors Daria Werbowy, Gemma Ward, Vanessa Axente, Suvi Koponen, Ali Stephens and **Sasha Pivovarova**, who went on to appear in Prada's ad campaigns for six **consecutive** seasons after opening the Prada fall 2005 runway show.

Prada has **commissioned** architects, most notably Rem Koolhaas and Herzog & de Meuron, to design **flagship stores** in various locations. A duplex megastore was opened in Kuala Lumpur at the Pavilion Kuala Lumpur in late 2008. Prada commissioned an unusual multi-purpose building called the Prada Transformer in Seoul. And 2009 saw the opening of a new store on Corso Venezia, Milan, designed by architect Robert Baciocchi, focusing on the Prada *Made to Order* collection. In June 2012, Prada returned to the Middle East with the opening of its largest boutique ever in Dubai's Mall of the Emirates.

Production of watches started in 2007 and was **suspended** in 2012. One of first models, named *Special Edition Prada Watch*, was produced in 1000 pieces with number on the back. There are several models with blue tooth technology: famous model is named *Prada. The Link* because it is linked or connected with cell phone that was made by Prada too. Wrist watches were manufactured by Naloni: Italian luxury watches company.

### VOCABULARY ITEMS

**a leather goods shop** – магазин изделий из кожи

**Initially** – первоначально

**a steamer trunk** – большой невысокий квадратный чемодан

**consecutive** – последующий, непрерывный

**to commission** – поручать, заказать

**flagship stores** – «флагманский» магазин

**to suspend** – прекратить

## II. Exercises

*a. Answer the questions.*

1. What famous brand names can you mention?
2. What kind of goods does Prada work with?
3. Who was the founder of Prada's company?
4. What architects were commissioned by Prada?
5. Who was the architect of *Made to Order* collection?

*b. Find the events connected with the following figures and Names.*

1913	Fratelli Prada	2008	2009	June 2012
Gemma Ward	1000	2005	2007	Corso Venezia

## **UNIT 23. MANAGING PEOPLE**

*I. Read the texts and comment on their contents.*

### **QUALITIES OF A GOOD MANAGER**

After an interview with candidates for a managerial position the opinions were summed up as follows :

1. A good manager should be competent.
2. A good manager should be able to deal with people, to talk to them about their jobs, problems, their future.
3. A good manager should be adaptable to the situation.
4. A good manager is one who can persuade people that his way is right. It is necessary to make people accept his decisions and follow his leadership.
5. A good manager should be firm with his people. That's how they will come to respect him.

6. A good manager should be physically fit. In the age of strains and pressures. Only the fittest can survive, mentally competent and physically fit.

What is your opinion? Argue your conclusions with your friends.

## ON MANAGEMENT IN RUSSIA

In the early years of the new Russia, it was said the foreign **entrepreneur** would probably do better than the multinational corporation. He was seen as **flexible** and willing to adapt to Russia's circumstances and culture, whereas the giant corporation might try **to impose** its own way of doing business and inevitably face problems. That may have been true at one time, but it seems that major companies are finally waking up. After a few years in Moscow, they are starting to realize that simply transferring their successful methods of doing business elsewhere in the world will not work in Russia. Rather, they are learning how to work with Russians on Russian terms.

The president of a successful Russian food company, for example, said last year that he has a formula for business that has worked well: people, ideas, money. That is, first he must like the people with whom he is dealing. Then they must have good ideas. Finally, they must show him the money. But it has to be in that order. Some American companies are learning that the way to make Russians feel secure enough to accept American money and ideas varies

with the partners" back ground, age, family status and other personal factors. But it almost always comes down to **relationships**. Treat Russian **counterparts** as you would treat a friend rather than an enemy or even business partner. Of course, there are always exceptions, but as a general rule a purely business relationship will not work to any one's satisfaction.

