

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ОДЕСЬКИЙ ДЕРЖАВНИЙ ЕКОЛОГІЧНИЙ УНІВЕРСИТЕТ**

**МЕТОДИЧНІ ВКАЗІВКИ
для СРС та навчальний матеріал
з англійської мови
для студентів II курсу (III семестру)
Напрямок підготовки: менеджмент
Спеціальність: менеджмент організацій**

"Затверджено"
на засіданні робочої групи методичної
ради "Заочна та післядипломна освіта"

Одеса-2010

Методичні вказівки для СРС та навчальний матеріал з англійської мови для студентів II курсу (III семестру).
Напрямок підготовки: менеджмент . Спеціальність – менеджмент організацій

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ПЕРЕДМОВА

Практичне володіння англійською мовою при заочній формі навчання означає вміння самостійно за допомогою словника читати літературу за фахом англійською мовою, знаходити корисну для роботи інформацію, а також перекладати тексти за фахом рідною мовою.

Метою запропонованих методичних вказівок для самостійної роботи студентів (СРС) та навчального матеріалу з англійської мови для студентів II курсу III семестру заочної форми навчання, напрям підготовки – “менеджмент” є:

- виробити у студентів навички читання та перекладу науково-технічної літератури англійською мовою за фахом “менеджмент організацій”;
- розвинути вміння розуміти зміст прочитаного;
- виробити навички постановки запитань до тексту англійською мовою;
- підготувати студентів до складання іспиту з англійської мови.

Після вивчення методичних вказівок, виконання практичних завдань та контрольних робіт, студенти повинні вміти читати та перекладати науково-технічну літературу англійською мовою за фахом “менеджмент організацій”, розуміти зміст прочитаного, вміти ставити та відповідати на запитання до іншомовного тексту, брати участь в бесіді за фахом.

Навчальна програма для студентів II курсу III семестру заочної форми навчання розрахована на 60 годин СРС та на 6 години аудиторної роботи.

Контрольна робота №3 для студентів II курсу III семестру заочної форми навчання, напрям підготовки «менеджмент» складається з 6 варіантів.

Кожний варіант містить у собі переклад оригіналу фахового тексту, переклад спеціальної термінології зі змістом даного тексту, виконання завдань на закріплення лексичного матеріалу, а також граматичні завдання, які вимагають у студентів засвоєння інфінітиву, герундія та дієприкметникових зворотів та вміння перекладу цих граматичних структур на рідну мову.

Програма з дисципліни англійська мова для студентів II курсу III семестру заочної форми навчання (напрямок - менеджмент)

№ п.п	Назва теми заняття	Кількість годин ауд.роб.	Кількість годин СРС	Види контролю
1	Практика перекладу тексту за фахом. Розмовна тема “My occupation”. Особливості перекладу інфінітиву.	2	20	УО
2	Знайомство зі спеціальними термінами та їх переклад, переклад науково-технічної літератури. Особливості перекладу дієприкметників та дієприкметникових зворотів. Розмовна тема “My home city (town)”.	2	20	УО
3	Подальша робота з фаховою термінологією. Розмовна тема “Great Britain”. Практика перекладу. Особливості перекладу герундія. Переклад газетної статті за суспільно-політичною тематикою.	2	20	УО

Умовні позначення: УО — усне опитування; КР — контрольна робота.

Організація контролю знань та вмінь студента

При самостійному вивченні дисципліни «Англійська мова» контроль здійснюється за допомогою системи контролюючих заходів, що складаються з поточного та підсумкового контролю.

Поточний контроль здійснюється впродовж усього навчального курсу за формами: перевірка контрольної роботи, перевірка знань та вмінь студента під час аудиторних занять на протязі заліково-екзаменаційної сесії шляхом усного опитування.

Підсумковий контроль здійснюється підчас *заліку* у 4 семестрі. Термін проведення контролюючих заходів — згідно графіка заочної форми навчання.

Оцінюється виконання завдання контрольної роботи наступним чином:

- 18-20 балів— бездоганне виконання граматичних завдань, переклад тексту в контрольній роботі зроблено без суттєвих граматичних та стилістичних помилок, правильні відповіді на поставлені запитання;
- 15-17 балів — виконання граматичних завдань та переклад тексту зроблено на належному рівні, але відповіді на запитання викладача не є повними, або не є правильними;
- 12-14 балів — виконання граматичних завдань та переклад тексту зроблено у контрольній роботі виконано з помилками, відповіді на запитання викладача є неправильними;
- менш 12 балів — при виконанні контрольної роботи припущено більше 10 помилок, при відповідях на поставлені запитання припущена велика кількість помилок.

Усне опитування оцінюється наступним чином:

- студент правильно переказав текст з дотриманням граматичних, стилістичних, фонетичних правил англійської мови на задану тему, а також дав правильні повні відповіді по кожній контрольній роботі — 18 — 20 балів (відмінно);
- студент переказав текст з деякими граматичними, стилістичними та фонетичними помилками та не дав повні відповіді на запитання — 15-17 балів (добре);
- студент переказав текст з суттєвими граматичними, стилістичними, фонетичними помилками і відповів лише на базові питання — 12-14 балів (задовільно);
- студент переказав текст з великою кількістю граматичних, стилістичних, фонетичних помилок і не зміг відповісти на базові питання — менше 12 балів (незадовільно). '

Студенти, які виконали контрольні роботи та отримали за результатами перевірки не менш ніж 36 балів (60%) мають допуск до заліку з дисципліни.

Студенти, які не отримали за контрольні роботи мінімальної кількості балів (36 балів), повинні виконати інший варіант контрольних робіт, який надається викладачем, або виправити помилки попереднього варіанту та отримати відповідну кількість балів для допуску до заліку.

