

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ПРАКТИКУМ З ПЕРЕКЛАДУ ТЕКСТІВ  
У БІЗНЕС-ДІЯЛЬНОСТІ  
(англійська мова)**

**Тексти та практичні завдання  
до самостійної роботи студентів  
усіх спеціальностей  
другого (магістерського) рівня**

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Затверджено на засіданні кафедри іноземних мов та перекладу.  
Протокол № 4 від 25.10.2016 р.

*Самостійне електронне текстове мережеве видання*

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**Практикум** з перекладу текстів у бізнес-діяльності (англійська П 69 мова) : тексти та практичні завдання до самостійної роботи студентів усіх спеціальностей другого (магістерського) рівня : [Електронне видання] / уклад. Ж. В. Давидова, Ж. М. Гончарова, Л. М. Черниш, С. Є. Тарасенко. – Харків : ХНЕУ ім. С. Кузнеця, 2017. – 91 с. (Англ. мов., укр. мов.)

Подано текстовий матеріал, який сприяє розвитку навичок перекладу економічних текстів на основі сучасних методичних принципів викладання іноземної мови у ВНЗ.

Рекомендовано для студентів усіх спеціальностей другого (магістерського) рівня.

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## Вступ

Тексти та практичні завдання призначені для студентів усіх спеціальностей економічного напрямку підготовки і усіх бажаючих оволодіти навичками перекладу у бізнес-діяльності.

Основна мета навчальної дисципліни "Практикум з перекладу у бізнес-діяльності" полягає в тому, щоб допомогти студентам оволодіти навичками перекладу економічних текстів з англійської та української мов під час виконання професійних обов'язків. Загальновизнано, що однією з найбільш важливих професійно значущих характеристик фахівця є перекладацька компетентність. Саме тому у даному методичному виданні представлено широкий спектр економічних тем, які містять автентичні тексти з оригінальних англомовних джерел.

Тематика запропонованих для опрацювання навчальних матеріалів узгоджена з практичними заняттями за економічними спеціальностями. Систематичне розширення лексичного обсягу і поглиблене вивчення складних граматичних явищ підпорядковане головній меті – навчити мові для спеціальних цілей, наукової та професійної комунікації.

Структура кожного розділу включає такі компоненти: розминкові вправи для актуалізації наявних знань з теми, робота з текстом, вправи для закріплення лексичного та граматичного матеріалів, творчі завдання. Завдання спрямовані на усвідомлення студентами особливостей перекладу багатозначних слів. Застосування діяльнісно-орієнтованого підходу через організацію дискусій та рольових ігор сприяє практичному втіленню вивченого матеріалу.

Роботу укладено згідно з чинною робочою програмою з навчальної дисципліни "Практикум з перекладу у бізнес-діяльності". Уміщено список літератури, опрацювання якої дозволить студентам поглибити знання з дисципліни.

# Тема 1. Лексичні питання перекладу

## Unit 1

### Innovation

#### *Warm-up activities*

1. What are the main innovations of modern times?
2. Can smartphones be considered the symbol of innovation nowadays?
3. Smartphones of which brands do you have? Why have you chosen exactly this smartphone?
4. What are the most famous tech companies? Why are they popular? What are their main innovations?
5. Free writing – in 5-minute time, write down everything that you can about smartphones.

#### *Before reading*

**Task 1.** Explain the following expressions in your own words:

*valuable, start-up, funding, tech giants, sales, market share, business model, profits, loyal, fans, popular, innovation, chief designer, design.*

What can you say about these words and your life? Make up sentences with them.

**Task 2.** Spend one minute writing down all of the different words you associate with the word "valuable". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

**Task 3.** How can these companies increase their market share? Complete the table below with your partner(s). Change partners often and share what you have written.

	<b>Ways to increase the market share</b>	<b>Problems doing this</b>
Apple		
McDonald's		
Nike		
Facebook		
Chanel		
Ferrari		

**Task 5.** Read the headline. Guess if a – h below are true (T) or false (F).

- a. The company Xiaomi was founded in 2002. T/F
- b. Xiaomi is more valuable than both Dropbox and Pinterest. T/F
- c. Xiaomi is worth more than LG and Sony put together. T/F
- d. Xiaomi's market share more than doubled last year. T/F
- e. Xiaomi makes a lot of profit from selling its phones. T/F
- f. The company attracts fans by using competitions and prizes. T/F
- g. The president of the company is called Mr Xiaomi. T/F
- h. Apple's chief designer is a big fan of Xiaomi's phones. T/F

**Task 6.** Match the following synonyms from the article.

- |                 |                 |
|-----------------|-----------------|
| 1) maker        | a) rose         |
| 2) raised       | b) combined     |
| 3) put together | c) try hard     |
| 4) increased    | d) more         |
| 5) further      | e) special      |
| 6) unique       | f) manufacturer |
| 7) loyal        | g) well-liked   |
| 8) popular      | h) collected    |
| 9) strive       | i) head         |
| 10) chief       | j) faithful     |

### **Reading**

**Task 1.** Read the text. Fill in the gaps with the correct words and translate the text into your native language.

#### **Xiaomi Becomes Third-Largest Smartphone Maker**

A four-year-old Chinese (1) \_\_\_\_\_ company behind has become the world's third-largest smartphone maker, worth (2) \_\_\_\_\_ Samsung and Apple. The company is called tech Xiaomi Inc. It has also become the world's most valuable tech share (3) \_\_\_\_\_ and is more valuable than Uber, Dropbox, based Pinterest and Snapchat. The Beijing-(4) \_\_\_\_\_ company further just raised \$1.1 billion in funding and is now worth \$45 billion. start-up That makes it (5) \_\_\_\_\_ more than tech giants LG, together Motorola and Sony put (6) \_\_\_\_\_. Xiaomi is also the world's fastest-growing smartphone maker. Its sales increased by 211 per cent in 2014. Its market (7) \_\_\_\_\_ has also

increased from 2 per cent to 5 per cent over the past year and it looks like that will increase (8) \_\_\_\_\_.

Xiaomi has a (9) \_\_\_\_\_ business model. It sells its phones for around what they cost to make. Profits come from apps and software. It also makes its customers (10) \_\_\_\_\_ the company. Many Xiaomi users in China are very loyal (11) \_\_\_\_\_ of the company. The company uses marketing campaigns that give fans the (12) \_\_\_\_\_ to win prizes. This makes the company very popular. Bin Lin, Xiaomi co-founder and president, said: "We will (13) \_\_\_\_\_ to continue bringing innovation to everyone, with a (14) \_\_\_\_\_ of producing high-quality, high-performance devices with great (15) \_\_\_\_\_ experience". However, not everyone is a fan of Xiaomi. Apple's chief (16) \_\_\_\_\_ Jonathan Ive said Xiaomi stole the design of its phone and many ideas from Apple.

follow  
strive  
unique  
user  
chance  
designer  
fans  
goal

**Task 2.** Comprehension questions.

1. How old is Xiaomi?
2. How much funding did Xiaomi recently raise?
3. Which tech giants is Xiaomi worth more than (name one)?
4. By how much did sales increase in 2014?
5. What was Xiaomi's most recent market share?
6. What does Xiaomi have that is unique?
7. Where do most of Xiaomi's profits come from?
8. What do Xiaomi's fans have the chance to win?
9. What did Bin Lin say he would strive to bring to everyone?
10. Who is not a fan of Xiaomi?

**After reading**

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "smart" and "phone".

**Task 2.** Discussion. No company can copy Apple iPhone. Why?

**Writing**

**Task 1.** Write a magazine article about Xiaomi Inc. Include imaginary interviews with the CEOs of Xiaomi and Apple.

**Task 2.** Read what you have written to your classmates at the next lesson. Write down any new words and expressions you hear from your partner(s).

## ***Additional texts for translation***

### **Text 1**

#### **Технологічні компанії всіх рангів починають звільняти персонал**

*Що об'єднує Twitter, Microsoft, Flipagram і Snapchat? Всі ці та інші технологічні компанії починають скорочувати своїх співробітників, повідомляє видання "Business Insider".*

Причини скорочень в кожному з випадків досить різні, але вони знаменують собою поворотну крапку в низці мільярдних угод із залучення фінансування для стартапів, що відбувалися протягом останнього року. І хоча технологічні компанії продовжують своє зростання, у багатьох із них почалася оптимізація витрат, зокрема й скорочення.

Питання в тому, чи звільнення є здоровою ознакою, що відображає дії бізнесу після стадії швидкого розширення, або ж є першими сигналами раннього попередження мінливого ринку.

"Є загальне відчуття, що фінансувати технологічні компанії стає все складніше на кожній стадії", – говорить Чи-Хуа Чен (Chi-Hua Chien), співзасновник венчурної фірми "Goodwater Capital".

Він зазначає, що причини недавніх звільнень у Twitter і Flipagram різні. На його думку, ради директорів скорочують постійні витрати, щоб впоратися з неконтрольованим зростанням своїх організацій. Правильність цих гіпотез стане ясна протягом найближчих кварталів.

Гіганти галузі HP і Microsoft вже провели скорочення тисяч співробітників цього року. Вони відносяться до старої гвардії. У їхньому випадку, це кроки, спрямовані на реструктуризацію багаторічного бізнесу. Є складнощі і у більш молодих компаній – розробників мобільних і соціальних додатків, які вважаються авангардом галузі.

Не виключено, що після скорочень у флагманських компаніях ми незабаром побачимо аналогічні дії в компаніях і стартапах, пов'язаних з ресторанним бізнесом, нерухомістю, пайовою економікою (sharing economy) і всіх взаємопов'язаних областях.

## Text 2

### **Only in Silicon Valley: Trucks Bring Perks Straight to Tech Firms**

*Getting a tooth pulled in the back of a windowless truck on the side of the road doesn't sound like a luxury. Unless you're in San Francisco.*

Studio Dental is a beautifully designed mobile dental studio that brings dentists to busy tech employees. The towering trailer parks outside of companies so patients can dash down for dental work without missing too much work or getting stuck in traffic.

Founded in 2014 by Lowell Caulder and Dr. Sara Creighton, Studio Dental is one of a number of companies bringing basic services to tech workers. You can spot them in downtown San Francisco or at major tech campuses across Silicon Valley, parked alongside the now ubiquitous food trucks.

Their services are lumped in with other well-known techie perks like free lunch and doggie day care, but most employees actually pay out of pocket.

A trim in the back of the Onsite Haircuts RV starts at \$25. Emily Harris purchased the company six years ago and has grown it from one truck to five trucks with 14 stylists.

Now the mobile salons make regular visits to major tech companies like Yahoo, Adobe, Genentech, Google and LinkedIn. Everyone from senior execs to interns stop by for blowouts, buzzcuts and beard trims. "It's really people who want to fit it in between their meetings – who want to fit it into their daily life instead of their weekend life", said Harris.

Workouts are also hard to schedule, and easy to skip. Google has on-site gyms, a volleyball court and bikes. But sometimes you need someone to yell at you.

Nick Gudgeon was working as a personal trainer at Google when, one day, he saw a food truck on the highway.

"I came up with the idea of being able to train more people at once", said Gudgeon. "It would be the arch nemesis of a food truck".

## Unit 2

### Record Airbag Recall

#### *Warm-up activities*

**Task 1.** Students talk to other students about cars. Change partners often and share your findings.

**Task 2.** In pairs/groups, talk about the topics or words from the article below. What will the article say about them? What can you say about these words and your life?

*Authorities, safety concerns, manufacturer, mechanisms, impact, passenger, major, step forward, public safety, risks, agreement, financial hit, customers.*

**Task 3.** How could cars be made safer? Complete the table with your partner(s). Change partners often and share what you have written.

<b>Feature</b>	<b>How?</b>	<b>Good idea</b>	<b>Bad idea</b>	<b>Why?</b>
Airbags				
Tyres				
Seat belts				
Crash helmets				
Brakes				
GPS				

**Task 4.** Students A strongly believe airbags should be in all cars, buses, trains and airplanes. Students B strongly believe this is a stupid idea. Change partners again and talk about your conversations.

**Task 5.** Spend one minute writing down all of the different words you associate with the word "safety". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

#### *Before reading*

**Task 1.** Read the statement and mark true (T) or false (F).

- a. Japan has recalled a record 34 million cars over safety concerns. T/F
- b. The airbag maker has denied that anything was wrong with its airbags. T/F

- c. There are eleven different models of car affected by the recall. T/F
- d. Sixty deaths have been attributed to the airbags. T/F
- e. The US Department of Transportation is happy with the recall. T/F
- f. The CEO of the airbag company said he was pleased. T/F
- g. The recall will cost the airbag company and its customers up to \$5 bn. T/F
- h. The airbag company will not be able to make any profit this year. T/F

**Task 2.** Match the following synonyms from the article.

- |              |                |
|--------------|----------------|
| 1) concerns  | a) broken      |
| 2) admitted  | b) greeted     |
| 3) defective | c) connected   |
| 4) propelled | d) course      |
| 5) linked    | e) worries     |
| 6) welcomed  | f) anticipates |
| 7) major     | g) launched    |
| 8) replaced  | h) confessed   |
| 9) path      | i) exchanged   |
| 10) expects  | j) important   |

**Task 3.** Match the phrases (sometimes more than one choice is possible).

- |                               |                            |
|-------------------------------|----------------------------|
| 1. Safety                     | a) or passenger.           |
| 2. Mechanisms inside the bags | b) path forward.           |
| 3. The driver                 | c) of other recalls.       |
| 4. It follows a string        | d) step forward.           |
| 5. Linked to six deaths and   | e) concerns.               |
| 6. A major                    | f) addressed first.        |
| 7. Taking the proactive       | g) more than 100 injuries. |
| 8. The highest risks are      | h) profit.                 |
| 9. A clear                    | i) are defective.          |
| 10. Make a                    | j) steps necessary.        |

### **Reading**

**Task 1.** Fill in the gaps with the correct word, translate the text into your native language.

Authorities in the USA are recalling a (1) \_\_\_\_\_ passenger  
 34 million cars because of safety (2) \_\_\_\_\_ over the concerns

airbags fitted in them. The manufacturer of the airbags has admitted that mechanisms inside the bags are (3) \_\_\_\_\_ and thus need to be repaired or replaced. A spokesman from the company Takata said that the airbags open too quickly on impact, which can cause broken glass or (4) \_\_\_\_\_ of metal to be propelled into the face of the driver or (5) \_\_\_\_\_. The bags are fitted into 11 different models of car and the recall constitutes the biggest in US (6) \_\_\_\_\_. It follows a (7) \_\_\_\_\_ of other recalls, from Japanese manufacturers Toyota and Honda. The faulty airbags have been (8) \_\_\_\_\_ to six deaths and more than 100 injuries.

string  
record  
shards  
linked  
defective  
history

The US Department of Transportation (9) \_\_\_\_\_ the airbag recall. A spokesman said: "Today is a (10) \_\_\_\_\_ step forward for public safety. The department... is taking the proactive steps necessary to (11) \_\_\_\_\_ that defective inflators are replaced with safe ones as quickly as possible, and that the highest (12) \_\_\_\_\_ are addressed first". Meanwhile, Takata's CEO Shigehisa Takada said: "We are pleased to have (13) \_\_\_\_\_ this agreement... which represents a clear path (14) \_\_\_\_\_". The company will obviously take a huge financial (15) \_\_\_\_\_. The recall will cost the company and its customers up to \$5 billion. Despite this, Mr Takada said he expects the company will still be able to make a (16) \_\_\_\_\_ this year.

major  
risks  
forward  
profit  
welcomed  
hit  
ensure  
reached

**Task 2.** Comprehension questions.

1. How many cars are being recalled?
2. Who admitted that the airbags were defective?
3. What did the manufacturer say happens too quickly on impact?
4. How many different models of cars are affected?
5. How many injuries have the airbags caused?
6. Which US government department welcomed the recall?
7. How quickly are the airbags being replaced?
8. What does the recall represent?
9. How much will the recall cost the company and its customers?
10. What will the company still be able to make this year?