Some managers begin to learn that their style of management should be more relaxed than usual with Russians. The carrot usually works much better than the stick, because failure has much more meaning in Russia than in America. Among the lessons to be learned are: Let work and personal life **intermix** in a way that companies could never accept in the West; **flexible schedules** (for the right people) and birthday parties - even for partners and others outside the firm with whom the company works - are good ways of bringing a personal touch; as much as possible, action the basis of personal and not business relationships; and, if necessary, live with emotionalism as a part of it all. This would sound terribly inefficient to most American managers. But most Russians are intelligent, well educated and hardworking. If they need to feel more personally secure and involved than most Americans to do their jobs well, so what?

### *VOCABULARY ITEMS*

**an entrepreneur** – предприниматель;

**flexible** – гибкий;

**to impose** – навязывать;

**relationships** – взаимоотношения;

**a counterpart** – партнер;

**to intermix** – смешивать(ся);

**a flexible schedule** – гибкий график работы

*a. Answer the questions.*

1. How does the article compare single entrepreneurs and multinational corporations' activity in the early years of the new Russia?

2. In what way are major companies waking up to Russian business reality?

3. What formula works for business in Russia? Is the conclusion of the article correct?

4. Do you agree that personal relationships are important in business contacts with foreign counterparts?

5. Do you agree that in business the foreign management style is more relaxed? Should it be more relaxed?

6. Should work and personal life intermix? How? Does it depend on circumstances?

7. What is the conclusion of the article for Russian businessmen?

*II. Read the text and comment on its content.*

DO LOOKS COUNT IN BUSINESS?

There seems to be something undemocratic about judging managers abilities by the color of their eyes, the size of their lips, the shape of their nose sort he amount of their body fat. Yet looks matter a lot more in **hiring** and promotions than employers will admit to others, or even to themselves.

Airlines and police forces have long had height and/or weight requirements. They say that being physically fit and strong - not too fat or too small – is in the interest of the public's safety. Scotland Yard requires its **male employees** to be at least 5 feet 8 inches (1.73 meters) tall and **female employees** to be at least 5 feet 4 inches. The Yard decided to accept shorter women a few years ago to conform with Britain's **equal-opportunity rules**. Air Frances till requires its female cabin crew to be between 1.58 meters, and 1.78 meters, and men to between 1.70 meters and 1.9-2 meters. They must also have a "harmonious silhouette."And British Airways **grounds** any member of its cabin crew-pilots excluded-if they are 20 percent over the average weight for their height.

Being short or overweight may affect people's careers in other industries in some ways. Being too small and/or **overweight** is only one way that looks can **have an impact** on someone's career. Academic research at Universities shows that the better-looking a person is, the more positive qualities they may have and the more influence it has in a career. There is some evidence, however, that women who are too attractive – unless they

are television commentators or have other high visibility jobs – do not work well as managers. "There is enough research now to conclude that attractive women who wish to have managerial positions do not **fare as well as** women who may be less attractive," said a professor at Utah State University and an authority on the subject.

Some French employers and recruiters decide whether a manager is right for the job depending on looks. "Unfortunately, judging people by their **looks** has become a criterion for recruitment in France. When it is used as the sole **criterion**, it is a catastrophe." "Some people **hire** you because of the color of your tie; why not the **shape** of your ears?" said Frederique Ro Uet, a psychotherapist in Paris who is the author of several books on the subject.

### *VOCABULARY ITEMS*

**a look** – внешность

**a shape** – форма

**to hire** – нанимать

**male employees** – служащие мужчины

**female employees** – служащие женщины

**equal-opportunity rules** – правила о равных  
возможностях

**to ground** – зд. переводить на землю

**an overweight** – чрезмерный вес

**to have an impact** – воздействовать, влиять на

**to fare well** – хорошо работать

**a criterion** – критерий.

## II. Exercises

### *a. Answer the questions*

1. Do you think that a certain type of appearance is necessary for some jobs? Why?
2. Are good-looking women (men) more successful in jobs?
3. Do many employers recruit candidates on the basis of their looks?  
Why? In what cases? Is it fair?
4. Is this approach effective?
5. What was the job of Frederique Ro Uet?