КОНТРОЛНА РОБОТА № 3

Вариант №1

I. Rewrite and translate the text “Production of goods and services ” paying attention to the Infinitive, Gerund and Participle constructions:

PRODUCTION OF GOODS AND SERVICES

Before goods and services can be distributed to households and consumed, they must be produced by someone, or by some business or organization. In the United States and other market economies, privately owned firms produce most goods and services using a variety of techniques. One of the most important is specialization, in which different firms make different kinds of products and individual workers perform specific jobs within a company.

Successful firms earn profits for their owners, who accept the risk of losing money if the products the firms try to sell are not purchased by consumers at prices high enough to cover the costs of production. In the modern economy, most firms and workers have found that to be competitive with other firms and workers they must become very good at producing certain kinds of goods and services.

Most businesses in the United States also operate one of three different legal forms: corporations, partnerships, or sole proprietorships. Each of these forms has certain advantages and disadvantages. Because of that, these three types of business organizations often operate in different kinds of markets. For example, most firms with large amount of money invested in factories and equipment are organized as corporations.

Specialization and the Division of Labor

In earlier centuries, especially in frontier areas, families in the United States were much more self-sufficient, producing for themselves most of the goods and services they consumed. But as the U.S. population and economy grew, it became easier for people to buy more and more things in the marketplace. Once that happened, people faced a choice they still face today: in terms of time, money, and other things that they could do, is it less expensive to make something themselves or to let someone else produce it and buy it from them ?

Over the years, most people and businesses realized that they could make better use of their time and resources by concentrating on one particular kind of work, rather than trying to produce for themselves all the items they want to consume. Most people now work in jobs where they do one kind of work; they are carpenters, bankers, cooks, mechanics, and so forth. Likewise, most businesses produce only certain kinds of goods or services, such as cars, tacos, or gardening services. This feature of production is known as specialization. A high degree of specialization is a key part of the economic system in the United

States and all other industrialized economies. When businesses specialize, they focus on providing a particular product or type of product. For instance, some large companies produce only automobiles and trucks, or even special parts of cars and trucks, such as tires.

At almost all businesses, when goods and services are produced, labor is divided among workers, with different employees responsible for completing different tasks. This is known as division of labor. For example, the individual parts of cars and televisions are made by many different workers and then put together in an assembly line. Other well-known examples of this specialization and division of labor are seen in the production of computers and electrical appliances. But even kitchen in large restaurants have different chefs for different items, and professional workers such as doctors and dentists have also become more specialized during the past century.

Advantages of Specialization

By specializing in what they produce, workers become more expert at a particular part of the production process. As a result, they become more efficient in these jobs, which lowers the costs of production. Specialization also makes it possible to develop tools and machines that help workers do highly specialized tasks. Carpenters use many tools that plumbers and painters do not. Commercial bakeries have much larger ovens and mixers than those used by people who only bake bread and pies once a year. And unlike a household kitchen, a commercial bakery has machines to slice and package bread. All of these tools and machines help workers and businesses produce more efficiently, and lower the cost of producing goods and services.

The advantages of specialization have led to the creation of many very large production facilities in the United States and other industrialized nations. This trend is especially prevalent in the manufacturing sector. For example, many automobile factories produce thousands of cars each day, and some shipyards employ more than 10,000 workers. One open-pit mine in the western United States has dug a crater so large that it can be seen from space.

When the market for a product is very large, and a company can sell enough goods or services in that market to support a very large production facility, it will often choose to produce on a large scale to take advantage of specialization and division of labor. As long as producing more in larger facilities lowers the average costs of production, the producer enjoys what is known as *economies of scale*.

But bigger is not always better, and eventually almost all producers encounter *diseconomies of scale* in which larger plants or production sites become less efficient and more costly to operate. Usually that happens because monitoring and managing increasingly larger production facilities becomes more difficult. That is why most large manufacturers have more than one factory to make their products, instead of one massive facility where they make everything

they produce. In recent years, many steel companies have found it more efficient to build and operate smaller steel mills than they once operated.

II. Make up 5 questions to the 3-d part of the text.

III. Translate the following words and word-combinations:

households	perform specific jobs
disadvantages	certain kinds of goods
to consume	in frontier areas
to focus	people faced a choice
to support	on a large scale
production facility	average costs

Grammar

I. Complete the sentences using the Continuous Infinitive:

1. It seems ... (to rain)
2. He pretended ... (to read) the papers.
3. I came across my friend when I happened ... (to pass) by the station.

II. Change Present Infinitive into Perfect Infinitive:

1. He is very wise to save his money.
2. I'm glad to see all my friends here.
3. The train is supposed to arrive at 8 o'clock.

III. Translate the following sentences:

1. He is very glad to have bought a camera.
2. I think it is necessary for you to change your image.
3. The Swiss Army has agreed to buy new Vehicles fitted with catalytic convectors.
4. It makes sense for the country to reduce consumption of fossil fuels and explore alternative energy sources.
5. The current situation and rates of demographic growth used to be taken into account.

IV. Form the correct form of Gerund:

1. He finally admitted ... (to make) the mistake.

2. They appreciate ... (to have) this information.
3. We are all interested in (to learn) English.

V. Rewrite the following sentences, underline Participle construction and translate:

1. Having collected all the materials he was able to write a full report on the work of the commission.
2. Signing the letter the manager gave it to the secretary asking her to send it at once.
3. While examining the cases discharged from the ship the custom officer noticed that some of them were broken.

КОНТРОЛНА РОБОТА № 3

Вариант №2

I. Rewrite and translate the text “The Economy of Great Britain”:

THE ECONOMY OF GREAT BRITAIN

Little more than a century ago, Britain was ‘the workshop of the world’. It had as many merchant ships as the rest of the world put together and it led the world in most manufacturing industries. This did not last long. By 1885 one analysis reported, “We have come to occupy a position in which we are no longer progressing, but even falling back... We find other nations able to compete with us to such an extent as we have never before experienced.” Early in the twentieth century Britain was overtaken economically by the United States and Germany. After two world wars and the rapid loss of its empire, Britain found it increasingly difficult to maintain its position even in Europe.