## ***After reading***

### **Task 1.** Role play.

#### **Role A: Bicycle.**

You think a bicycle is the safest form of transport. Tell the others three reasons why. Tell them why their things aren't so safe. Also, tell the others which of these is the most dangerous (and why): car, train or bus.

#### **Role B: Car.**

You think a car is the safest form of transport. Tell the others three reasons why. Tell them why their things aren't so safe. Also, tell the others which of these is the most dangerous (and why): bicycle, train or bus.

#### **Role: C Train.**

You think a train is the safest form of transport. Tell the others three reasons why. Tell them why their things aren't so safe. Also, tell the others which of these is the most dangerous (and why): car, bicycle or bus.

#### **Role: D Bus.**

You think a bus is the safest form of transport. Tell the others three reasons why. Tell them why their things aren't so safe. Also, tell the others which of these is the most dangerous (and why): car, train or bicycle.

**Task 2.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "air" and "bag".

**Task 3.** Look back at the article and write down some questions you would like to ask the class about the text.

## ***Writing***

**Task 1.** Write about airbags for 10 minutes. Comment on your partner's paper.

**Task 2.** Write a magazine article about car safety. Include imaginary interviews with people who think cars are safe and with people who think they are dangerous.

**Task 3.** Write a letter to an expert on cars. Ask him/her three questions about airbags. Give him/her three of your ideas on how to make cars safer. Read your letter to your partner(s) in your next lesson. Your partner(s) will answer your questions.

## Unit 3

### Time-out from Eurozone Possible for Greece

#### *Warm-up activities*

**Task 1.** Students talk to other students about Greece. Change partners often and share your findings.

**Task 2.** In pairs/groups, talk about these topics or words from the article. What can you say about these words and your life?

*Economic crisis, struggling, loans, austerity, bailout, living conditions, time-out, desperate, cash machine, concerned, financial future, temporary, compromise.*

**Task 3.** How can the following help Greece? Complete the table with your partner(s). Change partners often and share what you wrote.

	<b>What kind of help?</b>	<b>Will they do it? Why (not)?</b>
Greece's leader		
The IMF		
Angela Merkel		
Greece's people		
Greek banks		
The EU		

**Task 4.** Students A strongly believe Greece should leave the Eurozone. Students B strongly believe it should stay. Change partners again and talk about your conversations.

**Task 5.** Spend one minute writing down all of the different words you associate with the word "crisis". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

#### *Before reading*

**Task 1.** Read the statements and mark true (T) or false (F).

- European countries gave Greece loans that helped keep it afloat. T/F
- Greek people are fed up with austerity measures. T/F
- Just under 60 % of Greeks voted to reject a bailout from Europe. T/F
- A time-out for Greece might arise if they do not accept a bailout. T/F

- e. There is a daily limit on how much Greeks can withdraw from banks. T/F
- f. European leaders are generally optimistic about Greece's future. T/F
- g. Greece's leader wasn't so sure that a solution would be found. T/F
- h. Angela Merkel said people had lost trust in the Greek currency. T/F

**Task 2.** Match the following synonyms from the article.

- |               |                     |
|---------------|---------------------|
| 1) concerning | a) most recent      |
| 2) struggling | b) in great need of |
| 3) measures   | c) conditions       |
| 4) latest     | d) actions          |
| 5) terms      | e) trade-off        |
| 6) desperate  | f) confidence       |
| 7) extremely  | g) regarding        |
| 8) dismissed  | h) very             |
| 9) compromise | i) battling         |
| 10) trust     | j) rejected         |

**Task 3.** Match the phrases (sometimes more than one choice is possible).

- |  |                          |
|--|--------------------------|
| 1. The economic crisis concerning        | a) closed for two weeks. |
| 2. Greece is struggling to pay           | b) afloat.               |
| 3. Countries that helped keep the nation | c) to a normal life.     |
| 4. They voted in a national              | d) Greece's future.      |
| 5. Agree terms                           | e) compromise.           |
| 6. Greeks are desperate for a return     | f) referendum.           |
| 7. All banks in the country have been    | g) reliability.          |
| 8. European leaders seem to be           | h) back huge loans.      |
| 9. I'm here ready for an honest          | i) more upbeat.          |
| 10. Trust and                            | j) for a bailout.        |

### ***Reading***

**Task 1.** Fill in the gaps with the correct word and translate the text into your native language.

The economic crisis (1) \_\_\_\_\_ Greece's future proposal in the Eurozone continues. Greece is struggling to pay back afloat (2) \_\_\_\_\_ loans from European countries that helped huge keep the nation (3) \_\_\_\_\_. The Greek people are tired terms of austerity measures connected to repayments of the loans. referendum

They voted in a national (4) \_\_\_\_\_ on whether or not temporary to accept the bailout conditions proposed by the European Commission and International Monetary Fund. A majority of 61 per cent rejected the (5) \_\_\_\_\_ because they thought their living conditions and economy would (6) \_\_\_\_\_ further. The latest plan to be talked about is a (7) \_\_\_\_\_ Greek exit from the Eurozone. The "time-out" could happen if Greece cannot agree (8) \_\_\_\_\_ for a bailout.

Greeks are (9) \_\_\_\_\_ for a return to a normal life. All banks in the country have been closed for two weeks and there is a €60 daily (10) \_\_\_\_\_ on cash machine (11) \_\_\_\_\_. They are extremely concerned about the value of their savings and their financial future. European leaders seem to be more (12) \_\_\_\_\_. France's President Francois Hollande (13) \_\_\_\_\_ any suggestion of a temporary exit for Greece. Greek Prime Minister Alexis Tsipras was also confident a (14) \_\_\_\_\_ would be found. He told reporters: "I'm here ready for an honest compromise... We can reach an (15) \_\_\_\_\_ ... if all parties want it". German leader Angela Merkel was less optimistic. She said: "The most important currency has been lost... (16) \_\_\_\_\_ and reliability".

### **Task 2.** Comprehension questions.

1. What did the European loans help keep afloat?
2. What are Greeks tired of?
3. What did Greeks reject in a referendum?
4. What percentage of Greeks rejected the proposal?
5. What could happen if Greece does not agree terms for a bailout?
6. What are Greek people desperate for a return of?
7. What is the most amount of money people can take out of the bank each day?
8. Who was confident that a solution would be found?
9. What did Greek Prime Minister Alexis Tsipras say he was ready for?
10. What two things did Angela Merkel say had been lost?

## ***After reading***

### **Task 1.** Role play.

#### **Role A: Your own home.**

You think your own home is the most important thing for your future. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): a private pension, healthcare or the ability to live to 100.

#### **Role B: A private pension.**

You think a private pension is the most important thing for your future. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): your own home, healthcare or the ability to live to 100.

#### **Role C: Healthcare.**

You think healthcare is the most important thing for your future. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): a private pension, your own home or the ability to live to 100.

#### **Role D: Ability to live to 100.**

You think the ability to live to 100 is the most important thing for your future. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): a private pension, healthcare or your own home.

**Task 2.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "huge" and "loan".

**Task 3.** Look back at the article and write down some questions you would like to ask the class about the text.

### **Task 4.** Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to mind when you hear the word "economy"?
3. What do you know about Greece's economy?
4. How did Greece get into such a bad situation?
5. What do you know about the bailout discussions?
6. Should Greece leave the Eurozone?
7. Is it a good idea that many countries have the same currency?

8. What should other countries do to help Greece?
9. What problems might there be if Greece leaves the Eurozone?
10. What are austerity measures?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. What's the worst you've ever been financially?
3. What would you do if banks limited the amount of money you could withdraw?
4. How worried are you about your financial security?
5. What do you think will happen to Greece in the end?
6. What concerns do you have about your country's economy?
7. When was the last time you compromised?
8. When was the last time you weren't so optimistic about something?
9. How far can your leaders be trusted?
10. What questions would you like to ask Greece's leader?

### ***Writing***

**Task 1.** Write about Greece for 10 minutes. Comment on your partner's paper.

**Task 2.** Write a magazine article about a single world currency. Include imaginary interviews with people who are for and against it.

**Task 3.** Write a letter to expert *n* on Europe. Ask him/her three questions about Greece. Give him/her three of your ideas for a solution. Read your letter to your partner(s) in your next lesson. Your partner(s) will answer your questions.

## **Unit 4**

### **Coca-Cola Unveils New Global Ad Strategy**

#### ***Warm-up activities***

**Task 1.** Coke search. Talk to as many other students as you can to find out what they know about Coke. After you have talked to lots of students, sit down with your partner(s) and share your information. Tell each other what you thought was interesting or surprising. What is your impression of the Coca-Cola Company?

**Task 2.** Coke slogans. Coca-Cola constantly remarkets itself with new slogans. What do you think about these past and present slogans? Why were they chosen?

- a. The ideal brain tonic (1893).
- b. Universal symbol of the American way of life (1943).
- c. Hello Coke (1944).
- d. Coke time (1954).
- e. Coke... after Coke... after Coca-Cola (1966).
- f. It's the real thing (1970).
- g. I'd like to buy the world a Coke (1971).
- h. Welcome to the Coke side of life (2006).

**Task 3.** Chat. In pairs/groups, decide which of the following topics or words are most interesting and which are most boring.

*Coca-Cola, slogans, financial fortunes, campaigns, roots, the bright side of life, local markets, innovation, enjoyment, comfort, nutrition, brand portfolios.*

Have a chat about the topics you liked. For more conversation, change topics and partners frequently.

**Task 4.** My Cola life. In pairs/groups, talk about your history with cola drinks. Did you drink a lot when you were a kid? Do you prefer Coke or Pepsi? Are you worried about colas being unhealthy?

**Task 5.** Famous slogans. Discuss the slogans below with your partner(s). Do you like them? Why are they good? Would (Do) they work in your country?

- a. Don't leave home without it. (American Express)
- b. Just do it. (Nike)
- c. The ultimate driving machine. (BMW)
- d. Think different. (Apple Computer)
- e. Heineken refreshes the parts other beers cannot reach. (Heineken)
- f. A diamond is forever. (DeBeers)
- g. Put a tiger in your tank. (Esso)
- h. Say it with flowers. (Interflora)

### ***Reading***

**Task 1.** Read the text.

The Coca-Cola company unveiled a new global slogan on December 8 to turn around its image and sluggish financial fortunes. The new line is:

"Welcome to the Coke side of life". It supplants the three-year-old "Make it real" campaign, which analysts say never really got off the ground, despite the billion-plus dollars spent on advertising. The latest strategy sees Coke revisiting its roots with a strong focus on the iconic shape of the old-fashioned Coke bottle, which was apparently modeled on a woman's curves. There will be different takes on the slogan, including, "Dream on the Coke Side of Life" and "Float on the Coke Side of Life". Executives said these will be fine-tuned to tap deeper into local markets and more accurately reflect specific cultural tastes and lifestyles.

Coke CEO Neville Isdell said the new global ad strategy should return the company to its former glories within eighteen months. Such confidence is important, particularly as Coke's shares have lost almost 20 percent in value under Isdell's short reign. He acknowledged Coke had suffered an "innovation deficit" of late. Marketing chief Mary Minnick outlined three new themes to appeal to customers – enjoyment, comfort and nutrition. She said: "We want Coke brands to be more relevant, an integral part of consumers' everyday lives. We want to build a relationship with consumers". She also spoke of a "more targeted brand portfolio", to include a host of new product launches. In January, Coca-Cola Blak, a coffee-infused cola, will hit the stores to get the ball rolling.

**Task 2.** True/false. Read the statements and mark true (T) or false (F).

- a. Coke's new slogan is to help its image and sluggish financial fortunes. T/F
- b. The new slogan is "Welcome to the fizzy side of life". T/F
- c. Coke is going back to its roots with its new ad strategy. T/F
- d. Coke's taste will be fine-tuned and made available on tap. T/F
- e. Coke's CEO said it would take 18 years to return to former glories. T/F
- f. Coke's CEO acknowledged the company was lacking in innovation. T/F
- g. Coke wants its drinks to be an integral part of consumers' daily lives. T/F
- h. Coke said a new cola-flavored coffee drink will hit stores in January. T/F

**Task 3.** Match the following synonyms from the article.

- |              |              |
|--------------|--------------|
| 1) unveiled  | a) array     |
| 2) sluggish  | b) penetrate |
| 3) supplants | c) intrinsic |

- |                    |               |
|--------------------|---------------|
| 4) roots           | d) control    |
| 5) tap             | e) replaces   |
| 6) reign           | f) listless   |
| 7) deficit         | g) go on sale |
| 8) integral        | h) revealed   |
| 9) host            | i) beginnings |
| 10) hit the stores | j) shortfall  |

**Task 4.** Match the following phrases from the article (sometimes more than one combination is possible).

- |  |                                  |
|--|----------------------------------|
| 1. Turn around its image and                   | a) to its former glories.        |
| 2. Never really got                            | b) on the slogan.                |
| 3. The latest strategy sees Coke<br>revisiting | c) into local markets.           |
| 4. Different takes                             | d) off the ground.               |
| 5. Tap deeper                                  | e) "innovation deficit" of late. |
| 6. Return the company                          | f) targeted brand portfolio.     |
| 7. Coke had suffered an                        | g) sluggish financial fortunes.  |
| 8. An integral part                            | h) get the ball rolling.         |
| 9. A more                                      | i) of consumers' everyday lives. |
| 10. ... will hit the stores to                 | j) its roots.                    |

### ***After reading***

**Task 1.** Delete six incorrect words from the ten **in bold** in each paragraph. Think of suitable replacements.

#### **Coca-Cola unveils new global ad strategy**

The Coca-Cola Company **unzipped** a new global slogan on December 8 to turn around its image and **sluggish** financial fortunes. The new line is: "Welcome to the Coke side of life". It **supplants** the three-year-old "Make it real" campaign, which analysts say never really got off the **sky**, despite the billion-plus dollars spent on advertising. The latest strategy sees Coke revisiting its **boots** with a strong focus on the **iconic** shape of the old-fashioned Coke bottle, which was apparently modeled on a woman's **curves**. There will be different **gives** on the slogan, including, "Dream on the Coke Side of Life" and "Float on the Coke Side of Life". Executives said these will be fine-tuned to **top** deeper into local markets and more accurately **reject** specific cultural tastes and lifestyles.