### *b. Translate the sentences into English*

Быть в форме и физически сильным, в интересах безопасности, экипаж самолета, гармоничный силуэт, повлиять на карьеру людей, научное исследование, положительные качества, имеются доказательства, привлекательные женщины, управляющая должность, к несчастью.

## UNIT 24. SOCIAL ISSUES

### *I. Read the text and comment on its content.*

#### RUSSIAN JOB SEEKERS LOST ON THE WEB

**Internet-aided recruitment** may soon be able to replace regular recruitment processes, World Wide **Web** enthusiasts expect. However, a closer look at existing Russian job search procedures show that they are not

bringing **jobseekers** and employers to get her effectively. Few of these sites provide the necessary tools for users in a professional manner; many are just only **listings** of vacancies. Many Russian job portals seem to be more concerned with attracting advertisers through high visitor figures than with the quality of their services.

Several sites don't even make much of an effort to look after the quality of the vacancies advertised, or check that they haven't already been filled. This is necessary in order to avoid sites becoming virtual vacancy dumps where, on the face of it, there seem to be a lot of vacancies, but in reality, many are either already filled or never existed in the first place. The number of vacancies offered by various sites ranges between 100 and 20,000. The sites that have lower figures usually are either new (cvonline.ru) or specifically target certain groups of employers and job seekers (nj.ru, profy.ru).

The Websites jobs.ru and job-today.ru are online versions of the print newspapers Rabota dlya vas (Work for You) and Rabota segodnya (Work Today). Both have simple designs and the search **tools** leave much to be desired. Another deficiency of these resources is the complicated or incompetent classification of vacancies. Where does a marketing manager go – to the PR section, the advertising section or the middle-management section? There might be very interesting job opportunities, but to find them you will have to check virtually all the

announcements and will still not know if the job offer is still open.

Also, beware of posting your resumes in various sites that do not provide restricted access to your data; your mailbox risks becoming a host for spam. Both profy.ru and nj.ru say they protect their job seekers and that access to their resume banks is only provided to registered users. Both sites aim to target qualified job seekers and reliable companies. In order to do so, they work offline with the companies that announce their vacancies on the sites and ensure that all vacancies are real and have not yet been filled. In comparison with other resources, these sites have smaller vacancy banks (over 100 at profy.ru and 300 at nj.ru). The developers of Profy.ru say they do not want dubious announcements from unidentified companies to be placed near the names of famous companies and Maria Chernitskaya from National Job Club (nj.ru) says they prefer to work with brand-name companies. Both resources require user registration.

There is a popular belief that only IT specialists can find a job through the Internet easily. Indeed, computer and Web-related vacancies predominate in all job-searching sites. "IT specialists will find a job through job.rbc.ru at the click of a mouse," says Ilya Radionov, their project manager. Recruitment for such specialists via the Internet is so successful that Igor Arzumanyan from software-development company Multimedia Technologies says his

company advertises new job opportunities solely on the Internet. "We've employed around 20 people in this way," he said.

The site job.rbc.ru was launched last September and has a collection of 15,000 vacancies. Both individuals and firms can place their resumes there and some companies may sign a contract with the site operator to place their logo on the Web page, allowing the visitors to search vacancies in specific companies, in addition to in job and position categories. Rodionov said that the Website employs a full-time moderator to look through the vacancy announcements to cancel spam or vacancies from direct-sales companies. However, in spite of the moderator's control, we noticed several such vacancies in different categories.

The parent company of job.rbc.ru, RosBusiness Consulting, has already used the site for recruitment. Vadim Yekomasov, its HR manager, said that 18 new employees have been recruited for the company through the site since September 2000. National Job Club has also filled some positions through its site. However, Yekomasov said, he does not think recruitment will go fully online. "For some top positions I would prefer traditional methods," he said. "However, RBC recruits almost all its IT specialists through Internet Websites." Of the above-mentioned sites, only a very few keep track of the hiring procedures conducted through them. Either they have not yet realized that the number of people who

have found jobs through the sites is the best advertising for them, or this number is so small they do not want to publicize it.