Britain struggled to find a balance between government intervention in the economy and an almost completely free-market economy such as existed in the United States. Neither system seemed to fit Britain’s needs. The former seemed compromised between two different objectives: planned economic prosperity and the means of ensuring full employment, while the latter promised greater economic prosperity at the cost of poverty and unemployment for the less able in society. Neither Labour nor the Conservatives doubted the need to find a system that suited Britain’s needs, but neither seemed able to break from the consensus based on Keynesian economics.

People seemed complacent about Britain’s decline, reluctant to make the painful adjustments that might be necessary to reverse it. Prosperity increased

during the late 1950s and in the 1960s, diverting attention from Britain's decline relative to its main competitors. In 1973, the Conservative Prime Minister Edward Heath warned, "The alternative to expansion is not, as some occasionally seem to suppose, an England of quiet market towns linked only by stream trains puffing slowly and peacefully through green meadows. The alternative is slums, dangerous roads, old factories, cramped schools, stunted lives." But in the years of world-wide recession, 1974-79, Britain seemed unable to improve its performance.

By the mid 1970s both Labour and Conservative economists were beginning to recognize the need to move away from Keynesian economics, based upon stimulating demand by injecting money into the economy. But, as described in the Introduction, it was the Conservatives who decided to break with the old economic formula completely. Returning to power in 1979, they were determined to lower taxes as an incentive to individuals and businesses to increase productivity; to leave the labour force to regulate itself either by pricing itself out of employment or by working within the amount of money employers could afford; and, finally, to limit government spending levels and use money supply (the amount of money in circulation at any one time) as a way of controlling inflation. As Prime Minister Margaret Thatcher argued in the Commons, "If our objective is to have a prosperous and expanding economy, we must recognize that high public spending, as a proportion of GNP gross national product; very quickly kills growth.... We have to remember that governments have no money at all. Every penny they take is from the productive sector of the economy in order to transfer it to the unproductive part of it." She had a point: between 1961 and 1975 employment outside Industry increased by over 40 per cent relative to employment in industry.

During the 1980s the Conservatives put their new ideas into practice, income tax was reduced from a basic rate of 33 per cent to 25 per cent. This did not lead to any loss in revenue, since at the lower rates fewer people tried to avoid tax. At the same time, however, the government doubled Value Added Tax (VAT) on goods and services to 15 per cent.

The most notable success of 'Thatcherism' was the privatization of previously wholly or partly government-owned enterprises. Indeed, other countries, for example Canada, France, Italy, Japan, Malaysia and West Germany, followed the British example. The government believed that privatization would increase efficiency, reduce government borrowing, increase economic freedom, and encourage wide share ownership. By 1990, 20 per cent of the adult population were share owners, a higher proportion than in any other Western industrialized country. There was no question of taking these enterprises back into public ownership, even by a Labour government.

Despite such changes, however, by 1990 Britain's economic problems seemed as difficult as ever. The government found that reducing public expenditure was far harder than expected and that by 1990 it still consumed

about the same proportion of the GNP as it had ten years earlier. Inflation, temporarily controlled, rose to over 10 per cent and was only checked from rising further by high interest rates which also had the side effect of discouraging economic growth. In spite of reducing the power of the trade unions, wage demands (most notably senior management salaries) rose faster than prices, indicating that a free labour market did not necessarily solve the wages problem. By 1990 the manufacturing industry had barely recovered from the major shrinkage in the early 1980s. It was more efficient, but in the meantime Britain's share of world trade in manufactured goods had shrunk from 8 per cent in 1979 to 6.5 per cent ten years later. Britain's balance of payments was unhealthy too. In 1985 it had enjoyed a small surplus of £3.5 billion, but in 1990 this had changed to a deficit of £20.4 billion.

Many small businesses fail to survive, mainly as a result of poor management, but also because, compared with almost every other European Community member, Britain offers the least encouraging conditions. But such small businesses are important not only because large businesses grow from small ones, but also because over half the new jobs in Britain are created by firms employing fewer than 100 staff.

It is not as if Britain is without industrial strength. It is one of the world leaders in the production of microprocessors. Without greater investment and government encouragement it is doubtful whether Britain will hold on to its lead in this area. However, it has already led to the creation of 'hi-tech' industries in three main areas, west of London along the M4 motorway or 'Golden Corridor', the lowlands between Edinburgh and Dundee, nicknamed 'Silicon Glen', and the area between London and Cambridge. In the mid 1980s Silicon Glen was producing 70 per cent of Britain silicon wafers containing the microchips essential for the new information technology. The Cambridge Science Park, symbolized by its Modernist Schlumberger Building, is the flagship of hi-tech Britain. Beginning in 1969, by 1986 the Park contained 322 hi-tech companies. In the words of a consultant, "The Cambridge phenomenon... represents one of the very few spontaneous growth centres in a national economy that has been depressed for all of a decade."

II. Make up 5 questions to the last 3 paragraphs of the text.

III. Translate the following words and word-combinations from the text:

decline	different objectives
to maintain	economic prosperity
demand	to recognize the needs
enterprises	reducing public expenditure
to reduce	at the top rate
GNP	money supply
bonds product	

Grammar

I. Complete the sentences using the Continuous Infinitive:

1. I expect him ... (to call).
2. The child only pretended ... (to sleep).
3. The expedition is known ... (to approach) its destination.

II. Change the Infinitive form into Perfect Infinitive form:

1. I'm sorry to miss such an important meeting.
2. You are wise to buy your winter clothes during sale.
3. They are lucky to know about this before.