Coke CEO Neville Isdell said the new global ad strategy should return the company to its former **gory** within eighteen months. Such confidence is important, particularly as Coke's shares have **gained** almost 20 percent in value under Isdell's short **reign**. He acknowledged Coke had suffered an "innovation **surplus**" of late. Marketing chief Mary Minnick outlined three new themes to **appeal** to customers – enjoyment, comfort and nutrition. She said: "We want Coke brands to be more relevant, an **integer** part of consumers' **everyday** lives. We want to build a relationship with consumers". She also spoke of a "more targeted **bland** portfolio," to include a host of new product **launches**. In January, Coca-Cola Blak, a coffee-infused cola, will hit the stores to get the **box** rolling.

**Task 2.** Test each other. Look at the words below. With your partner, try to recall exactly how they were used in the text:

- turn,
- supplants,
- ground,
- roots,
- curves,
- tap,
- glories,
- reign,
- deficit,
- themes,
- portfolio,
- ball.

**Task 3.** Discuss in pairs.

Student A's questions (Do not show these to student B).

1. Did the headline make you want to read the article?
2. Do you think the Coca-Cola company is good at marketing and branding itself?
3. What do you think of the "Welcome to the Coke side of life" slogan?
4. Do you think Coke is right to refocus on its iconic bottle?
5. What makes a good slogan?
6. What are some of your favorite slogans and why do you like them?
7. What slogans in your own language do you think are good?
8. Can you think of any bad slogans?
9. How do you think Coke brands can be made "more relevant" in consumers' everyday lives?
10. Why has Coca-Cola spelled its new product "Blak" – without the "c"? Do you think this is good?

Student B's questions (Do not show these to student A).

1. Did you like reading this article?
2. What do you think about what you have read?
3. If you had a slogan to market yourself, what would it be?
4. What do you think is interesting about slogans?
5. Do you think there's an art to designing a good slogan?
6. Do you think good slogans can only be created by innovative and creative advertising executives?
7. Why do you think Coke changes its slogan every two or three years, while other companies stick with theirs for a decade or longer?
8. What does "Welcome to the Coke side of life" say?
9. Will you be trying the new Coca-Cola Blak?
10. Did you like this discussion?

**Task 4.** Speaking. You are a marketing executive for the Coca-Cola company. You must choose one of the eight slogans below to be Coke's "eternal" slogan. Discuss each slogan in relation to the criteria required of a good slogan.

- a. The ideal brain tonic.
- b. Universal symbol of the American way of life.
- c. Hello Coke.
- d. Coke time.
- e. Coke... after Coke... after Coca-Cola.
- f. It's the real thing.
- g. I'd like to buy the world a Coke.
- h. Welcome to the Coke side of life.

Criteria:

1. A good slogan is memorable.
2. A good slogan includes a key benefit of the product or service.
3. A good slogan differentiates the product – puts it higher than competitor products.
4. A good slogan facilitates immediate brand name recognition.
5. A good slogan imparts positive feelings about the brand.
6. A good slogan cannot be used by a competitor.

For discussion:

- Change partners. Explain your choice and reasons for deciding on your slogan.
- If your choices are different, try to persuade each other to accept your choice.
- If your choices are the same, explain where the other slogans fell down.
- Return to your original partner(s). Make a presentation on why you believe your choice of slogan is best.
- Give your presentations to the class.
- In pairs/groups, discuss the quality and content of the presentations and vote for the best one.

### ***Additional texts for translation***

**Task 1.** Translate the text into Ukrainian.

Coca-Cola drinkers will soon be able to buy casual clothing that uses the values of the world's most popular drink. Coca-Cola is about to launch its own fashion line to reflect the idea that "consumers feel a special relationship with Coke that relates to more than just the drinking experience".

Which other brands might stretch easily and which might fail? Mars has successfully produced ice creams branded with the names of its Mars and Snickers candy bars. These are all "sweet tooth products". Couturiers such as Armani and Hugo Boss have moved into cosmetics, fragrances and spectacles – all "fashion victim products". Banks now offer insurance policies, investments, business advice and other financial services. One of the most successful brand-stretchers is Walt Disney, which has added merchandise, shops, books, videos, games and theme parks to its original filmmaking. The move from making children's cartoons to other products using the same figures appears a natural development. Yet these are totally different businesses – there is little in common between making films, running shops and operating a packaged holiday business.

**Task 2.** Translate the text into Ukrainian.

No one contests the economic necessity of geographically extending a product – it is a source of economies of scale, of amortisation of rising research-and-development costs and of competitive advantage in local markets. But how far do we push the global idea? For example, the Mars

brand is not absolutely global. The Mars chocolate bar is sold as an all-round nutritious snack in the UK and as an energiser in Europe (two different concepts and positioning for the same physical product). Nestle adapts the taste of its worldwide brands to local consumer expectations. The Nescafe formulas vary worldwide.

Global marketing implies the wish to extend a single marketing mix to a particular region (for example Europe or Asia) or even to the world. It also denotes a situation in which a firm's competitive position in one country can be significantly affected by its position in other countries. The global approach sees the role of individual countries as only part of a wider competitive strategy.

The aim of marketing globalisation is not to maximise sales but to increase profitability. In the first place, it cuts out duplicated tasks. For example, instead of bringing out different TV advertising for each country, a firm can use a single film for one region. The McCann-Erickson agency is proud of the fact that it has saved Coca-Cola \$90 million in production costs over the past 20 years by producing films with global appeal.

Globalisation allows a firm to exploit good ideas, wherever they come from. Timotei shampoo was developed in Finland and spread to other European countries. The beverage Malibu, which is sold worldwide, was created in South Africa.

In drinking Coca-Cola, we drink the American myth – fresh, open, bubbling, young, dynamic, all-American images. Young people in search of identity form a particular target. In an effort to stand out from others, they draw their sources of identity from cultural models provided by the media. Levi's are linked with a mythical image of breaking away down the lonely open road – an image part James Dean, part Jack Kerouac, tinted with a glimpse of a North American eldorado. Nike tells young people to surpass themselves, to transcend the national confines of race and culture.

**Task 3.** Translate the following sentences into English.

1. Бренд потребує суворого контролю, тому що це є основною цінністю компанії.

2. Новий маркетинговий підхід сфокусовано на розвиток бренда для того, щоб представити певний образ життя, певну особистість.

3. Розширення діапазону бренда є ще одним засобом збільшити його відомість.

4. Тому існують обумовлені стратегії задля впровадження нового продукту.

5. Ми знаходимось під значним впливом брендів: вони змушують нас обирати певний образ життя, їжу, вбрання; брендовий товар дає прибуток вдвічі більше, ніж такий самий, але під другим ім'ям.

6. Бренди – це ілюзорні назви, символи та асоціації, хоча їх звинувачують у розбещенні дітей та негативному впливі на наше здоров'я.

7. В умовах глобальної економіки бренди являють собою значну долю прибутку компанії.

8. Раніше було легко створити бренд: логотип виступав гарантом якості та сталості.

9. Знижки, акції та різні цінові пропозиції є засобами збільшення об'єму продажу, але вони не мають довготривалого результату.

10. Споживачі, які купують товари певного бренду та сплачують за це високу ціну, визначають ринкову вартість компанії.

11. Компанії наразі перейшли від звичайної демонстрації продукту до представлення бажань і прагнень нового цікавого образу життя.

12. Обмірковане розширення діапазону бренда не тільки просуває новий продукт на заповнений ринок, але й збільшує цінність основного бренду.

## Unit 5

### Bad Bosses Can Cause Heart Attacks

#### *Warm-up activities*

**Task 1.** Bosses. Walk around the class and talk to other students about bosses. Change partners often. After you finish, sit with your partner(s) and share your findings.

**Task 2.** Chat. In pairs/groups, decide which of these topics or words from the article below are most interesting and which are most boring.

*Bad bosses, your heart, management styles, managers, goals, positive feedback, reports, worker health, leadership skills, being understanding, daily nightmares.*

Have a chat about the topics you liked. Change topics and partners frequently.

**Task 3.** Stress. Do you think the workplace is a stressful place? Complete the table below with your partner(s). Share what you've written with other students.

<b>Stress</b>	<b>Most stressful thing</b>	<b>Ways to reduce this stress</b>
Boss		
Colleagues		
Customers/Clients		
Overtime		
Deadlines		
Job security		

**Task 4.** Leadership. Students A strongly believe that good leaders are born and not made – you cannot be taught to be a leader; Students B strongly believe that anyone can become a good leader. Change partners again and talk about your conversations.

**Task 5.** I'm the boss. Rate your leadership skills (10 = outstanding, 1 = very poor). Talk about your ratings with other students. Who is the best leader in the class?

Making decisions _____.	Project management _____.
Giving your staff work to do _____.	Motivating staff _____.
Disciplining workers _____.	Meeting deadlines _____.

### ***Before reading***

**Task 1.** Look at the article's headline and guess whether these sentences are true (T) or false (F):

- a. A bad boss can increase your risk of having a heart attack. T/F
- b. Managers who don't have a lot of money develop heart disease. T/F
- c. Interviewers questioned 3,000 men and women for their research. T/F
- d. Workers who respected their bosses had a few heart problems. T/F
- e. A report says that training managers would make staff healthier. T/F
- f. The report says training bosses is a good investment in the long run. T/F
- g. The report says bosses are good at understanding blood pressure. T/F
- h. An IT worker had a bad time every day and worked for a monster. T/F

**Task 2.** Match the following synonyms from the article:

- |                |                |
|----------------|----------------|
| 1) bad         | a) chance      |
| 2) poor        | b) thoughtful  |
| 3) risk        | c) conclusions |
| 4) considerate | d) advance     |
| 5) outlined    | e) ogre        |
| 6) improve     | f) no good     |
| 7) investment  | g) cut         |
| 8) reduce      | h) summarized  |
| 9) findings    | i) bad         |
| 10) monster    | j) outlay      |

**Task 3.** Match the following phrases from the article (sometimes more than one combination is possible).

- |                                       |                                 |
|---------------------------------------|---------------------------------|
| 1. Having a bad boss                  | a) of 3,000 male workers.       |
| 2. Increase their employee's risk of  | b) related illnesses.           |
| 3. Data on the health                 | c) improve worker health.       |
| 4. Communicated well and offered      | d) term investment.             |
| 5. Who respected their bosses were    | e) developing heart disease.    |
| 6. Companies should retrain bosses to | f) understanding boss.          |
| 7. A good long-                       | g) could be bad for your heart. |
| 8. A more supportive and              | h) nightmare.                   |
| 9. High blood pressure and stress-    | i) positive feedback.           |
| 10. Working for him was a daily       | j) healthier.                   |

### **Reading**

**Task 1.** Put the words into the gaps in the text, translate it into your native language.

Having a bad boss could be bad for your heart. This is the (1) \_\_\_\_\_ of a Swedish study on management styles and health. The researchers concluded that poor managers can (2) \_\_\_\_\_ their employee's risk of developing heart disease. The Stockholm University study analyzed (3) \_\_\_\_\_ on the health of 3,000 male workers. They compared the data with the results from questionnaires about (4) \_\_\_\_\_ managers. The questions asked workers if they thought their boss was (5) \_\_\_\_\_, communicated well and offered positive feedback. Other questions (6) \_\_\_\_\_ at how

senior  
goals  
conclusion  
fewer  
data  
looked  
increase  
considerate

much work bosses gave to workers and how well they outlined their (7) \_\_\_\_\_. The research team found that workers who respected their bosses were healthier and had (8) \_\_\_\_\_ heart problems.

The report is (9) \_\_\_\_\_ in the journal *Occupational and Environmental Medicine*. It suggests that companies should re-train bosses to (10) \_\_\_\_\_ worker health. A healthier workforce will improve the overall health of the company. Investing in (11) \_\_\_\_\_ leadership skills to senior managers could be a good long-term investment. The researchers said a more supportive and understanding boss would reduce the (12) \_\_\_\_\_ of workers developing high blood (13) \_\_\_\_\_ and stress-related illnesses. Magnus Larsson, an engineer for a large IT company, (14) \_\_\_\_\_ with the report's findings. He believes his heart (15) \_\_\_\_\_ last year was because of his boss: "The guy was a monster. Working for him was a daily (16) \_\_\_\_\_ for eight years", Larsson said.

pressure  
providing  
attack  
published  
nightmare  
chances  
agreed  
improve

**Task 2.** Test each other. Look at the words below. With your partner, try to recall how they were used in the text:

<ul style="list-style-type: none"> <li>• conclusion</li> <li>• poor</li> <li>• 3,000</li> <li>• positive</li> <li>• outlined</li> <li>• fewer</li> </ul>	<ul style="list-style-type: none"> <li>• published</li> <li>• overall</li> <li>• long-term</li> <li>• blood</li> <li>• agreed</li> <li>• daily</li> </ul>
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**Task 3.** Discuss in pairs.

Student A's questions (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "boss"?
3. Do you think you would be a good boss?
4. What makes a good boss a good boss?
5. Are you surprised that bosses can give their staff heart problems?
6. Why is it important to be considerate and give positive feedback?
7. What other things in the workplace are bad for your heart?
8. Have you had good or bad bosses?

9. Can anyone be a good boss?
10. Would you like to be a boss (why)?

Student B's questions (Do not show these to student A).

1. Did you like reading this article?
2. Would you like to read the report mentioned in the article?
3. What would managers learn in their training to be a good boss?
4. What should companies do to look after the health of their staff?
5. Do you know of any companies that treat their staff really well?
6. Do you think workers should be able to vote on whether their boss continues to be their boss?
7. Do you think companies should spend a lot of time and money on training managers?
8. Do you think workers should be able to sue companies if bosses give them heart problems?
9. What would you do if your boss was a monster who made your working life a daily nightmare?
10. What questions would you like to ask the study's lead researcher?