### *VOCABULARY ITEMS*

**the Web** – зд.интернет

**jobseekers** – люди, которые ищут работу

**an internet-aided recruitment** – набор рабочей силы с помощью интернета

**a tool** – орудие

**a listing** – список

### II. Exercises

*a. Answer the questions.*

1. Is it possible to find a job through the Internet?
2. Are these possibilities in Russia very effective?
3. What do the Internet sites provide for the users?
4. Have you heard of any one finding a good job through the Internet?

## **UNIT 25. COFFEE BUSINESS**

*I. Read the text and comment on its content.*

### **WHAT'S THE SECRET TO A SUCCESSFUL COFFEE SHOP?**

There is no one secret to a successful coffee shop; in fact, most secrets in business boil down to either hard

work, extensive experience, or luck or a combination of all three. I have taken success for this post to mean financially sustainable with an appropriate ROI for the owner, which means not necessarily giving the customer everything they would wish for.

**1. Consistently serving the finest espresso** – It is rare in business to discover a product where consistently offering 100% quality is the best commercial decision you can make. In fact, I am the greatest advocate for the 80% is perfect model. But espresso coffee is one of those rare products where consistent 100% quality matters. Customers will walk past ten other competitors to get the best espresso, which is why this factor alone means you don't need the highly visible, most expensive location. So buy the best espresso coffee machine (3/4 group Italian made with e61 group heads and set to the right pump and temperature levels), install it with a water purifier and demineralizer, use a conical grinder, and only buy top quality Arabica or Arabica 90%/Robusta 10% freshly roasted beans, and make sure every cup is made by a fully trained barista who is continually seeking the 'god shot.'

**2. Ergonomics is vital** – Make sure the coffee workstation and layout is such that the barista hardly moves their feet in performing all their coffee making duties, and they are not competing for the space with other staff members. High volume coffee sales are the foundation stone of every coffee shop, so make sure this workstation is perfectly laid out with easy access to underneath bins,

bean storage, and bar fridge milk, having the right height bench top with easy access to cups, grinder, accessories, and reachable overhead storage of supplies. The best setups also have a small inbuilt sink to allow for quick and easy ongoing cleaning. Also, place the cash register on the front counter in close proximity to the barista's workstation. This allows the **barista** to hear the customer orders and get a head start on making them in the busy times, while allowing the barista to work alone in an efficient way in the very slow times.

3. **Use loyalty cards** – I resisted using these for a long time ... but they really do work. Make sure it is a quality card that will last the wear and tear and look good in a customer's wallet. Nothing better than seeing a new customer's face light up when you give them a buy seven get the eighth one free loyalty card, but tick off six of them so that on their very next purchase they get a free one. Cheapest **customer acquisition** ever.

4. **Promote multiple sales** – A coffee shop will never make enough money to pay the bills from coffee sales alone. Coffee may be the prime motivator for customers coming to the business, but they must leave with multiple sales if you are going to be successful. As a target, coffee should be no more than 40% of your weekly sales and two item sales per customer transaction means you are getting it about right. So make sure the traditional coffee **accompaniments** (muffins, cookies, cakes) are close by at the point of sale, and the coffee shop offers cold food, cold

drinks, and hot food to ensure the best chance of multiple sales.

**5. Limit the assortment** – Many newbies in the coffee shop game think that wide assortments and extensive product offers are a key competitive advantage. They forget that the customer is simply hungry or thirsty or both, and that a wide choice for most people creates **anguish**. So cover the necessary categories, but with limited and strategic offers. (e.g. three flavors are enough, three sizes are enough, three types of food/drink are enough). Every item you add to the assortment creates many multiples of management effort (costs) and mostly without adding anything to the **revenue streams** or customer experience.

**6. Merchandise your margins** – Price according to **perceived customer value**, not according to accounting **determined markups**. For some well known items you will need to be at (coffee) or even below market price (coke can), and this loss should be made up with high margins on other items that are exclusive to you or in the **‘don’t-care and addictive’ mindset** of your customers. So don’t add a blanket markup to your entire assortment, but price line by line according to customer expectations and what the market will **bear**.