III. Translate the following sentences paying attention to the Infinitive construction:

1. He failed to persuade his boss to give him a rise.
2. Would you like to listen to the new records I have bought ?
3. I hope to have better luck next time.
4. To start the work needed to implement the Convention's goals, the Danube Environmental Programme, has supported the preparation of the strategic Action Plan.
5. They consider him to be a good journalist.

IV. Form the correct form of Gerund:

1. We cannot risk (to invest) so much money.
2. Do you mind (to come) back later ?
3. They finally finished (to paint) our flat.

V. Rewrite the following sentences, underline Participle construction and translate:

1. The terms of delivery provided for in the contract were not fulfilled by the sellers.
2. You should improve your article by changing the end.
3. Informed of the arrival of the vessel, they sent their agent to the port.

КОНТРОЛЬНА РОБОТА № 3

Варіант №3

I. Rewrite and translate the text “From T-shirts to T-bonds”. Pay attention to the Infinitive, Gerung and Participle construction:

FROM T-SHIRTS TO T-BONDS

Global tremors in the currency, bond and commodity markets greeted China's announcement that the yuan will no longer be pegged to the dollar. No longer is it just Washington that has the power to cause shockwaves. For many people, the tremors reflected the view that China is the root cause of America's trade deficit, and that the revaluation is a partial cure.

In fact, that view is wrong on several counts. China is not the main cause of the American trade deficit. On the other hand, China is behind almost everything else going on in the world economy. For China is beginning to drive, in a new and pervasive way, economic trends that many countries assume to be domestically determined.

Americans like to slap the “made in China” label on their huge trade deficit. Yet not only is China's forecast current-account surplus of around \$100 billion this year only a fraction of America's likely deficit of \$800 billion, but, as chart 1 shows, most of the increase in America's trade deficit has come from outside China. The main cause of America's trade deficit is a lack of domestic saving, not unfair Chinese competition. The deficit is thus made in America, not made in China.

As for last week's revaluation, the announcement marked a significant break with the past. China has long been under pressure to revalue its currency from countries that claim the undervalued yuan gives Chinese exporters an unfair advantage. After pegging the yuan to the dollar for a decade, China has shifted to a managed float against a basket of currencies, with an initial revaluation against the dollar of 2.1%. Nobody is yet sure how this will work. It may be just a token move aimed at warding off American protectionism. Or it could be the first of several revaluations, marking the end of the so-called ‘revived Bretton Woods system’, under which China and other Asian countries have bought billions of dollars in foreign-exchange reserves to hold their currencies steady against the greenback.

Either way, the tiny revaluation by itself will have little impact on America's huge trade deficit. Indeed, even if the yuan is allowed to rise by another 5-10% over the next 12 months, as many economists expect, that would hardly make a dent in the deficit.

Nevertheless, it is still an important change in China's exchange-rate regime, representing a step towards a market-based system. And, as such, it could have implications for the dollar, bond yields, and American spending.

To view China's global impact mainly in terms of its exports and its trade surplus is to misunderstand, and to underestimate, the profound forces behind China's growing influence. Everyone knows that most TVs and T-shirts are made in China. But so, in some ways, are developed countries' inflation rates, interest rates, wages, profits, oil prices and even house prices – or at least they are strongly influenced by what happens in China.

Of course, China is not the only fast-growing emerging economy that is making waves around the world. But China really does loom much larger: its contribution to global GDP growth since 2000 has been almost twice as large as that of the next three biggest emerging economies, India, Brazil and Russia, combined. Moreover, there is another crucial reason why China's integration into the world economy is today having a bigger global impact than other emerging economies, or than Japan did during its period of rapid growth from the mid-1950s onwards. Uniquely, China combines a vast supply of cheap labour with an economy that is (for its size) unusually open to the rest of the world, in terms of trade and foreign direct investment. The sum of its total exports and imports of goods and services amounts to around 75% of China's GDP; in Japan, India and Brazil the figure is 25-30% (see chart 2). As a result, the dragon's awakening is more traumatic for the rest of the world.

II. Make up 5 questions to the 1st, 2^d and 3^d paragraphs of the text.

III. Translate the following words and word-combinations from the text:

bond	to come shockwaves
surplus	a token move
impact	a lack of domestic saving
to increase	to hold currency steady
to shift to	exchange-rate regime
supply of cheap labour	

Grammar

I. Complete the sentences using the Continuous Infinitive:

1. The demand seems ... (to change).
2. He is expected ... (to make a report).
3. Would you like not ... (to interrupt) me now ?

II. Change the Infinitive form into Perfect Infinitive form:

1. I'm sorry to smoke a lot.

2. They ought to deliver goods immediately.
3. You are lucky to withdraw money from the deposit.

III. Translate the following sentences paying attention to the Infinitive:

1. It is not difficult to predict the political consequences of such large-scale projects.
2. The budget committee decided to postpone this meeting.
3. The reporter stood firm and refused to withdraw his accusations.
4. A company may differentiate its product in a number of ways, in each of these categories, in order to more effectively attract customers.
5. This type of relationship creates dependence, the key psychological issue to be resolved ?

IV. Supply the Gerund form of the verbs in the following sentences:

1. He gave up (to smoke) because of his doctor advice.
2. There is no reason (to leave) so early.
3. You shouldn't risk (to enter) this business.

V. Translate these sentences paying attention to the Participle:

1. He should me the list of goods exported by this firm.
2. A number of mines being operated at present time extend out under the ocean.
3. Not having reached the options, I would still assert that a promotional spot on a popular music radio station would reach a far higher percentage of the target market.