### ***Translation***

**Task 1.** Translate the text into Ukrainian.

Millions find it hard today to identify with dead white European males, and 20th-century warfare has made it almost impossible to use war leaders of the past as role models for the present. Yet leaders and heroes are still needed, and Nelson's character, and his 10 preparation for the Nile adventure, still make him an example for everyone, black or white, male or female, British or otherwise. The reason lies less in 15 what he did, more in how he did it. Even in the toughest boardroom battle, very few people today have to carry the level of responsibility Nelson bore in 1798. Yet the way he bore it could have come from a modern textbook:

- developing teamwork with defined roles and close personal relationships;
- allowing the expression of different ideas;
- providing clear, shared and understandable goals;
- permitting participation in decision-making;
- encouraging initiative;
- promoting a sense of ownership and commitment.

All today are at least valuable, and all were present in his conduct of the campaign. If he had had time to write books, he could have advanced management theory by two centuries.

In 1798, he faced something which management speak would call "a challenge". The word seems hopelessly inadequate. With continental Europe controlled by revolutionary France, the Royal Navy had been forced to leave the Mediterranean. In Toulon, the French were preparing a colossal fleet and army – 17 major warships with more than 300 troop ships. Nelson was selected to find it and, if possible, defeat it. He was only 39 years old and had never commanded a fleet before, yet in London his task was seen as crucial to all Europe's destiny.

**Task 2.** Translate the text into Ukrainian.

What does it take to be a good chairman? CCG, the London-based headhunters, has attempted to find out. It interviewed 48 chairs – 28 of whom were from the 100 biggest UK companies listed on the London Stock Exchange – and 12 chief executives. It then sent questionnaires to more than 400 main board members of 151 large Stock Exchange-listed UK companies and analysed replies from 117 individuals, including 36 of those interviewed.

Four distinct, preferred styles of corporate leadership emerged:

Facilitators are hands-off, working with and through a chief executive. They have warm and open personal relationships with all board members. Their style is trusting, supportive, sensitive, aware and purposeful. There is a balance between head and heart, between deliberately standing back to see the wider perspective and involvement with people, issues and vision. This style was the most popular, favoured by 32 per cent of respondents.

Thinkers work through a chief executive but have no doubt about their own power and are likely to get their own way on the big issues. They can be a formidable combination with a chief executive, provided both agree on fundamentals. Although they are trusted, relationships will be more distant and based on respect, with a recognition of private agendas. Penetrating understanding of the issues and the people is likely to be accompanied by strongly held (but not always disclosed) views. Favoured by 25 per cent.

Drivers are likely to dominate by force of personality. There is variety in the importance, closeness and style of their relationships, which are not always consistent but are not difficult to read. There is less emphasis on sophisticated analysis, or on the communication of a vision, and more on strategy, action and results. They require total loyalty and commitment, both to themselves and the company. They are unquestionably the boss; anyone carrying the title of chief executive will be at best a number two or a chief

operating officer. Favoured by 23 per cent of respondents, though not much liked by chief executives.

Integrators are talented at winning both hearts and minds, and intellectually brilliant, with a flair for communication and relationships. Their style is open, trusting, empathic and empowering. They have strong strategic and analytical skills, and are able to see the big picture. They are immersed in the business. They are more interested in strategy than operations and would work best sharing leadership with a chief executive who complements their qualities. Preferred by 20 per cent of respondents, but most popular among non-executive directors.

**Task 3.** Translate the following sentences into English.

1. Керівництву підприємств важливо зрозуміти, що так звані "жіночі здібності" необхідні для залучення та утримання потрібних людей.

2. Зараз жінки тримаються нарівні з чоловіками; деякі дослідження підтверджують той факт, що жінки все частіше стають успішними керівниками.

3. На робочому місці жінки легко справляються з великою кількістю обов'язків, тому що це їм добре знайоме в домашньому побуті.

4. Жінка іноді намагається заявити про себе тим, що дає своїм підлеглим прості завдання, чоловіки, на відміну, ніколи так не роблять.

5. Такі жіночі риси характеру як, гнучкість, уміння слухати, співчуття стали поширеною нормою серед керівників.

6. Результати проведених досліджень виявили, що чоловіки іноді не здібні виконувати функції керівників.

7. Протягом кількох років жінки-керівники були змушені приховувати емоції та проявляти чоловічу своєрідність у своїй поведінці, що зробило їх зразком наслідування.

8. Здібність керівників мотивувати підлеглих через залякування завжди була головним інструментом управління.

9. Страх заважає приймати ризикові рішення, але забезпечує емоційний сплеск, який є необхідним задля подолання труднощів.

10. Наразі бракує добрих та досвідчених спеціалістів, тому боси повинні цінувати талановитих підлеглих.

11. Постанова про конструктивне звільнення, а також незадоволення робітників поклали край такому беззаконню.

12. Успіх компанії залежить від мудрого керівника й стійкого ринку.

## Unit 6

### US Fat Cats Quizzed over High Salaries

#### *Warm-up activities*

**Task 1.** Salaries. Walk around the class and talk to other students about salaries. Change partners often. After you finish, sit with your original partner(s) and share your findings.

**Task 2.** Chat. In pairs/groups, decide which of these topics or words from the article are most interesting and which are most boring.

*CEO, tough questions, bonuses, golden goodbyes, homeowners, failure politicians, billion-dollar losses, bad guys, share values, being overpaid.*

Have a chat about the topics you liked. Change topics and partners frequently.

**Task 3.** Pay. Which job should get the highest salary/benefits? With your partner(s), fill in the table. Change partners and share your ideas.

<b>Job</b>	<b>Salary</b>	<b>Holidays</b>	<b>Working hours</b>	<b>Overtime</b>
Bank CEO				
Nation's president				
English teacher				
Movie star				
Heart surgeon				
Farmer				

**Task 4.** Messing up. What should happen to CEOs who mess up big time? Talk with your partner(s) about these cases. Do they happen in real life? Make up some stories about them. Change partners and share your ideas.

- CEO loses company billions of dollars.
- CEO caught putting company profits into his own bank account.
- CEO gives jobs to friends.
- CEO tells company secrets to the biggest rival.
- CEO has relationship with a married employee.
- CEO lies about a decision that caused an environmental disaster.

**Task 5.** Executives. Spend one minute writing down all of the different words you associate with the word "executives". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

### ***Reading***

**Task 1.** Read the text.

Three former CEOs of U.S. banking giants are currently facing tough questions by American lawmakers over the size of their salaries. In particular, why their earnings, bonuses and leaving packages were so high when the companies they headed were doing so poorly. Ex-Merrill Lynch CEO E. Stanley O'Neal and Citigroup's Charles O. Prince III resigned from their companies in late 2007 with million-dollar golden goodbyes. This is despite the fact that the corporations they headed lost billions of dollars and low-income homeowners lost their homes in America's housing collapse. Democrat Henry A. Waxman said America was an unequal society. "Most Americans live in a world where economic security is [uncertain] and there are real economic consequences for failure. But our nation's top executives seem to live by a different set of rules, he said.

Many Democrat politicians focused on why top executives were paid so well when their decisions led to huge, billion-dollar losses. One concerned committee member asked: "When companies fail to perform, should they give millions of dollars to their senior executives?" Republicans defended the executives and asked questions of their own. Darrel E Issa from California wondered why the CEOs were being targeted as "bad guys". Mr. Issa said the executives also suffered because the value of the hundreds of millions of dollars they received in stocks went down when share values plummeted. A majority of Americans believe that their business leaders are highly overpaid. CEOs earn about 600 times more than the average American worker. This figure has rocketed from 1980 levels, when CEOs earned just 40 times more than Jo Public.

**Task 2.** Read the statements and mark true (T) or false (F).

- a. Lions and tigers in U.S. zoos are to start getting a salary. T/F
- b. U.S. CEOs were well paid even though their companies did badly. T/F
- c. Two CEOs got million-dollar leaving gifts from their companies. T/F
- d. A U.S. politician said all American workers live by the same rules. T/F

- e. Democrat politicians asked why CEOs always got huge salaries. T/F
- f. A Republican politician said CEOs were the bad guys in business. T/F
- g. Most Americans think CEO salaries are fair and not too high. T/F
- h. CEOs earn 600 times more than the average American worker. T/F

**Task 3.** Match the following synonyms from the article.

- |                 |                          |
|-----------------|--------------------------|
| 1) former       | a) led                   |
| 2) tough        | b) resulted in           |
| 3) headed       | c) cave-in               |
| 4) collapse     | d) nosedived             |
| 5) consequences | e) bulk                  |
| 6) led to       | f) ex                    |
| 7) targeted     | g) effects               |
| 8) plummeted    | h) tricky                |
| 9) majority     | i) gone through the roof |
| 10) rocketed    | j) singled out           |

**Task 4.** Match the following phrases from the article (sometimes more than one combination is possible).

- |   |                              |
|---|------------------------------|
| 1. Facing                                   | a) goodbyes.                 |
| 2. Million-dollar golden                    | b) a different set of rules. |
| 3. Lost their homes in America's            | c) plummeted.                |
| 4. Live in a world where economic           | d) are highly overpaid.      |
| 5. Executives seem to live by               | e) housing collapse.         |
| 6. Their decisions led to huge,             | f) tough questions.          |
| 7. CEOs were being targeted                 | g) billion-dollar losses.    |
| 8. Share values                             | h) from 1980 levels.         |
| 9. Americans believe their business leaders | i) security is uncertain.    |
| 10. This figure has rocketed                | j) as "bad guys".            |

**Task 5.** Read the text. Put the words into the gaps in the text.

Three former CEOs of U.S. banking giants are currently security  
 (1) \_\_\_\_\_ tough questions by American lawmakers bonuses  
 over the size of their salaries. In particular, why their earnings, collapse  
 (2) \_\_\_\_\_ and leaving packages were so high when goodbyes  
 the companies they headed were doing so (3) \_\_\_\_\_. facing

Ex-Merrill Lynch CEO E. Stanley O'Neal and Citigroup's Charles O. Prince III resigned from their companies in late 2007 with million-dollar golden (4) \_\_\_\_\_. This is despite the fact that the (5) \_\_\_\_\_ they headed lost billions of dollars and low-income homeowners lost their homes in America's housing (6) \_\_\_\_\_. Democrat Henry A. Waxman said America was an unequal society. "Most Americans live in a world where economic (7) \_\_\_\_\_ is [uncertain] and there are real economic consequences for failure. But our nation's top executives seem to live by a different (8) \_\_\_\_\_ of rules, he said.

set  
corporations  
poorly

Many Democrat politicians focused on why (9) \_\_\_\_\_ executives were paid so well when their decisions led to huge, billion-dollar losses. One (10) \_\_\_\_\_ committee member asked: "When companies fail to (11) \_\_\_\_\_, should they give millions of dollars to their senior executives?" Republicans (12) \_\_\_\_\_ the executives and asked questions of their own. Darrel E. Issa from California wondered why the CEOs were being (13) \_\_\_\_\_ as "bad guys". Mr. Issa said the executives also suffered because the value of the hundreds of millions of dollars they received in stocks went down when share (14) \_\_\_\_\_ plummeted. A majority of Americans believe that their business leaders are (15) \_\_\_\_\_ overpaid. CEOs earn about 600 times more than the average American worker. This figure has (16) \_\_\_\_\_ from 1980 levels, when CEOs earned just 40 times more than Jo Public.

values  
defended  
concerned  
rocketed  
top  
targeted  
highly  
perform

**Task 6.** Test each other. Look at the words below. With your partner, try to recall exactly how these were used in the text.

<ul style="list-style-type: none"> <li>• tough</li> <li>• packages</li> <li>• late</li> <li>• collapse</li> <li>• unequal</li> <li>• rules</li> </ul>	<ul style="list-style-type: none"> <li>• focused</li> <li>• perform</li> <li>• questions</li> <li>• plummeted</li> <li>• highly</li> <li>• levels</li> </ul>
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### ***After reading***

**Task 1.** Discuss in pairs.

Student A's questions (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the abbreviation "CEO"?
3. How does someone become a CEO?
4. What do you think of the CEOs in this article getting millions of dollars, even though their companies lost billions of dollars?
5. Do you think you'll ever get a golden goodbye, or a golden hello?
6. What do you know about America's housing collapse and the credit crunch?
7. Do you think America is an unequal society?
8. Do people in your country live by different sets of rules?
9. Do you think there should be a limit to how much someone can earn?

Student B's questions (Do not show these to student A).

1. Did you like reading this article?
2. Do you think pay should be related to performance for all jobs?
3. Are the CEOs whose companies lost billions of dollars really bad guys?
4. What does a CEO do all day?
5. Do you feel sorry for the CEOs who lost a lot of money when their shares lost value?
6. Who is overpaid in your society?
7. What do you think of the fact that CEOs get paid 600 times more than average workers in America?
8. What questions would you like to ask the CEOs?
9. Did you like this discussion?

### ***Language practice***

**Task 1.** Put the correct words from a – d below in the article.

Three former CEOs of U.S. banking (1) \_\_\_\_ are currently facing tough questions by American lawmakers (2) \_\_\_\_ the size of their salaries. In particular, why their earnings, bonuses and leaving packages were so high when the companies they headed were doing so (3) \_\_\_\_\_. Ex-Merrill Lynch CEO E. Stanley O'Neal and Citigroup's Charles O. Prince III resigned from their companies in late 2007 with million-dollar golden goodbyes. This is (4) \_\_\_\_ the fact that the corporations they headed lost billions of dollars and low-income homeowners lost their homes in America's housing collapse. Democrat Henry A. Waxman said America was an (5) \_\_\_\_ society. "Most

Americans live in a world where economic security is [uncertain] and there are real economic consequences for failure. But our nation's top executives seem to live by a different (6) \_\_\_\_ of rules, he said.

Many Democrat politicians focused (7) \_\_\_\_ why top executives were paid so well when their decisions led to huge, billion-dollar losses. One concerned committee member asked: "When companies (8) \_\_\_\_ to perform, should they give millions of dollars to their senior executives?" Republicans defended the executives and asked questions of their (9) \_\_\_\_\_. Darrel E Issa from California wondered why the CEOs were being targeted as "bad guys". Mr. Issa said the executives also (10) \_\_\_\_ because the value of the hundreds of millions of dollars they received in stocks went down when share values plummeted. A majority of Americans believe that their business leaders are (11) \_\_\_\_ overpaid. CEOs earn about 600 times more than the average American worker. This (12) \_\_\_\_ has rocketed from 1980 levels, when CEOs earned just 40 times more than Jo Public.