**7. Get your beachhead strategies right** – Getting traction in a competitive marketplace like coffee shops is vital, and you will need to have a clear understanding of how to get customers to initially give you a go and a plan

for keeping them returning and referring you to their friends. This is a whole other topic that I have now written about here ... **Counter service** – Counter service is the cheapest most efficient and effective service system for a coffee shop, and it is now fully accepted by customers, thanks to the global success of McDonalds. **Counter service** is **hassle** free for both you and your customer, and it significantly reduces your wages bill. So get the customers to order and pay upfront, give them a number on a stand with their drinks, and deliver the food or better still give them a buzzer that calls them up to the counter when the food is ready. Counter service means that you can handle the peak demands that occur in coffee shops at breakfast and lunch, and it is a lot less stressful on everyone, ensuring the friendly banter can remain an important part of your offer.

8. **Pre-make as much as possible** – Custom-made assortments assume that the customers know **precisely** what they want. They don't. Customers see you as the expert and are hoping that you will suggest to them what combination of food/drinks they should be trying. In a coffee shop context, I found it best to pre-make the food and leave the custom making to the coffee. Custom food is also a high cost option for you because you can't get the economies of scale making-to-order, and it limits your turnover in those peak periods where you should be busy pumping out the sales as quickly as possible, not spending the time making custom orders.

9. **Understand what you are really selling** – Too many businesses, including **coffee shop owners**, don't fully understand the need they are really satisfying for their customers, and so they often concentrate on the wrong parts of their offer. Customers frequent a coffee shop for many more reasons than just hunger and thirst. There is the escape from a stressful office, the chance to maintain or grow a relationship, a place to get away to do some reflective work, a chance to engage with familiar coffee shop staff at a particularly **lonely** time, or as a place to do business and reach an agreement. Understanding the needs you are really catering to will help you better construct your offer and make decisions that keep your customers returning and so maintaining the coffee shop's success.

10. **Target TGT +0.68% takeaways** – I know all your friends will tell you to get comfortable lounges, free Wi-Fi, table service, and lots of in-house entertainment ... but customers sitting on one cup of coffee for hours enjoying all these benefits won't pay your rent. My most financially successful coffee shops had a limited number of not-so-comfortable bench & bar stools to make the coffee shop look lived in and loved, but I concentrated on building the takeaway business. **Takeaway customers** pay the same price as the sit-down customer, but without any of the occupancy costs, and you will serve ten of them by the time your sit down customer has finished **sipping** on their first cup of coffee as they enjoy a chat with their friends on Face book using your free Wi-Fi.

**11. Serve on the front line** - Coffee shops, like restaurants, are much more a people/service business than they are a goods/transactional one. While a goods/transactional business can still succeed with a non-present owner, a coffee shop needs the owner's care, attention, and engagement. Customers expect it, and staff are far more **enlivened** when the owner is on hand taking orders or making coffee or is generally **hovering** in active care of the business.

Probably worth mentioning why I haven't included **high traffic location** on the list. The reason is that it doesn't necessarily work for coffee. Sure, you have to be located in the area where there are a sufficient number of people, but you don't need the high traffic location in that area. For a start, it will carry the most expensive rent, secondly you will be competing for that space with A1 tenants (Banks, telcos, fashion houses, franchise chains), making it near impossible to get as a stand alone coffee shop business anyway and thirdly, high traffic does not always translate into high turnover for coffee. I made that mistake once, **failing** to realize that coffee is a destination rather than an impulse purchase and too much traffic can mean that people are more focused on getting somewhere else rather than stopping to enjoy your offer. Believe me, my first will **overcome** the need to get that high traffic location, and the lower rent will make your coffee shop far more financially **sustainable** and successful.