КОНТРОЛЬНА РОБОТА № 3

Варіант №4

I. Rewrite and translate the text "Business Planning". Pay attention to the Infinitive, Gerund and Participle constructions:

BUSINESS PLANNING

Business planning is often conducted when:

- Starting a new venture (organization, product or service)
- Expanding a current organization, product or service
- Buying a current organization, product or service

- Working to improve the management of a current organization, product or service.

There are a wide variety of formats for a business plan. The particular format and amount of content included in a plan depends on the complexity of the organization, product or service and on the demands of those who will use the business plan to make a decision, e.g., an investor, funder, management, Board of Directors, etc.

Overall, the contents of a business plan typically aim to:

- 1) Describe the venture (new or current organization, product or service), often including its primary features, advantages and benefits
- 2) What the organization wants to do with it (buy it, expand it, etc.)
- 3) Justification that the plans are credible (e.g., results of research that indicate the need for what the organization wants to do)
- 4) Marketing plans, including research results about how the venture will be marketed (e.g., who the customers will be, any specific groups (or targets) of customers, why they need the venture (benefits they seek from the venture), how they will use the venture, what they will be willing to pay, how the venture will be advertised and promoted, etc.)
- 5) Management plans, including how the expertise will be organized, coordinated and led
- 6) Financial plans, including costs to build the venture (sometimes included in business plans), costs to operate the venture, expected revenue, budgets for each of the first several years into the future, when the venture might break-even (begin making more money overall than it has cost), etc.
- 7) Appendices (there are a wide variety of materials included in appendices, e.g., description of the overall organization, its other products and/or services, its current staff, etc.)

Nonprofit readers might notice that a business plan is very similar to a well designed grant proposal.

Quite often, an organization's business planners already know much of what will go into a business plan (this is true for strategic planning, too). However, development of the business plan greatly helps to clarify the organization's plans and ensure that key leaders are all "on the same script". Far more important than the plan document, is the planning process itself.

A business plan is a formal statement of a set of business goals, the reasons why they are believed attainable, and the plan for reaching those goals. It may also contain background information about the organization or team attempting to reach those goals.

The business goals being attempted may be for-profit or non-profit. For-profit business plans typically focus on financial goals. Non-profit and government agency business plans tend to focus on service goals. Business plans may also target changes in perception and branding by the customer, client, tax-

payer, or larger community. A business plan that has changes in perception and branding as its primary goals is called a *marketing plan*.

The marketing planning process

In most organizations, “strategic planning” is an annual process, typically covering just the year ahead. Occasionally, a few organizations may look at a practical plan which stretches three or more years ahead.

To be most effective, the plan has to be formalized, usually in written form, as a formal ‘marketing plan’. The essence of the process is that it moves from the general to the specific; from the overall objectives of the organization down to the individual action plan for a part of one marketing programme. It is also an iterative process, so that the draft output of each stage is checked to see what impact it has on the earlier stages – and is amended accordingly.

Corporate mission

Behind the corporate objectives, which in themselves offer the main context for the marketing plan, will lie the ‘corporate mission’; which in turn provides the context for these corporate objectives. This ‘corporate mission’ can be thought of as a definition of what the organization is; of what it does: ‘Our business is’.

This definitions should not be too narrow, or it will constrict the development of the organization; a too rigorous concentration on the view that ‘We are in the business of making meat-scales’, as IBM was during the early 1900s, might have limited its subsequent development into other areas. On the other hand, it should not be too wide or it will become meaningless; ‘We want to make a profit’ is not too helpful in developing specific plans.

Abell suggested that the definition should cover three dimensions: ‘customer groups’ to be served, ‘customer needs’ to be served, and ‘technologies’ to be utilized.

Marketing audit

The first formal step in the marketing planning process is that of conducting audit. Ideally, at the time of producing the marketing plan, this should only involve bringing together the source material which has already been collected throughout the year – as part of the normal work of the marketing department.

The emphasis at this stage is on obtaining a complete and accurate picture. In a single organization, however, it is likely that only a few aspects will be sufficiently important to have any significant impact on the marketing plan; but all may need to be reviewed to determine just which ‘are’ the few.

In this context some factors related to the customer, which should be included in the material collected for the audit, may be:

- Who are the customers ?
- What are their key characteristics ?

- What differentiates them from other members of the population ?
- What are their needs and wants ?
- What do they expect the ‘product’ to do ?
- What are their special requirements and perceptions ?
- What do they think of the organization and its products or services ?
- What are their attitudes ?
- What are their buying intentions ?

A ‘traditional’ – albeit product-based-format for a ‘brand reference book’ (or, indeed, a ‘marketing facts book’) was suggested by Godley more than three decades ago:

1. Financial data – Facts for this section will come from management accounting, costing and finance sections.
2. Product data – Form production, research and development.
3. Sales and distribution data – Sales, packaging, distribution sections.
4. Advertising, sales promotion, merchandising data – Information from these departments.
5. Market data and miscellany – From market research, who would in most cases act as a source for this information.

His sources of data, however, assume the resources of a very large organization. In most organizations they would be obtained from a much smaller set of people (and not a few of them would be generated by the marketing manager alone). It is apparent that a marketing audit can be a complex process, but the aim is simple: ‘it is only to identify those existing (external and internal) factors which will have a significant impact on the future plans of the company’.

It is clear that the basic material to be input to the marketing audit should be comprehensive.

Accordingly, the best approach is to accumulate this material continuously, as and when it becomes available; since this avoids the otherwise heavy workload involved in collecting it as part of the regular, typically annual, planning process itself – when time is usually at a premium. Even so, the first task of this ‘annual’ process should be to check that the material held in the current ‘facts book’ or ‘facts files’ actually ‘is’ comprehensive and accurate, and can form a sound basis for the marketing audit itself.