- |                    |                  |               |                 |
|--------------------|------------------|---------------|-----------------|
| 1. (a) giant;      | (b) giant-sized; | (c) gigantic; | (d) giants.     |
| 2. (a) under;      | (b) inside;      | (c) over;     | (d) outside.    |
| 3. (a) poverty;    | (b) poorly;      | (c) poor;     | (d) poorest.    |
| 4. (a) despite;    | (b) spite;       | (c) inspite;  | (d) despise.    |
| 5. (a) inequality; | (b) equals;      | (c) unequal;  | (d) equity.     |
| 6. (a) settings;   | (b) setting;     | (c) sets;     | (d) set.        |
| 7. (a) in;         | (b) on;          | (c) with;     | (d) asto.       |
| 8. (a) fail;       | (b) fall;        | (c) feel;     | (d) fault.      |
| 9. (a) themselves; | (b) own;         | (c) them;     | (d) owners.     |
| 10. (a) suffers;   | (b) suffering;   | (c) suffered; | (d) sufferable. |
| 11. (a) highly;    | (b) higher;      | (c) height;   | (d) highest.    |
| 12. (a) figurine;  | (b) figured;     | (c) figures;  | (d) figure.     |

### ***Translation***

**Task 1.** Translate the text into Ukrainian.

### **Fat cats feeding**

So-called "golden parachutes", i.e. large pay-offs even when top executives fail, have become a main focus this year in the debate over executive pay. The Corporate Library, an organisation set up to protect the rights of shareholders in America, believes that the average departing CEO in that country receives a severance package worth \$16.5m.

In May this year, shareholders at the annual general meeting of Glaxo-SmithKline (GSK) protested against the amount promised to its boss, Jean-Pierre Garnier, if he were forced to leave the company prematurely. Since one of the more likely reasons for such a departure would be poor performance, the \$35.7m farewell gift was seen to be excessive.

Under new rules allowing shareholders to vote each year on British firms' plans related to executive compensation GSK's owners gave it the thumbs down, which sent a shock through corporate Britain. Yet it did not actually change Mr. Garnier's package. The decision is only advisory.

Sir Christopher Hogg, the chairman of GSK, points out that the company was already undertaking a review of its remuneration policy. That review is still going on and Sir Christopher says whatever the result, "we will be seeking shareholders' endorsement at the AGM in 2004". He has written to the Association of British Insurers to say that "the board has registered shareholders' particular sensitivity to payments on termination".

British union leaders want shareholders' votes to be made binding. And they want shareholders to register more concern about this issue. Despite all the fuss made over Mr. Garnier, GSK remains the only company in Britain this year whose financial report failed to meet with its shareholders' approval.

**Task 2.** Translate the text into Ukrainian.

### **Cause for scandal?**

In August Pierre Bilger, a former Chief Executive of Alstom, decided to hand back the €4.1m severance package granted to him in March when he stepped down from the troubled French engineering group. He said he didn't want to be cause for scandal among the 100,000 Alstom employees he directed before the company was rescued by the French government. Mr. Bilger's example hasn't yet been followed by his compatriot Jean-Marie Messier, the former boss of Vivendi Universal. Mr. Messier is still fighting to keep the €20.5m severance package due to him after the company sacked him.

Yet golden parachutes and severance pay are only one part of executive compensation. Share options have already come under close investigation. The amounts which companies have awarded through share options in recent years are far higher than those paid out by golden parachutes or by any other mechanism.

Even in 2001, after the stock market bubble burst, the value of stock options granted to the CEOs of the companies on Standard & Poor's 500

Stock Index rose by 4.5.6 % in a year when the total returns from those companies fell by almost 12 %.

Stock options have led to angry reactions from both shareholders and the general public. Last year, for example, Jeffrey Barbakow, the Chief Executive of Tenet Healthcare, a hospital management business in California, received \$111 m from exercising his stock options in a year when the company's share price dropped by nearly 60 %. After a group of shareholders led by a Florida doctor threatened to remove him, Mr. Barbakow resigned last May.

## Unit 7

### Banking

#### *Warm-up activities*

**Task 1.** How would life be different if you were very, very wealthy? Complete this table with your partner(s). Change partners often and share what you've written.

	Good things	Bad things
Friends		
Stress		
Job		
Travel		
Hobbies		
Happiness		

**Task 2.** Students A strongly believe poorer people should not have to pay tax; Students B strongly believe everyone must pay tax. Change partners again and talk about your conversations.

**Task 3.** Rank the services below with your partner. Put the most important at the top.

- Mortgages (housing loans);
- credit cards;
- ATMs;
- pensions;
- savings accounts;
- car loans;
- financial advice;
- chequebooks.

**Task 4.** Spend one minute writing down all of the different words you associate with the word "rich". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

### **Before reading**

**Task 1.** Explain the following expressions in your own words:

*pay tax, documentary, whistleblower, wealthy, clients, evading tax, changed, banking services, follow the law, responsible, complained, fired.*

Make up your own sentences using these words.

**Task 2.** Read the headline. Guess if a – h below are true (T) or false (F).

- |  |     |
|--|-----|
| a. HSBC is the world's third largest bank.                         | T/F |
| b. The article reports on a documentary made by CNN.               | T/F |
| c. Someone stole private data about HSBC's rich clients in 2007.   | T/F |
| d. A team said many of HSBC's wealthy French customers evaded tax. | T/F |
| e. HSBC has done very little to change since 2007.                 | T/F |
| f. HSBC told a British newspaper that it had done wrong.           | T/F |
| g. An HSBC worker complained about the bank so the bank fired her. | T/F |
| h. HSBC is facing an investigation in the UK.                      | T/F |

**Task 3.** Match the following synonyms from the article.

- |                    |                |
|--------------------|----------------|
| 1) rich            | a) globally    |
| 2) got             | b) specialist  |
| 3) shows           | c) certain     |
| 4) expert          | d) gained      |
| 5) worldwide       | e) many        |
| 6) numerous        | f) correctly   |
| 7) prevent         | g) wealthy     |
| 8) properly        | h) questioning |
| 9) sure            | i) stop        |
| 10) investigations | j) reveals     |

**Task 4.** Match the following phrases from the article (sometimes more than one choice is possible).

- |                               |                      |
|-------------------------------|----------------------|
| 1. The world's second         | a) investigations.   |
| 2. A BBC                      | b) tax.              |
| 3. The information was leaked | c) initiatives.      |
| 4. More than 100,000 clients  | d) largest bank.     |
| 5. Probably evading           | e) worldwide.        |
| 6. Numerous                   | f) the law properly. |
| 7. Launder                    | g) documentary.      |
| 8. It failed to follow        | h) her.              |

9. The bank fired  
 10. HSBC is now facing criminal
- i) money.  
 j) by a whistleblower.

### **Reading**

**Task 1.** Read the text, fill in the gaps with the correct words, translate it into your native language.

#### **HSBC Bank Helped The Rich Hide Money**

The BBC says that HSBC, the world's second (1) \_\_\_\_\_ bank, helped rich people to hide money so they would not have to pay tax. A BBC (2) \_\_\_\_\_ programme got (3) \_\_\_\_\_ to the details of thousands of private bank accounts, worth \$128 billion, from an HSBC bank in Switzerland. The information was (4) \_\_\_\_\_ by a whistleblower in 2007. It shows that HSBC helped its wealthy clients to evade tax. The whistleblower was a computer (5) \_\_\_\_\_ working for HSBC in Geneva. He (6) \_\_\_\_\_ the details of more than 100,000 clients (7) \_\_\_\_\_. A French banking team looked at the stolen data in 2013. It concluded that 99.8 % of French citizens on the list were (8) \_\_\_\_\_ evading tax.

HSBC said the bank has changed a lot (9) \_\_\_\_\_ 2007. It said: "HSBC has [put in place] (10) \_\_\_\_\_ initiatives designed to prevent its banking services being used to evade taxes or (11) \_\_\_\_\_ money". The Guardian newspaper in the U.K. said HSBC told its reporters that the bank understood that it (12) \_\_\_\_\_ to follow the law (13) \_\_\_\_\_. One woman who complained when the bank did not make changes lost her job. Sue Shelley was (14) \_\_\_\_\_ for making sure HSBC followed the law. The BBC said that when she complained that the bank was not keeping its (15) \_\_\_\_\_ to change, the bank fired her. The BBC said HSBC is now (16) \_\_\_\_\_ criminal investigations in the USA, France, Belgium and Argentina.

*access*  
*stole*  
*largest*  
*leaked*  
*expert*  
*probably*  
*documentary*  
*worldwide*

*numerous*  
*responsible*  
*failed*  
*facing*  
*launder*  
*since*  
*promise*  
*properly*

**Task 2.** Comprehension questions.

1. How big is HSBC among the world's banks?
2. What TV channel made a documentary about this story?
3. When did the whistleblower steal the information?
4. From how many clients did the whistleblower steal data?
5. What percentage of French clients on a list probably evaded tax?
6. From when did HSBC start making changes?
7. What did the bank not want its services to be used for?
8. What happened to an HSBC worker who complained?
9. What did the worker say HSBC did not keep?
10. What is HSBC now facing in Argentina and other countries?

***After reading***

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "whistle" and "blower". Share your findings with your partners.

***Writing***

**Task 1.** Write a magazine article about HSBC helping rich people to hide their money from the taxman. Include imaginary interviews with HSBC, a poor person who pays tax, a rich HSBC customer who hides his money from the taxman. Read what you've written to your classmates at the next lesson. Write down any new words and expressions you hear from your partner(s).

**Task 2.** What happened next? Write a newspaper article about the next stage in this news story. Read what you have written to your classmates at the next lesson. Give each other feedback on your articles.

**Task 3.** Write a letter to an expert on banks. Ask him/her three questions about banks. Give him/her three of your ideas. Read your letter to your partner(s) at your next lesson. Your partner(s) will answer your questions.

***Additional texts for translation***

**Text 1**

**Millions of bank customers face increase in fees**

*Millions of current account customers are being advised to consider their options, following an increase in fees, and changes in interest rates.*

From Monday, monthly charges on the Santander 123 account – held by 3.6 million people – will more than double.

At the same time HSBC is cutting interest payments to customers on its range of cash individual savings accounts (ISAs). Barclays also announced more cash rewards for those who switch. The change in Santander fees – announced in September – will see customers paying £60 a year, instead of the previous fee of £24. The charge for its 123 credit card rises from £24 a year to £36.

### **"Do the maths"**

Last year the Santander account proved very popular, with more than 27,000 people switching to it in a single month. But experts said that – even after the changes – it still offered relatively generous interest payments of up to 3% a year, and cashback of up to 3 % on some household bills. "Don't jump ship until you've done the maths", said Hannah Maundrell, editor in chief of advice site Money.co.uk. "To put it simply, you need to look at how much you're earning in interest and cashback. If it's less than the new £60 a year fee you need to take it as a wake-up call to seriously consider your options".

### **Analysis: Simon Gompertz, personal finance correspondent**

This is a sign of how dramatically current accounts are changing. For years there was little to choose from between banks – the accounts were described as free but paid no interest and had hefty charges for going into the red.

Now switching is easier and banks are jostling for business with offers of interest and perks but adding new fees as well, features which can change at any time.

### **Costs**

Santander said it was raising fees because of the increased cost of running a bank, such as capital requirements and the government's bank levy. It was raising the cost of owning a credit card because of new European limits on interchange fees – the amount that banks can charge retailers for processing payments. But Kevin Mountford, banking expert with Money-supermarket.com, said banks were simply trying to improve their profitability. "Banks are trying to increase their margins, through stealthy changes in fees", he said.

## Text 2

### Як Америка перемогла банкірів

Реформа регулювання американського фінансового сектору, початок якої було покладено ухваленням закону Додда-Френка в літку 2010 р., серед інших змогла вирішити проблему безвідповідальної поведінки банків.

Можливо, у найближчій перспективі вона буде визнана кращою серед нинішніх підходів вирішення проблеми моральної шкоди (*moral hazard*). Президент США Барак Обама, підписуючи законопроект, висловився більш ніж пафосно: "Завдяки реформам прості платники податків більше ніколи не розраховуватимуться зі своєї кишені за помилки банкірів". У його словах, звичайно, є частка політичної хитрості, утім лише почасти. Реформа фінансового регулювання дозволила у США (як і у Великій Британії, Німеччині, Швеції) перекласти частину витрат підтримки банків на самих учасників фінансових ринків.

Завдяки реформі у Штатах був запроваджений спеціальний правовий режим "упорядкованої" ліквідації великих фінансових організацій (Orderly Liquidation), який виходить за рамки звичайної процедури банкрутства.

Спеціальний режим торкнеться банківських холдингових компаній; небанківських холдингових компаній, що перебувають під наглядом ФРС США; компаній, чия діяльність може розглядатися як фінансова (якщо дохід від фіноперацій перевищує 85 % доходу фірми); дочірніх структур всіх перерахованих організацій; брокерів і дилерів на ринку цінних паперів, а також системно значущих страхових компаній.

За рішенням Ради з нагляду за фінансовою стабільністю (Financial Stability Oversight Council), куди під керівництвом Казначейства США входять американські фінансові відомства, якщо організація системно значуща і її банкрутство загрожує фінансовій стабільності в США, то її ліквідація відбуватиметься в особливому режимі. Казначейство США профінансує витрати на ліквідацію, щоб виграти час і реалізувати активи за максимальною вартістю, а також зупинити паніку серед клієнтів. Однак в результаті фінансовий сектор буде зобов'язаний взяти на себе всі витрати з ліквідації, які мала влада.

## Тема 2. Лексичні та граматичні питання перекладу

### Unit 8

#### Japan Recession May Hurt Global Economy

##### *Warm-up activities*

**Task 1.** Talk to other students about recession and share your findings with partners.

**Task 2.** In pairs/groups, talk about the topics or words from the article below. What can you say about these words and your life?

*Recession, analysts, implications, negative quarters, GDP, consumers, spending, world, leaders, ominous, global economy, economic disaster, growth, recovery.*

**Task 3.** Students A strongly believe boom times for the global economy are over forever. Students B strongly believe not. Change partners again and talk about your conversations.

**Task 4.** What can we do to these things to help the economy? Complete the table with your partner(s). Change partners often and share what you've written.