## *VOCABULARY ITEMS*

**a barista (coffee server)** – бариста; человек, который варит кофе

**a customer acquisition** – привлечение клиентов

**an accompaniment** – сопровождение, дополнение

**an anguish** – мука, боль

**revenue streams** – поток поступлений дохода

**a perceived customer value** – очевидная потребительская ценность

**determined markups** – определенные надбавки

**‘don’t-care and addictive’ mindset** – установка на состояния безразличия и вызывающее привыкание

**to bear** – переносить, выдерживать

**counter service** – служба противодействия, кассовое обслуживание

**a coffee shop owner** – владелец кофейни

**lonely** – одинокий

**takeaway customers** – клиенты, приобретающие продукт на вынос

**sip** – пить маленькими глотками

**to enliven** – воодушевлять, вливать жизнь

**hovering** – зависнуть

**high traffic location** – место интенсивного пешеходного движения

**to fail** – не иметь успеха

**to overcome** – преодолеть

**sustainable** – продолжительный

## II. Exercises

*a. Make the detailed annotation of the text and learn it by heart.*

### UNIT 28. THAT'S ENTERTAINMENT

*I. Read the text and comment on its content.*

#### POPULAR FREE TIME ACTIVITIES

Britain has recently been described as a “leisure society.” This is because there are a great variety of **leisure pursuits**. Young people generally go out on Friday or Saturday nights to a disco, to a concert or to a pub. In recent years going out for a meal or getting a **take-away meal** have become popular too. During the past years there is a great increase in **keeping fit** and **staying healthy**. A lot of teens started running, jogging and going to different fitness clubs in their spare time. Aerobics classes and fitness clubs opened in every town, and the number of recreation centers greatly increased. Indoor pools, with their wave-making machines, water slides and tropical vegetation, have become very popular. The same is true in Russia. A lot of teens go in for different kinds of sport. Sport helps them to feel as fit as a **fiddle**. In both countries there are special programmes for problem teenagers, such as a high-risk activities, for example they are taught to jump out of aero planes. But despite the increase in the number of teens participating in sport, the majority of young people still prefer to be spectators. They

prefer to be **couch potatoes**. Watching sports on TV is a popular leisure activity, as is going to football matches on Saturday. Cinemas have been redesigned with four or more screens, each showing a different film at the same time, and a lot of teens like going to the cinemas too.

The young generation is fond of communication. There are many available methods of communication nowadays, and the most popular one is computers. A lot of teenagers spend plenty of time working on computers. The Internet seems really good fun. You may send e-mails to friends from different countries and get their answers instantly. You even may talk to them. It is easy and quick. A lot of teenagers have mobile telephones, so they can always be contacted, if they keep their telephone switched on, at any time of the day or night, or send text messages.

A lot of teenagers in both countries are crazy about animals. They race them, train them and breed them. They like to hear stories about them on television programmes and they like reading books about them. Many teens have a pet animal. It could be a dog, a cat, a goldfish, a bird or a small furry animal like a hamster. Looking after and being kind to their pets is very important for teens. Why are teens so interested in animals? Perhaps it's because they are rather shy in their heart of hearts. One of my friends says: "I can say anything I like to my dog, but she never thinks I'm **silly**."

There are plenty of other kinds of activities, such as travelling, visiting historical places, babysitting, delivering

newspapers, putting together jigsaw puzzles, reading, going to different museums, skateboarding, going fishing, **hitchhiking**, shopping, helping people in need, joining a computer club and others. We can say “So many teens; so many kinds of **activities**.”

Now some words about me. I am fifteen and I am a **computer addict**. I am fond of communication with other teens. That’s why I have a lot of friends in my and other countries. We send messages from one computer to another one using e-mail; we have on-line conversations. I am a member of the computing club and I spend much time there. Of course, it’s rather expensive, but my parents understand me and give me enough money to pay for my computer club. And I think that my hobby will be useful in my future profession. Besides, I spend my free time in the sport club. I go in for kung fu. Recently films about kung fu have become very popular in Russia. This **fighting** itself is a great art, the result of many years of hard work and self-discipline. The man who made kung fu films famous was Bruce Lee. He used **fists, elbows, feet** (never weapons) and moved as fast as **lightning**. I am rather good at kung fu now, but I never use my skills **to hurt** anybody, unless it is absolutely necessary. Now people know what Kung Fu is, and I think it may become a sport of the future, because it develops up your **personality, will and nobility**.