The structure of the facts book will be designed to match the specific needs of the organization, but one simple format – suggested by Malcolm McDonald – may be applicable in many cases. This splits the material into three groups:

1. ‘Review of the marketing environment’. A study of the organization’s markets, customers, competitors and the overall economic, political and technical environment; covering developing trends, as well as the current situation.
2. ‘Review of the detailed marketing activity’.
3. ‘Review of the marketing system’. A study of the marketing organization,

marketing research systems and the current marketing objectives and strategies.

The last of these is too frequently ignored.

II. Make up 5 questions to the text.

III. Translate the following words and word-combinations from the text:

tax-payer	to reach goals
venture	customer needs
revenue	technologies to be utilized
helpful	significant impact on
to check	the best approach
available	external (internal) factors
comprehensive	applicable

Grammar

I. Rewrite and translate paying attention to the Infinitive construction:

1. It is uncommon to find such good crops in this section of the country.
2. Otherwise, Brussels would have put pressure on shipbuilding enterprises to pay back subsidies they have received from the Polish government.
3. To avoid the national shipbuilding industry from being ‘capsized’ the Polish government promptly drafted a program for privatization of the country’s major shipyards in the ports of Gdansk, Szczecin and Gdynia.

II. Change the Present Infinitive into Perfect Infinitive form:

1. The air liner is supposed to arrive at 4 o’clock.
2. He failed to persuade his manager.
3. She was angry to be interrupted.

III. Supply the Gerund of the verbs in the following sentences:

1. They appreciate (to have) this information.
2. He doesn’t mind (to wait) for us.
3. He has developed a method for (to evaluate) this problem.
4. Henry is thinking of (to go) to France in August.
5. We can’t risk (to invest) so much money.

IV. Rewrite and translate sentences paying attention to the Participle and Gerund constructions. Define separately what constructions -- Participle or Gerund – are using in every sentences:

1. About 50 percent of the river water replenishing the Black Sea comes from the Danube River.
2. Government policy plays a big role in determining the nature of the general business environment.
3. I remember having been shown these documents.
4. In the eighties Western Germany started denouncing increasing damage to some of the woods in the Black Forest and Bavaria, drawing the European Community into the problem.

КОНТРОЛНА РОБОТА № 3

Вариант №5

I. Rewrite and translate the texts “Doubling the world’s workforce” and “Indonesia Privately interested”. Pay attention to the Infinitive, Gerund and Participle constructions:

DOUBLING THE WORLD’S WORKFORCE

Most analysis of China’s growing importance focuses on its rising share of global output and exports. That, in turn, fuels fears that China is stealing production and jobs from the rest of the world. But this misses half the story. It is true that China’s trade surplus has increased sharply this year – mainly because the government’s efforts to cool fixed investment have cut back imports. But over the past decade, China’s imports have risen at the same pace as its exports. So China is giving a big boost to both global supply and demand.

China’s impact on the world economy can best be understood as what economists call a ‘positive supply-side shock’. Richard Freeman, an economist at Harvard University, reckons that the entry into the world economy of China, India and the former Soviet Union has, in effect, doubled the global labour force (China accounts for more than half of this increase). This has increased the world’s potential growth rate, helped to hold down inflation and triggered changes in the relative prices of labour, capital, goods and assets.

The new entrants to the global economy brought with them little capital of economic value. So, with twice as many workers and little change in the size of the global capital stock, the ratio of global capital to labour has fallen by almost half in a matter of years: probably the biggest such shift in history. And, since this ratio determines the relative returns to labour and capital, it goes a long way

to explain recent trends in wages and profits.

In America, Europe and Japan, the pace of growth in real wages has been unusually weak in recent years. Indeed, measured by the growth in income from employment, this is America's weakest recovery for decades. According to Stephen Roach, an economist at Morgan Stanley, American private-sector workers' total compensation (wages plus benefits) has risen by only 11% in real terms since November 2001, the trough of the recession, compared with an average gain of 17% over the equivalent period of the five previous recoveries. In most developed countries, average real wages have lagged well behind productivity gains.

The entry of China's vast army of cheap workers into the international system of production and trade has reduced the bargaining power of workers in developed economies. Although the absolute number of jobs outsourced from developed countries to China remains small, the threat that firms could produce offshore helps to keep a lid on wages. In most developed countries, wages as a proportion of total national income are currently close to their lowest level for decades.

The flip side is that profits are grabbing a bigger slice of the cake. Last year, America's after-tax profits rose to their highest as a proportion of GDP for 75 years; the shares of profit in the euro area and Japan are also close to their highest for at least 25 years. This is exactly what economic theory would predict. China's emergence into the world economy has made labour relatively abundant and capital relatively scarce, and so the relative return to capital has risen. It is ironic that western capitalists can thank the world's biggest communist country for their good fortune.

China's main impact on the world economy is to change relative prices and incomes. Not only are the prices of the goods that China exports falling; the prices of the goods that it imports are rising, notably oil and other raw materials. China is already the world's biggest consumer of many commodities, such as aluminium, steel, copper and coal, and the second-biggest consumer of oil, so changes in Chinese demand have a big impact on world prices.

China has accounted for one-third of the increase in global oil demand since 2000 and so must bear some of the blame for higher oil prices. Likewise, if China's economy stumbles, then so will oil prices. However, with China's oil consumption per person still only one-fifteenth of that in America, it is inevitable that China's energy demands will grow over the years in step with its income.

INDONESIA PRIVATELY INTERESTED

Indonesia is making attempts, tentatively to introduce further private sector participation into its infrastructure development. Some would say that certain Indonesian islands such as Batam are ideally positioned to tap into the surplus

transshipment trade that Singapore is struggling to accommodate. However Batam, which has had interest shown in it by both Evergreen and K line has yet to see any concrete proposals realized. While this has been a rumour for a long time and a terminal has yet to materialize, a source in a shipping line operating out of Indonesia remains confident that it is the length of bureaucracy which has held up developments and that this will soon be processed.