	<b>What can we do?</b>	<b>Why/How it would help</b>
Tax		
Inflation		
Public spending		
Interest rates		
Jobs		
Growth		

**Task 5.** Spend one minute writing down all of the different words you associate with the word "global". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

## Reading

**Task 1.** Read the text.

### Japan Recession May Hurt Global Economy

Japan has slipped back into recession, leaving financial analysts to ponder over the implications for the global economy. Japan's economy unexpectedly shrank for the second consecutive quarter. Two successive negative quarters officially put a country in recession. The slide in the last quarter has taken economists by surprise. Figures indicated that Japan's economy would grow by 2.1 per cent in the last quarter. Instead, gross domestic product (GDP) fell by 1.6 per cent between July and September. Many economists attribute the fall to April's increase in sales tax from five to eight per cent. Many Japanese consumers have tightened their purse strings and are simply not spending.

World leaders are worried that Japan's slide back into recession could be ominous for the global economy. British leader David Cameron said the world was on the brink of a second economic disaster. He told reporters he saw "red warning lights" for the global economy because of international "instability and uncertainty" and a slowing of growth in emerging markets, especially Brazil and China. Mr. Cameron said the problems were "plain to see". He added: "The Eurozone is teetering on the brink of a possible third recession, with high unemployment, falling growth and the real risk of falling prices. Emerging markets, which were the driver of growth in the early stages of the recovery, are now slowing down".

**Task 2.** Read the statements and mark true (T) or false (F).

- a. Financial analysts are pondering over the effects of Japan's recession. T/F
- b. Japan's economy has shrunk for two quarters in a row. T/F
- c. Economists are not particularly surprised that Japan is in recession. T/F
- d. Japanese consumers are putting strings around their purses. T/F
- e. World leaders are not particularly concerned about news from Japan. T/F
- f. Britain's leader said the world's second economic disaster had arrived. T/F
- g. Britain's leader said the Eurozone was close to recession. T/F
- h. Emerging markets are not growing as fast as they used to be. T/F

**Task 3.** Match the following synonyms from the article.

- |                    |                        |
|--------------------|------------------------|
| 1) ponder          | a) financial resources |
| 2) consecutive     | b) phases              |
| 3) indicated       | c) credit              |
| 4) attribute       | d) showed              |
| 5) purse strings   | e) close to            |
| 6) ominous         | f) think about         |
| 7) on the brink of | g) up-and-coming       |
| 8) emerging        | h) see-sawing          |
| 9) teetering       | i) successive          |
| 10) stages         | j) unpromising         |

**Task 4.** Match the phrases (sometimes more than one choice is possible).

- |   |                            |
|---|----------------------------|
| 1. Japan has slipped                    | a) shrank.                 |
| 2. Ponder over                          | b) the brink.              |
| 3. Japan's economy unexpectedly         | c) strings.                |
| 4. Gross domestic                       | d) in the early stages.    |
| 5. Tightened their purse                | e) back into recession.    |
| 6. Could be ominous                     | f) and uncertainty.        |
| 7. The world was on                     | g) to see.                 |
| 8. Because of international instability | h) the implications.       |
| 9. The problems were plain              | i) product.                |
| 10. The driver of growth                | j) for the global economy. |

**Task 5.** Fill in the gaps with the correct word.

Japan has (1) \_\_\_\_\_ back into recession, shrank  
leaving financial analysts to ponder over the (2) \_\_\_\_\_ slipped  
for the global economy. Japan's economy unexpectedly tightened  
(3) \_\_\_\_\_ for the second consecutive quarter. Two implications  
successive negative quarters officially put a country in recession. gross  
The (4) \_\_\_\_\_ in the last quarter has taken economists strings  
by surprise. Figures indicated that Japan's economy would attribute  
grow by 2.1 per cent in the last quarter. Instead, (5) \_\_\_\_\_ slide  
domestic product (GDP) fell by 1.6 per cent between July  
and September. Many economists (6) \_\_\_\_\_ the fall  
to April's increase in sales tax from five to eight per cent.  
Many Japanese consumers have (7) \_\_\_\_\_ their purse  
(8) \_\_\_\_\_ and are simply not spending.

World leaders are worried that Japan's slide back into recession could be (9) \_\_\_\_\_ for the global economy. British leader David Cameron said the world was on the (10) \_\_\_\_\_ of a second economic disaster. He told reporters he saw "red warning (11) \_\_\_\_\_" for the global economy because of international "instability and uncertainty" and a slowing of (12) \_\_\_\_\_ in emerging markets, especially Brazil and China. Mr Cameron said the problems were "(13) \_\_\_\_\_ to see". He added: "The Eurozone is teetering on the brink of a possible third recession, with (14) \_\_\_\_\_ unemployment, falling growth and the real risk of falling prices. Emerging markets, which were the (15) \_\_\_\_\_ of growth in the early stages of the (16) \_\_\_\_\_, are now slowing down".

lights  
ominous  
driver  
plain  
recovery  
brink  
growth  
high

**Task 6.** Comprehension quiz. Choose the right answer.

1. Who is thinking about implications for the global economy?

- a) everyone;
- b) financial analysts;
- c) people with stocks;
- d) Japanese consumers.

2. How many quarters in a row has Japan's economy shrunk?

- a) 5;
- b) 4;
- c) 3;
- d) 2.

3. By how much was Japan's economy expected to grow?

- a) 1.2 %;
- b) 1.6 %;
- c) 2.1 %;
- d) 2.6 %.

4. What do economists blame for Japan's fall in GDP?

- a) a rise in sales tax;
- b) the global economy;

- c) inflation;
- d) a lack of investment.

5. What are Japanese consumers tightening?

- a) nuts and bolts;
- b) their purse strings;
- c) regulations;
- d) their belts.

6. Who is worried that Japan's recession could be ominous?

- a) world leaders;
- b) Japan's prime minister;
- c) consumers;
- d) tax authorities.

7. What did David Cameron say the world was on the brink of?

- a) a recovery and boom;
- b) a new age;
- c) a second economic disaster;
- d) financial collapse.

8. In which two emerging countries was growth slowing?

- a) China and Brazil;
- b) India and Russia;
- c) China and Russia;
- d) Brazil and India.

9. What is teetering on the brink of a third possible recession?

- a) the USA;
- b) South America;
- c) Asia;
- d) the Eurozone.

10. What did the article say was the driver of growth?

- a) the European Union;
- b) the World Bank;
- c) emerging markets;
- d) investment.

## ***After reading***

### **Task 1.** Role play.

#### **Role A: Investment.**

You think investment would be best to bring a country out of recession. Tell the others three reasons why. Tell them why their things might not work. Also, tell the others which of these is the least effective (and why): lower taxes, lower interest rates or more jobs.

#### **Role B: Lower taxes.**

You think lower taxes would be best to bring a country out of recession. Tell the others three reasons why. Tell them why their things might not work. Also, tell the others which of these is the least effective (and why): investment, lower interest rates or more jobs.

#### **Role C: Lower interest rates.**

You think lower interest rates would be best to bring a country out of recession. Tell the others three reasons why. Tell them why their things might not work. Also, tell the others which of these is the least effective (and why): lower taxes, investment or more jobs.

#### **Role D: More jobs.**

You think more jobs would be best to bring a country out of recession. Tell the others three reasons why. Tell them why their things might not work. Also, tell the others which of these is the least effective (and why): lower taxes, lower interest rates or investment.

**Task 2.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "global" and "economy".

**Task 3.** Look back at the article and write down some questions you would like to ask the class about the text. Ask your partner/group your questions.

**Task 4.** Recession discussion. Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "recession"?
3. Why or how does a country enter recession?
4. Are you worried about the global economy?
5. What are economic conditions like in your country?

6. Why can't economists keep the global economy stable?
7. What has your government done for its economy?
8. How does a country come out of recession?
9. What do you think of sales tax?
10. Are there times when you have stopped spending?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. What can world leaders do to stop another recession?
3. How did the last global recession affect you?
4. What "warning lights" are there for a global recession?
5. Why do you think emerging markets are slowing down?
6. What's the best way to protect yourself against recession?
7. Who wins and who loses in a recession?
8. What would you do to create growth?
9. How do you feel about economics?
10. What questions would you like to ask Japan's leader?

**Task 5.** Put the correct words from the table below in the article.

Japan has slipped back into recession, (1) \_\_\_\_\_ financial analysts to ponder over the implications for the global economy. Japan's economy (2) \_\_\_\_\_ shrank for the second consecutive quarter. Two successive negative quarters officially put a country in recession. The (3) \_\_\_\_\_ in the last quarter has taken economists by surprise. Figures indicated that Japan's economy would grow (4) \_\_\_\_\_ 2.1 per cent in the last quarter. Instead, gross domestic product (GDP) fell by 1.6 per cent between July and September. Many economists (5) \_\_\_\_\_ the fall to April's increase in sales tax from five to eight per cent. Many Japanese consumers have tightened their purse strings and are (6) \_\_\_\_\_ not spending.

World leaders are worried that Japan's slide back into recession could be (7) \_\_\_\_\_ for the global economy. British leader David Cameron said the world was on the (8) \_\_\_\_\_ of a second economic disaster. He told reporters he saw "red warning lights" for the global economy because of international "(9) \_\_\_\_\_ and uncertainty" and a slowing of growth in emerging markets, especially Brazil and China. Mr Cameron said the problems were "(10) \_\_\_\_\_ to see". He added: "The Eurozone is teetering on the brink of a possible third recession, (11) \_\_\_\_\_ high unemployment, falling growth and the real risk of

falling prices. Emerging markets, which were the driver of growth in the early (12) \_\_\_\_\_ of the recovery, are now slowing down".

1. (a) left; (b) leaves; (c) leaving; (d) leave.
2. (a) unexpectedly; (b) unexpected; (c) expectant; (d) expectations.
3. (a) slide; (b) swing; (c) see-saw; (d) frame;
4. (a) by; (b) for; (c) up; (d) in.
5. (a) contribute; (b) attribute; (c) retribution; (d) combustion.
6. (a) simpletons; (b) simpleton; (c) simple; (d) simply.
7. (a) omnivorous; (b) omnipresent; (c) ominous; (d) omnibus.
8. (a) drink; (b) dink; (c) clink; (d) brink.
9. (a) instability; (b) unstable; (c) stability; (d) stable.
10. (a) plain; (b) candid; (c) lucid; (d) ordinary.
11. (a) of; (b) with; (c) for; (d) by.
12. (a) areas; (b) districts; (c) stages; (d) platforms.

**Task 6.** Circle the correct word (20 pairs).

Japan has *slipped/sloped* back into recession, leaving financial analysts to ponder over the *imperfections/implications* for the global economy. Japan's economy unexpectedly *shrank/shrunk* for the second *consecutively/consecutive* quarter. Two successive negative quarters *officialdom/officially* puts a country in recession. The slide in the *last/least* quarter has taken economists by *surprise/surprising*. Figures indicated that Japan's economy would *growth/grow* by 2.1 per cent in the last quarter. Instead, gross domestic product (GDP) fell by 1.6 per cent between July and September. Many economists *attribute/contribute* the fall to April's increase in sales tax from five to eight per cent. Many Japanese consumers have tightened their purse strings and are *simple/simply* not spending.

World leaders are worried that Japan's *slid/slide* back into recession could be *ominous/omnivorous* for the global economy. British leader David Cameron said the world was on the *blink/brink* of a second economic disaster. He told reporters he saw "red *warned/warning* lights" for the global economy because of international "instability and *uncannily/uncertainty*" and a slowing of growth in emerging markets, especially Brazil and China. Mr. Cameron said the problems were "*plain/plane* to see". He added: "The Eurozone is *teetotalling/teetering* on the brink of a possible third recession, with high unemployment, falling growth and the *reality/real* risk of falling prices.

Emerging markets, which were the *driver/pilot* of growth in the early stages of the *recovered/recovery*, are now slowing down".

### ***Writing***

**Task 1.** Write a magazine article about the global economy. Include imaginary interviews with people who are optimistic about it and with those who are pessimistic about it.

**Task 2.** Write a newspaper article about the next stage in this news story. Read what you've written to your classmates in the next lesson. Give each other feedback on your articles.

**Task 3.** Write a letter to an economist. Ask him/her three questions about recessions. Give him/her three of your ideas on how to avoid them. Read your letter to your partner(s) at your next lesson.

### ***Translation***

**Task 1.** Translate the text from English into Ukrainian.

"Companies forget that staff have the power to wreck the brand." This warning comes from Martin Langford, a corporate reputation specialist. But brand owners that probably don't need reminding of this include British Airways, Royal Mail and Jaguar, because of the high profile which staff industrial action, or threats of industrial action, has assumed at all three.

Management at large organisations do not embark on widespread and risky company restructurings unless they believe their businesses are in straitened financial circumstances. And the potential long-term damage to company branding that can be done if staff and managers clash publicly over plans will almost always take a back seat to other priorities, such as getting the business back into profit.

Nevertheless, brands are a key part of the intangible assets that are playing an increasingly important role on company balance sheets. This means that it can be a serious issue for any business if its brands emerge as tainted in the long term by strikes and other industrial conflicts. If this is the risk, how can corporations or other branded organisations reduce this danger?

Langford estimates that about a third of his clients' problems with respect to this risk are caused by the behaviour of their staff; with industrial action and disaffected workers being the most common examples.

John Williamson, board director of brand consultants Wolff Olins, says: "Poor industrial relations do not come about in isolation. They reflect on the business as a whole and the way in which it is being managed. If the management thinks the brand is something done by the marketing communications department, this makes for very poor brand strategy".

The danger here for service companies is that the impression of the brand given to the customer is often dictated by the behaviour of staff at the bottom of the organisation hierarchy. And, in the maelstrom of media activity that goes with major industrial action, the senior management can develop the habit of briefing journalists before their own staff. This has a direct impact on the quality of the service.

**Task 2.** Translate the text from Ukrainian into English.

На відміну від чистої конкуренції, одною з основних ознак монополістичної конкуренції є також диференціація продукту. За умов чистої конкуренції, фірми виробляють стандартизовану, або однорідну продукцію; за умов монополістичної конкуренції, виробники випускають різновиди даного продукту. При цьому диференціація продукту може приймати цілу низку різноманітних форм.

Продукти можуть відрізнятися за своїми фізичними, або якісними параметрами. Реальні відмінності, до яких входять функціональні особливості, матеріали, дизайн та якість роботи, є вкрай важливими аспектами диференціації продукту. Персональні комп'ютери, наприклад, можуть відрізнятися з точки зору потужності апаратури, програмного забезпечення, графічного виводу та ступеню їхньої орієнтованості на споживача. Існує, наприклад, багато підручників з курсу економіки, які конкурують між собою і відрізняються щодо змісту, структури, викладення та доступності, методичних порад, графіків, малюнків тощо. Будь-яке місто, достатньо велике за розміром, має низку роздрібних крамниць, що продають чоловічий та жіночий одяг, який значно відрізняється від аналогічного одягу з крамниць іншого міста стилем, матеріалом та якістю роботи. Подібно до цього, одна з мереж закусок швидкого обслуговування, що торгують гамбургерами, приділяє велику увагу якості своїх булочок, які відрізняються пряним ароматом, в той час як її конкурент приділяє особливу увагу якості рублених котлет.