### *VOCABULARY ITEMS*

**leisure pursuits** – занятия на досуге  
**a take-away meal** – еда на вынос  
**to keep fit** – держать себя в форме  
**to stay healthy** – остаться здоровым  
**a fiddle** – скрипка  
**a couch potato** – лежебока, лентяй  
**silly** – глупый, наивный  
**hitchhiking** – путешествие автостопом  
**a computer addict** – увлеченный компьютером  
**fighting** – борьба  
**a fist** – кулак  
**an elbow** – локоть  
**a foot (feet)** – нога (ноги)  
**to hurt** – ушибить, поранить  
**a personality** – личность  
**a will** – воля  
**a nobility** – благородство

## II. Exercises

### *a. Answer the questions*

1. What kind of leisure pursuits are Britain fond of?
2. What is the main problem of Russian teens?
3. In what way do teens communicate with each other?
4. Are teens interested in animals?
5. How do you spend your free time?

## UNIT 30. WORK OF LIFESTYLES

*I. Read the text and comment on its content.*

## EUROPEAN WOMEN YESTERDAY AND TODAY

In the 17th century rich women normally **were taught** at home by a tutor, they were taught subjects like Latin, French, Needlework and they were also taught how to look pretty and to play the piano and other instruments.

When they became older their parents decided who they were going to marry and the family of the woman should **pay a dowry** to the parents of the husband. A rich woman wouldn't normally get a job, they could just stay at home and look after the family and tell the servants what to do.

Poor women did not go to school or did not have an education; they just looked after their home, children and prepared meals or worked in fields. They didn't get paid much and had to work hard.

In the 19th century rich women were educated at home and learned pretty much the same as in the 17th century. They were learned to play the piano, speak French, entertain guests and look attractive. After 1870 it was made compulsory for all women to have an education. Girls didn't learn the same subjects as boys. Girls learnt subjects like laundry, cookery, needlework and housewifery skills.

Rich women did not work, but ran their home with the help of their servants, after 1870 some women became teachers and others could work as secretaries or clerks. So,

women could work but there was a condition. At that time any woman had **to retire** when she got married.

Servants of rich women did all her domestic tasks at home. So all they needed to do at home was to look good and attractive and boss servants around.

Poor women had to work as well as bringing up her children, they had to work in coal mines and factories for long hours earning little money. Until 1870 young children from poor families had to work too.

In the 20th century, when the 1st World War started, women could leave their underpaid jobs and could get jobs at a factory because all men had gone off to fight for the war, so women worked in factories, making arm ours for the war.

When the war was over, women had to go back to their old jobs and they didn't earn as much money as they were used to earn. Some women became teachers. Women **were** now **aloud to vote** and the first female presidents came. Some women **were involved** in politics.

Women started to wear different clothes, they do not wear corsets any more, they wear shorter dresses, even trousers.

To my thinking, the role of women has changed quite a lot. I think all changes that happened in the 20th century were good, because women became to be **treated** more equally and even more due to the processes of emancipation.

## VOCABULARY ITEMS

**to be taught** – быть обучаемым

**to pay a dowry** – платить выкуп

**to retire were aloud to vote** – достигнуть возраста голосования

**to be involved in** – быть замешанным, занятым во что-либо

**to treat smb** – обращаться, обходиться с кем-либо

## II. Exercises

### *a. Translate the sentences into English*

1. В 17 веке знатных дам обучали дома таким предметам как латынь, французский язык, рукоделие, и тому как хорошо выглядеть, играть на фортепьяно и других музыкальных инструментах. 2. Богатые женщины обычно не работали, бедные женщины не ходили в школу и не имели образования; заботились о своем доме, детях, готовили еду или работали на полях. 3. В 19 веке обеспеченные женщины тоже получали образование дома, им преподавали практически то же самое, что и женщинам семнадцатого столетия. 4. После 1870 года образование для женщин стало обязательным. 5. В 20 веке роль женщин очень сильно изменилась, женщины получили равные права и занимали ведущие позиции, как в работе государственного сектора так и в бизнесе.

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