Presently transshipment, according to the source, does take place but only to nearby regions and countries such as Taiwan and Japan. The same cannot be said of transshipment to regions such as the US and Europe. The difficulties come mainly in the facilities and the ease of operations. Jakarta has gained a reputation for being a congested port and it can only boast a 10 m draught which is insufficient for the previous generation vessels of major shipping lines let alone the new generation. Dredging of the channel is taking place, but this alone is unlikely to make a major difference in the short term. It is also a very expensive programme, which is where the private sector comes in. Jakarta port is improving its record as a member of shipping line operating there confirms. "There has been an increase in the cargo passing through the ports, especially in containers. Now there is not so much congestion in the ports except possibly sometimes due to a gantry crane not working, but there are no longer any labour problems", says the shipping source.

Legal moves

It is with this in mind that the Indonesian government set in motion a series of laws designed to lure capital into infrastructure projects, taking in all branches, but especially ports. It has had a measured level of success. Humpuss Group, one of the biggest private sector companies in Indonesia and working under the blessing of the son of President Soeharto, has stepped into the fray with the development of a container terminal which already boasts three gantry cranes and will be operational from May 1997. It is still under construction, the work concentrating on finishing its 200 m berth. The group has also gone into the toll road business. Not only domestic investors but also foreign investors have shown interest in the transportation sector in Indonesia.

In Bojonegara there is a European consortium which according to the shipping source has members from England and Germany, which has shown an interest in setting up a transshipment terminal on the island.

This kind of development was set out as the ideal when the Indonesian government revealed its Five Year Plan PELITA VI. In it, the government states: "The investment required for infrastructure development is enormous, while the Government has limited funds and sustains a very heavy burden of foreign debts, which has compelled the Government to turn to the private sector to help develop the infrastructure sector".

As it is realized that the private sector in the country is unable to provide all the funds needed, the Government opened up the infrastructure sector to foreign

investors. Through Government Regulation №20/1994, the Government eased up the access to the infrastructure sector for foreign investments.

II. Make up 5 questions to the text.

III. Translate the following words and word-combinations from the text:

surplus	global capital stock
demand	reduce the bargaining power
ratio	relative return
wages	main impact on the world economy
profits	compared with domestic investor
an average	to ease up the access
insufficient	

Grammar

I. Rewrite and translate paying attention to the Infinitive construction:

1. More broadly, marketing managers work to design and improve the effectiveness of core marketing processes, such as new products development, brand management, marketing communications and pricing.
2. Done carefully, it is very possible to functionally divide the product management domain into product planning and product marketing.
3. In order to scale down the areas of investment and focus it on ports where it is most needed, the government invited private investors to develop and manage 10 ports, comprising three ports in East Indonesia and seven ports in West Indonesia.

II. Rewrite and translate sentences paying attention to the Participle and Gerund constructions. Define separately what constructions -- Participle or Gerund – are using in every sentences:

1. A plane carrying 28 passengers crashed into the sea yesterday.
2. I'm tired of having argued with you for such a long time.
3. I like being invited to the conference.
4. To do so, they will pressure suppliers to lower process of goods, leaving suppliers in a weaker position.
5. Perhaps this investor was hasty in making investment decision and should have been more diligent in doing research on the business environment.

III. Supply the Participle I and Participle II (in active and passive voice) of the verbs:

improve	involve
contribute	strengthen
require	finance

IV. Rewrite sentences opening brackets and using Infinitive or Gerund:

1. He was accused of (to tell, having told, telling) lies.
2. They finally admitted (to make, making, to have made) a mistake.
3. These papers were supposed (delivering, to deliver, to have been delivered).

КОНТРОЛЬНА РОБОТА № 3

Варіант №6

I. Rewrite and translate the text. Pay attention to the Infinitive, Gerund and Participle constructions:

Uncontrolled growth in consumer lending has led to an increase in bad loans. Industry experts believe that so far their volume is not critical, though over the next year and a half they could become a major headache for lending institutions. Given that the efforts of the National Bank of Ukraine failed to rectify the situation, commercial banks have begun cooperating more closely with collection agencies that specialize in the collection of debts from deadbeats. Seeing good prospects, the number of collection agencies opening up in Ukraine is on the rise.

Lending at all costs

According to the NBU, as of May 2007 the share of bad loans in the total volume of loans issued by Ukrainian banks amounted to 1.71% or UAH 5,4 bn, while in April 2007 the same indicator was 1.67% and 1.65% at the beginning of the year. Analysts believe that this year the volume of bad loans will increase by 15-20%. The reason for this is a significant increase in the volume of loans being issued by banks. In particular, the banks were hoping to profit from issuing small loans for the purchase of home appliances, furniture and travel packages. Usually, loans are processed within 20-60 minutes according to the so-called 'scoring system'. Clearly, a bank cannot make an accurate assessment of a borrower's ability to pay back a loan, as it simplifies the procedure of issuing a loan to the maximum. Indeed, all it takes to get a small loan these days is a passport.

Stiff competition in consumer lending has forced banks to make

concessions in order to gain new customers. Lately, they have even abandoned the practice of requiring a social security number and a letter confirming a borrower's salary, which at earlier was mandatory. The age requirement was also reconsidered. Earlier, the age requirement for receiving consumer loans in Ukraine was from 21 to 65. Today it is 18 to 70. Also, the majority of banks have dropped the requirement of an initial down payment.

Take what's not yours, get back what's yours

Bankers name several reasons why borrowers fail to pay back loans. First of all, after seeing attractive lending terms and a chance to buy whatever they want on the spot, consumers do not think about whether their salary is sufficient to be able to pay back the borrowed money. In addition to that, some Ukrainians feel that they do not need to pay back such loans. All they have to do is provide false information to cheat the bank.