## Unit 9

### Survey Reveals Management Pet Hates

#### *Warm-up activities*

**Task 1.** In pairs/groups, decide which of the topics or words from the article below are most interesting and which are most boring.

*Survey, managers, jargon, annoying, late for work, cigarette breaks, trivial issues, pointless, going forward, let's touch base, in the future, newcomers, barrier.*

**Task 2.** What are yours? Complete the table and share what you have written with your partner(s).

Hate about...	Pet hate	Why?
shopping		
working		
English		
family		
travelling		
computers		

**Task 3.** Students A strongly believe we are inventing too many unnecessary words and we should stick to plain language. Students B strongly believe more words is better. Change partners and talk about your conversations.

**Task 4.** Spend one minute writing down all of the different words you associate with the word "management". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

#### *Reading*

**Task 1.** Read the text.

#### **Survey reveals management pet hates**

A survey of over 2,000 British managers has revealed which habits irritate them most while at work. One of the most annoying things for today's

managers is the current crop of jargon, or "management speak". Others high on the list include people who sit opposite you sending you e-mails, when they could simply tell you their message; people arriving late for work and for meetings; and people who take regular cigarette breaks. Report author Charles Elvin explained why it is important for us to know what annoys people. He said: "When office-based teams work in close proximity for long periods of time, we see that seemingly trivial issues can grow disproportionately. If left unchecked, they can begin to cause upset and resentment".

Management jargon proved to be an emotive issue for those participating in the research. Many managers described it as a "pointless irritation" which few people understand. They wondered why people used it when there are "normal" ways to express the same thing. Cited examples included "thinking outside the box", "going forward" and "let's touch base". The "real-world equivalents" of these are "looking at things differently", "in the future" and "contact me". The Plain English Campaign stated overused jargon damages the economy. The group said: "Management speak... gets in the way of business... . It isolates newcomers who feel they have to learn the lingo... . It acts as a barrier to procuring new business".

**Task 2.** Read the statements and mark true (T) or false (F).

- a. New research shows that successful managers do not own a pet. T/F
- b. People get annoyed at receiving e-mails from a worker sitting nearby. T/F
- c. A researcher suggested we need to know what annoys different people. T/F
- d. The researcher said there was no such thing as a trivial issue. T/F
- e. Many managers said they thought jargon was annoying. T/F
- f. Many people wondered why we use jargon instead of simple English. T/F
- g. "Let's touch base" means to want to feel the bottom of something. T/F
- h. A campaigner said jargon helps businesses in getting new contracts. T/F

**Task 3.** Match the following synonyms from the article.

- |             |                |
|-------------|----------------|
| 1) revealed | a) quoted      |
| 2) irritate | b) unimportant |
| 3) simply   | c) nearness    |

- 4) proximity
- 5) trivial
- 6) emotive
- 7) cited
- 8) equivalents
- 9) isolates
- 10) barrier

- d) annoy
- e) keeps apart
- f) counterparts
- g) shown
- h) obstacle
- i) sensitive
- j) easily

**Task 4.** Match the phrases (sometimes more than one choice is possible).

- |                                 |                             |
|---------------------------------|-----------------------------|
| 1. Which habits                 | a) equivalents.             |
| 2. Others high                  | b) grow disproportionately. |
| 3. In close                     | c) irritation.              |
| 4. Seemingly trivial issues can | d) irritate them.           |
| 5. Begin to cause upset         | e) on the list.             |
| 6. A pointless                  | f) the box.                 |
| 7. Thinking outside             | g) and resentment.          |
| 8. Real-world                   | h) as a barrier.            |
| 9. Overused jargon              | i) proximity.               |
| 10. It acts                     | j) damages the economy.     |

**Task 5.** Fill in the gaps with the correct word.

A survey of over 2,000 British managers has (1) \_\_\_\_\_ trivial which habits irritate them most while at work. One of the most simply (2) \_\_\_\_\_ things for today's managers is the current crop of annoying jargon, or "management speak". Others high on the (3) \_\_\_\_\_ cause include people who sit opposite you sending you emails, when regular they could (4) \_\_\_\_\_ tell you their message; people arriving revealed late for work and for meetings; and people who take (5) \_\_\_\_\_ list cigarette breaks. Report author Charles Elvin explained why close it is important for us to know what annoys people. He said: "When office-based teams work in (6) \_\_\_\_\_ proximity for long periods of time, we see that seemingly (7) \_\_\_\_\_ issues can grow disproportionately. If left unchecked, they can begin to (8) \_\_\_\_\_ upset and resentment".

Management jargon (9) \_\_\_\_\_ to be an emotive issue for overused those participating in the research. Many managers described lingo it as a "(10) \_\_\_\_\_ irritation" which few people understand. pointless

They (11) \_\_\_\_\_ why people used it when there are "normal" way  
ways to express the same thing. Cited examples included wondered  
"thinking outside the box", "going forward" and "let's touch proved  
base". The "real-world (12) \_\_\_\_\_" of these are "looking at isolates  
things differently", "in the future" and "contact me". The Plain equivalentents  
English Campaign stated (13) \_\_\_\_\_ jargon damages the  
economy. The group said: "Management speak... gets in  
the (14) \_\_\_\_\_ of business... . It (15) \_\_\_\_\_ newcomers who  
feel they have to learn the (16) \_\_\_\_\_... . It acts as a barrier  
to procuring new business".

**Task 6.** Multiple choice quiz. Choose the right answer.

1. How many managers took part in the survey?

- a) around 2,000;
- b) 2,000 +;
- c) almost 2,000;
- d) exactly 2,000.

2. Who do people get annoyed with for sending e-mails?

- a) themselves;
- b) people they don't know;
- c) jargon-generator websites;
- d) colleagues they sit opposite to.

3. What thing was mentioned that some people do frequently?

- a) cigarette breaks;
- b) taking sick days off;
- c) going home early;
- d) passing their work on to others.

4. What did the researcher say can happen to the size of trivial issues?

- a) it can grow a little;
- b) it can shrink to being invisible;
- c) it can get much bigger than they need to;
- d) it can increase twofold;

5. What can trivial issues lead to?

- a) fights;
- b) hurt and bitterness;
- c) trivial pursuit;
- d) being fired.

6. What was described as a "pointless irritation"?

- a) jargon;
- b) the survey;
- c) management;
- d) overtime.

7. What did many people wonder about?

- a) happiness at work;
- b) their managers;
- c) why people use jargon;
- d) the meaning of the word "jargon".

8. What gets damaged by jargon, according to a campaign group?

- a) the economy;
- b) the English language;
- c) the working atmosphere;
- d) management.

9. How does jargon make newer people feel outside of things?

- a) they feel they have to learn it;
- b) the jargon is often about them;
- c) they must pass management tests;
- d) they feel uneducated;

10. What did a campaigner say jargon was a barrier to?

- a) promotion to management;
- b) the English language;
- c) intercultural communication;
- d) getting new business.

### **Task 7.** Role play.

#### **Role A: Top manager.**

You love management jargon. The more, the better. Tell the others three reasons why. You think plain English doesn't motivate workers. Jargon paints an easy-to-understand concept of important ideas. It also makes people feel modern and fills them with dynamism. English always changes.

#### **Role B: Old manager.**

You hate management jargon. Tell the others three reasons why. You have used normal, plain English for decades and no one has misunderstood you. Jargon is confusing and leads to mistakes and wastes time. It's only used by people wanting to look cool, but they aren't cool.

#### **Role C: Assistant manager.**

You are totally confused by e-mails and presentations from your boss. It is full of jargon you don't understand. You want a jargon-free workplace. Tell the others three reasons why. You don't understand why people can't use plain English. You have wasted time asking what the jargon means.

#### **Role D: Management expert.**

You think jargon is an important and necessary part of business. Tell the others three reasons why. Business is so dynamic and changing that it needs new language. When people think about the meaning of jargon, they understand the concept better and so perform better.

### ***After reading***

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "pet" and "hate".

**Task 2.** Look back at the article and write down some questions you would like to ask the class about the text. Ask your partner/group your questions.

**Task 3.** Management discussion. Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "jargon"?
3. What's the difference between English jargon and "plain" English?
4. How and why does jargon start?
5. Is jargon good or bad for business?
6. What jargon in your language do you like or dislike?

7. What are your most hated words in English (and in your language)?
8. What do you think of people arriving late for work?
9. Do other workers/students in your office/class annoy you?
10. What trivial issues have you seen grow disproportionately?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. Do you understand why people get upset or angry with jargon?
3. What irritates you most in your daily life?
4. What do you think of the jargon phrase, "think outside the box"?
5. Is it better to use plain English rather than jargon?
6. How do you think jargon can damage an economy?
7. Do you think you are a good team member?
8. What do you do that might annoy other people?
9. What was the last win-win situation you experienced?
10. What questions would you like to ask a management expert?

**Task 4.** Put the correct words from a – d below in the article.

A survey of over 2,000 British managers has (1) \_\_\_\_\_ which habits irritate them most while at work. One of the most annoying things for today's managers is the current (2) \_\_\_\_\_ of jargon, or "management speak". Others (3) \_\_\_\_\_ on the list include people who sit opposite you sending you emails, when they could (4) \_\_\_\_\_ tell you their message; people arriving late for work and for meetings; and people who take regular cigarette breaks. Report author Charles Elvin explained why it is important for us to know what annoys people. He said: "When office-(5) \_\_\_\_\_ teams work in close proximity for long periods of time, we see that seemingly trivial issues can grow disproportionately. If left (6) \_\_\_\_\_, they can begin to cause upset and resentment".

Management jargon (7) \_\_\_\_\_ to be an emotive issue for those participating in the research. Many managers described it as a "(8) \_\_\_\_\_ irritation" which few people understand. They wondered why people used it when there are "normal" ways to (9) \_\_\_\_\_ the same thing. Cited examples included "thinking outside the box", "going forward" and "let's touch base". The "real-world (10) \_\_\_\_\_" of these are "looking at things differently", "in the future" and "contact me". The Plain English Campaign stated overused jargon damages the economy. The group said: "Management speak... gets

(11) \_\_\_\_\_ the way of business... . It isolates newcomers who feel they have to learn the lingo... . It (12) \_\_\_\_\_ as a barrier to procuring new business".

- |                      |                 |                   |                 |
|----------------------|-----------------|-------------------|-----------------|
| 1. (a) reveled;      | (b) rivaled;    | (c) revealed;     | (d) unraveled.  |
| 2. (a) crop;         | (b) crib;       | (c) crap;         | (d) crab.       |
| 3. (a) high;         | (b) tall;       | (c) deep;         | (d) wide.       |
| 4. (a) simply;       | (b) dimple;     | (c) pimply;       | (d) limply.     |
| 5. (a) cased;        | (b) based       | (c) phased;       | (d) phrased.    |
| 6. (a) unintended;   | (b) unloved;    | (c) unticked;     | (d) unchecked.  |
| 7. (a) evidenced;    | (b) doubted;    | (c) proved;       | (d) verified.   |
| 8. (a) pointing;     | (b) pointer;    | (c) pointed;      | (d) pointless.  |
| 9. (a) express;      | (b) service;    | (c) check out;    | (d) reserve.    |
| 10. (a) equivalence; | (b) equivalent; | (c) equivalently; | (d) equivalent. |
| 11. (a) on;          | (b) in;         | (c) up;           | (d) to.         |
| 12. (a) performs;    | (b) plays;      | (c) acts;         | (d) stars.      |

**Task 5.** Circle the correct word (20 pairs).

A survey of over 2,000 British managers has *unraveled/revealed* which habits irritate them most while at work. One of the most annoying things for today's managers is the current *crap/crop* of jargon, or "management speak". Others *high/tall* on the list include people who sit *opposite/opposites* you sending you emails, when they could *simple/simply* tell you their message; people *arrival/arriving* late for work and for meetings; and people who take regular cigarette *rests/breaks*. Report author Charles Elvin explained why it is important for us to know what *annoyances/annoys* people. He said: "When office-based teams work in close proximity for long periods of time, we see that *seems/seemingly* trivial issues can grow disproportionately. If left *unchecked/unticked*, they can begin to cause upset and resentment".

Management jargon proved to be an *emotion/emotive* issue for those participating *on/in* the research. Many managers described it as a "pointless *irritation/irritating*" which few people understand. They *wandered/wondered* why people used it when there are "normal" ways to *express/expression* the same thing. Cited examples included "thinking outside the box", "going forward" and "let's touch *basic/base*". The "real-world *equivalents/equivalence*" of these are "looking at things differently", "in the future" and "contact me". The Plain English Campaign stated *underused/overused* jargon damages the economy. The group said: "Management speak... gets in the *way/path*

of business... . It isolates newcomers who feel they have to learn the lingo... . It acts *as/has* a barrier to procuring new business".

### ***Writing***

**Task 1.** Write a magazine article about management speak. Include imaginary interviews with people who are for or against it.

**Task 2.** Write a letter to a business expert. Ask him/her three questions about jargon. Give him/her three of your opinions on it. Read your letter to your partner(s) at your next lesson.

**Task 3.** Write a newspaper article about the next stage in this news story. Read what you've written to your classmates at the next lesson. Give each other feedback on your articles.

### ***Translation***

**Task 1.** Translate the text from English into Ukrainian.

Ade Sodeinde, a 17-year-old Nigerian, became famous last week for making some of Britain's trains run on time. Ms. Sodeinde, in her year working for Central Trains before going to university, solved the puzzle of why trains leaving the depot ran late. She found that the tracks in the depot needed upgrading and were slowing the trains' journeys to their starting platforms. Drivers and conductors also had to wait before boarding because of the time taken for safety inspections and cleaning. By refurbishing the tracks and reorganising inspection and cleaning, Central was able to eliminate the problem, potentially saving itself £750,000 (\$1.37m) a year in fines for late running – and vastly reducing passenger frustration and delay.

Ms. Sodeinde will no doubt be in great demand when she graduates. But just how large, established companies persuade employees to put in that extra effort is one of management's great puzzles. Staff knows where the problems and opportunities lie and there will always be employees with ideas for new products or better service. All it requires is for them to speak up and for someone to listen.