Experts say that such naïveté can be attributed to the fact that for 95% of borrowers that earlier took out a loan at points-of-scale, this is their first experience dealing with a bank. Finally, some people simply forget to pay in time and penalties come to them as a complete surprise.

Oleksiy Kozyryov, a head of the treasury department of a Ukrainian bank says: "According to my assessments, the level of non-payment of consumer loans in the banking system increased by 20-30% compared to the beginning of last year. The number of loans to people that had some problems paying them back increased by 30%. Today, 70-80% of all loans to individuals are not paid back, while loans granted private entrepreneurs and companies account for the rest. Despite this, the interest collected by banks and loan insurance allow banks to cover their losses from bad loans. However, if during the year they increase to 10%, the banks will have to raise interest rates on consumer loans by 2-4% per annum in order to avoid losses."

By offering more simplified rules for receiving consumer loans, banks today are less concerned about an increase in non-payment. This has quite a logical explanation. A small loan processed in a store turns out to cost 80-100% per annum (in interest), while a loan received in a bank with observance of all necessary procedures is on average 20% per annum in hryvnia (around 13% in hard currency).

The whole trick is that in persuading customers to take out 'a quick loan', bankers specify the monthly interest rate as opposed to the annual one. Besides, a whole slew of commissions that the bank collects for processing and servicing the loan are skillfully hidden in the loan agreement. As a result, borrowers end up paying an exorbitant price for a small loan. In this case, a trusting customer may end up paying for a product 2-3 times more than its real price. Moreover, the bank earns enough to not be concerned about partial unpaid loans.

NBU is against ‘quick loans’

Whatever the case may be, the NBU is truly concerned about the situation with lending. Its aim is to maintain the stability of the Ukrainian banking system. The national bank has already done a lot to restrain commercial banks. In April, the new requirements of the NBU to banks offering consumer loans entered into force.

Many Ukrainians feel no need to pay back loans issued in a store within an hour

First of all, they are aimed at forcing banks to abandon the practice of ‘quick lending’ by introducing tougher reserve requirements for bad loans, which are categorized as nonstandard or dubious loans (the bank must create reserves in volumes specified by the NBU for the issued loans).

In addition to this, a new notion has been introduced – a singular loan portfolio formed by the bank every month according to the general characteristics of loans – i.e. the number of days of delinquency and the amount of calculated commissions, etc. The toughening of reserve rules also applied to them. Analysts say that this should prompt banks to be more careful in doing a more thorough credit check on borrowers and their ability to pay. This actually should considerably reduce the use of the scoring system in the issuing of consumer loans.

Besides, the NBU plans to require that banks to report possible loan risks. “We are planning to improve the system of collecting information from banks. We will try to introduce a system of indices that will evaluate loan risks. We want to assess the market risk of a bank depending on the segment it works in,” says Oleksandr Kireyev, Executive Director and Head of the NBU Board for Banking Regulation, Supervision and Financial Monitoring. After receiving the required information the NBU will monitor the work of the most troubled banks more thoroughly. However, judging from official statistics on the growth in the number of bad loans, all the efforts of the NBU have not given the anticipated results.

Collectors ready to help

Banking experts believe that today tighter cooperation with collection agencies is the only effective way for banks to down on the number of baa loans. Representatives of such agencies are insistent on their ability to solve the problem of bad loans for banks. One representative of a collection agency explained the approach towards deadbeats as follows: “First, we send a letter to borrowers and remind them about their unpaid debt. If this has no effect, we pay a personal visit to the borrower. As a rule, we succeed in persuading them to pay.” People that had to deal with representatives of collection agencies are not too keen on communicating. One borrower said, “I was made sure that it is easier to pay back the required sum than to continue holding such a

conversation.”

The business of collecting unpaid debts is becoming more and more attractive on the domestic market in Ukraine. Over the past several months two Russian companies that successfully run their business at home announced that they would open up shop in Ukraine. Besides market expansion, a new trend is appearing on the market – earlier collection agencies only helped bankers when it was needed. Now, they are announcing the possible acquisition of a bad loan portfolio from banks at a discount. Bankers are ready to offer a 50% discount to get these ‘bad portfolios’.

II. Make up 5 questions to the text.

III. Translate the following words and word-combinations:

indicator	total volume of loans
penalties	monthly interest rate
requirement	to avoid losses
loan	hard currency
to increase	to gain new customers
at a discount	to maintain the stability
to restrain	

Grammar

I. Rewrite and translate paying attention to the Infinitive construction:

1. The flow of containerized cargo is expected to increase in the future in pace with the globalization of trade.
2. “Our policy is to meet all the requirements of our customers, we have wide range of standard and deep tread,” says a spokesman.
3. The EU’s new constitution represents another effort to preserve and deepen European unity. For the constitution to come into force, it must be approved by all 25 EU countries.

II. Rewrite and translate sentences paying attention to the Participle and Gerund constructions. Define separately what constructions -- Participle or Gerund – are using in every sentences:

1. The balancing of production and consumption takes place in the market, were the different producers meet to exchange goods and services by bargaining together.
2. The difficulty of entering an industry has different implications depending on the point of view.

3. Though government policy plays a big role in determining the nature of the general business environment.
4. He entered the office without being noticed.
5. Some paintings belonging to the Queen were stolen from the Palace.

III. Supply the Participle I and Participle II (in active and passive voice) of the verbs:

produce	supply
increase	expect
provide	develop

IV. Rewrite sentences opening brackets and using Infinitive or Gerund:

1. I remember (to have been shown, having been shown) these documents.
2. We are growing accustomed to (live, living) under everyday ecological stress.
3. They will start (to study, studying) this issue next week.
4. Do you mind (to come, coming) back a little later.
5. We can't risk (to invest, investing) so much money.

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