Most companies say they listen to their people – but as managers are often unhappy to have their current strategies disrupted and new ideas get trapped in corporate bureaucracy, would-be innovators become jaded, and cynical.

Yet there is a link between engaged employees, satisfied customers and corporate profitability, according to a recent study by the Forum for People Performance Management & Measurement at Northwestern University. The Forum studied 100 US companies to find out how engaged their staff were and whether this had any effect on corporate profitability. The Northwestern researchers wanted to look at employees, such as Ms. Sodeinde, who did not deal directly with customers. What impact did their attitudes have on the company's success? Well, the results were clear. The companies with the happiest and most engaged employees had the most satisfied, highest-spending customers.

**Task 2.** Translate the text from Ukrainian into English.

Послуги так само задовольняють наші потреби, як і матеріальні продукти. Ремонт автомобіля, підстригання волосся та консультація юриста поряд із товарами задовольняють людські потреби. Поміркувавши, ми розуміємо, що фактично купуємо багато виробів, наприклад, автомобілі та пральні машини, саме заради тих послуг, що вони нам надають. Різниця між товарами та послугами часто виявляється набагато меншою, ніж це здається на перший погляд.

Матеріальні потреби включають також потреби приватних підприємств та урядових відомств. Приватні підприємства бажають мати в своєму розпорядженні фабричні будівлі, машини, вантажні автомобілі, склади, комунікаційні системи і все інше, що дозволяє їм здійснювати виробничі цілі. Уряд, відображаючи колективні потреби громадян країни чи переслідуючи власні цілі, прагне будувати автостради, школи, лікарні, накопичувати воєнну техніку та зброю.

У своїй сукупності матеріальні потреби в практичному розумінні невтолимі та безмежні, а це означає, що матеріальні потреби в товарах та послугах повністю задовольнити неможливо.

## Unit 10

### Europe Needs to Support Technology More

#### *Warm-up activities*

**Task 1.** In pairs/groups, talk about the topics or words from the article below. What will the article say about them? What can you say about these words and your life?

*CEO, governments, support, home, corporations, headquarters, easy, investing, billion, benefit, impact, experts, leaders, education, focus, elementary schools.*

**Task 2.** What are the good and bad things about these corporations? Complete the table with your partner(s). Change partners often and share what you have written.

	<b>Good</b>	<b>Bad</b>
Google		
Apple		
Facebook		
Yahoo		
Amazon		
eBay		

**Task 3.** Spend one minute writing down all of the different words you associate with the word "Google". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

### ***Reading***

**Task 1.** Read the text.

#### **Europe Needs to Support Technology More**

The CEO (Chief Executive Officer) of Google Larry Page has told European governments they need to be more like Silicon Valley. He said European leaders do not support technology companies enough. Silicon Valley is home to many of the world's largest technology corporations. Google, Apple and Facebook have their headquarters there. Mr. Page said Silicon Valley is a great place for technology companies because it is easy to do business there. He told Britain's "Financial Times" newspaper that Silicon Valley was great for investing in science and for making money by setting up new technology companies. He said Europe's politicians needed to start investing in big ideas.

Mr. Page told the Financial Times he had \$62 billion that he wanted to invest in new ideas. He said he wanted to use the money to benefit societies in Europe. He said: "We're trying to figure it out. How do we use all these

resources and have a much more positive impact on the world?" Page is not the first business leader to attack Europe for being slow with investing in technology. Many experts say European schools do not teach enough technology, so children do not have the skills that kids in Silicon Valley have. Many leaders in education believe there should be a much bigger focus on technology in schools. Some think all elementary schools should have classes on coding for children.

**Task 2.** Read the statement and mark true (T) or false (F).

- a. Google's CEO said Europe needed to be like Silicon Valley. T/F
- b. The headquarters of Apple is not in Silicon Valley. T/F
- c. Larry Page was speaking to a British financial newspaper. T/F
- d. Mr. Page said Europe needed to invest in big ideas. T/F
- e. Mr. Page told reporters he wanted to invest \$62 billion. T/F
- f. Mr. Page said he wanted to invest most of the money in Africa and Asia. T/F
- g. Experts said Europe is ahead when it comes to teaching tech to kids. T/F
- h. No one thought elementary school kids should learn to code. T/F

**Task 3.** Match the following synonyms from the article.

- |                 |                   |
|-----------------|-------------------|
| 1) like         | a) specialists    |
| 2) support      | b) starting       |
| 3) headquarters | c) emphasis       |
| 4) great        | d) similar to     |
| 5) setting up   | e) put money into |
| 6) invest       | f) main office    |
| 7) benefit      | g) programming    |
| 8) experts      | h) help           |
| 9) focus        | i) improve        |
| 10) coding      | j) excellent      |

**Task 4.** Match the phrases (sometimes more than one choice is possible).

- |                                |                             |
|--------------------------------|-----------------------------|
| 1. They need to be more        | a) technology corporations. |
| 2. Support technology          | b) Impact.                  |
| 3. Many of the world's largest | c) like Silicon Valley.     |

- |                                |                          |
|--------------------------------|--------------------------|
| 4. It is easy to do            | d) on technology.        |
| 5. Politicians needed to       | e) to benefit societies. |
| 6. He had \$62 billion that he | f) business there.       |
| 7. Use the money               | g) coding for children.  |
| 8. A much more positive        | h) start investing.      |
| 9. A much bigger focus         | i) wanted to invest.     |
| 10. Have classes on            | j) companies.            |

**Task 5.** Fill in the gaps with the correct word.

The CEO (Chief Executive Officer) of Google Larry Page has told European governments they (1) \_\_\_\_\_ to be more like Silicon Valley. He said European leaders do not (2) \_\_\_\_\_ technology companies enough. Silicon Valley is home to many of the world's (3) \_\_\_\_\_ technology (4) \_\_\_\_\_. Google, Apple and Facebook have their headquarters there. Mr. Page said Silicon Valley is a great place for technology companies because it is (5) \_\_\_\_\_ to do business there. He told Britain's "Financial Times" newspaper that Silicon Valley was (6) \_\_\_\_\_ for investing in science and for making money by (7) \_\_\_\_\_ up new technology companies.

corporations  
support  
easy  
setting  
need  
ideas  
great  
largest

He said Europe's politicians needed to start investing in big (8) \_\_\_\_\_.

Mr. Page told the Financial Times he had \$62 (9) \_\_\_\_\_ that he wanted to invest in new ideas. He said he wanted to use the money to (10) \_\_\_\_\_ societies in Europe. He said: "We're trying to figure it out. How do we use all these (11) \_\_\_\_\_ and have a much more positive (12) \_\_\_\_\_ on the world?" Page is not the first business leader to attack Europe for being slow with investing in technology. Many (13) \_\_\_\_\_ say European schools do not teach enough technology, so children do not have the (14) \_\_\_\_\_ that kids in Silicon Valley have. Many leaders in education believe there should be a much bigger (15) \_\_\_\_\_ on technology in schools. Some think all elementary schools should have classes on (16) \_\_\_\_\_ for children.

impact  
benefit  
skills  
billion  
coding  
resources  
focus  
experts

**Task 6.** Comprehension questions. Discuss in pairs.

1. What did Larry Page say Europe needed to be like?
2. What do Facebook and Google have in Silicon Valley?
3. What did Larry Page say was easy to do in Silicon Valley?
4. What did Mr. Page say was easy to make in Silicon Valley?
5. What did Larry Page say European politicians needed to invest in?
6. How much money does Larry Page have available to invest?
7. What kind of impact does Page want to have on the world?
8. Which kids have better tech skills than European kids?
9. What do education leaders want a bigger focus on?
10. What do some people think elementary schools should teach?

**Task 7.** Multiple choice quiz. Choose the right answer.

1. What did Larry Page say Europe needed to be like?
  - a) Google;
  - b) Canada;
  - c) Silicon Valley;
  - d) Star Wars.
  
2. What do Facebook and Google have in Silicon Valley?
  - a) headquarters;
  - b) silicon;
  - c) problems;
  - d) statues of their CEOs.
  
3. What did Larry Page say was easy to do in Silicon Valley?
  - a) business;
  - b) sleep;
  - c) have fun;
  - d) find free wi-fi.
  
4. What did Mr. Page say it was easy to make in Silicon Valley?
  - a) silicon;
  - b) money;
  - c) microchips;
  - d) animated movies.

5. What did Larry Page say European politicians needed to invest in?
- a) their future;
  - b) the New York Stock Exchange;
  - c) Google;
  - d) big ideas.
6. How much money does Larry Page have available to invest?
- a) \$26 million;
  - b) \$62 billion;
  - c) \$26 billion;
  - d) \$62 million.
7. What kind of impact does Page want to have on the world?
- a) a positive one;
  - b) a high-tech one;
  - c) a lasting one;
  - d) an immediate one.
8. Which kids have better tech skills than European kids?
- a) kids in U.S. elementary schools;
  - b) Indian kids;
  - c) Silicon Valley kids;
  - d) kids of software engineers.
9. What do education leaders want a bigger focus on?
- a) money;
  - b) discipline;
  - c) silicon;
  - d) technology.
10. What do some people think elementary schools should teach?
- a) coding;
  - b) technology history;
  - c) music;
  - d) animation skills.

**Task 8.** Role play.

**Role A: Computer game designer.**

You think a computer game designer is the best job. Tell the others three reasons why. Tell them why their jobs aren't so good. Also, tell the others which of these is the most important (and why): social network engineer, microchip designer or phone maker.

**Role B: Social network engineer.**

You think a social network engineer is the best job. Tell the others three reasons why. Tell them why their jobs aren't so good. Also, tell the others which of these is the most important (and why): computer game designer, microchip designer or phone maker.

**Role C: Microchip designer.**

You think a microchip designer is the best job. Tell the others three reasons why. Tell them why their jobs aren't so good. Also, tell the others which of these is the most important (and why): social network engineer, computer game designer or phone maker.

**Role D: Phone maker.**

You think a phone maker is the best job. Tell the others three reasons why. Tell them why their jobs aren't so good. Also, tell the others which of these is the most important (and why): social network engineer, microchip designer or computer game designer.

***After reading***

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "support" and "technology".

**Task 2.** Look back at the article and write down some questions you would like to ask the class about the text. Ask your partner/group your questions.

**Task 3.** Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "technology"?
3. What do you know about Silicon Valley?
4. What's your favourite technology company, and why?
5. What are the tech companies like in your country?

6. How special are technology companies?
7. What makes it easy for companies to do business?
8. What kind of new company would you like to set up?
9. What would it be like to work in a big technology company?
10. What big ideas could politicians start investing in?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. What should Larry Page invest his \$62 billion in?
3. What would it be like to own Google?
4. How important is it to invest in technology?
5. How much technology should schools teach?
6. What are your technology skills like?
7. What areas of technology would you like to know more about?
8. Is coding geeky or cool? Why?
9. How would your country change if all kids could code?
10. What questions would you like to ask Larry Page?

**Task 4.** Circle the correct word (20 pairs).

The CEO (Chief Executive Officer) of Google Larry Page has told European governments they *need/needy* to be more like Silicon Valley. He said European leaders do not *supportive/support* technology companies enough. Silicon Valley is *home/house* to many of the world's largest technology corporations. Google, Apple and Facebook have their *close-quarters/headquarters* there. Mr. Page *said/say* Silicon Valley is a great place for technology companies *so/because* it is easy to *do/be* business there. He told Britain's "Financial Times" newspaper that Silicon Valley was great *from/for* investing in science and for making money *in/by* setting up new technology companies. He said Europe's politicians needed to start investing *in/on* big ideas.

Mr. Page told the Financial Times he had \$62 billion *what/that* he wanted to invest in new ideas. He said he wanted to use *the/a* money to benefit societies in Europe. He said: "We're trying to *figure/figures* it out. How do we use all these resources and have *the/a* much more positive impact on the world?" Page is not the first business leader *to/for* attack Europe for being *slow/slowly* with investing in technology. Many experts say European schools do not teach *plenty/enough* technology, so children do not have the skills that kids in Silicon Valley *be/have*. Many leaders in education believe

there should be a much bigger *focal/focus* on technology in schools. Some think *all/every* elementary schools should have classes on coding for children.

### **Writing**

**Task 1.** Write a magazine article about the money Larry Page has to invest. Include imaginary interviews with him and European leaders. Ask them where the money should go.

**Task 2.** Write about technology companies for 10 minutes. Comment on your partner's paper.

**Task 3.** Write a letter to an expert on technology companies. Ask him/her three questions about Silicon Valley. Give him/her three of your ideas on how to help tech companies. Read your letter to your partner(s) in your next lesson.

## **Unit 11**

### **Price War over Taxi Apps**

#### ***Warm-up activities***

**Task 1.** In pairs/groups, talk about these topics or words from the article below. What will the article say about them? What can you say about these words and your life?

*Price war, increasing competition, passengers, booking, traditional, inexperienced, benefit, profits, to a certain degree, stand out, crowd, license, data, regulating.*

**Task 2.** Students A strongly believe all taxi drivers must pass a difficult test on their knowledge of streets. Students B strongly believe this is unnecessary. Change partners and talk about your conversations.

**Task 3.** Rank the ideas about a taxi driver with your partner. Put the most important thing at the top. Change partners and share your rankings.

- Uniform;
- friendly;
- chooses shortest route;
- chats a lot;
- gives advice;
- well groomed;
- safe driver;
- on time.

**Task 4.** Spend one minute writing down all of the different words you associate with the word "order". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

### ***Reading***

**Task 1.** Read the text.

#### **Price War Over Taxi Apps**

A price war has broken out across the world among taxi companies. There is increasing competition for passengers because of the different apps that can order taxis. Some taxi companies are cutting their fares by more than half to beat competitor companies. The world's biggest taxi-booking app is called Uber. It was founded in 2009 and now operates in over 200 cities across the globe. Many drivers of London's traditional black taxis are unhappy with taxi apps. They argue that drivers of app cabs are too inexperienced to drive taxis in London. Black cab drivers must pass a difficult test on their knowledge of London's streets to get their taxi-driving license. They have slashed some of their fares from \$45 to \$7.50.

The U.K. boss of Uber said the price war would benefit his company and result in higher profits, saying: "There's a lot of competition over the app makers and, to a certain degree, you need to think of things that you can do to stand out from the crowd". London black cab driver Anthony Street says business remains good despite the app companies. He said: "There are lots of technologies that are changing things for us, but it's up to drivers". One of New York's biggest taxi companies has called for Uber to have its license suspended. It says Uber is illegally using data collected from passengers. In Singapore, the government has just announced that it would start regulating taxi app companies.

**Task 2.** Read the statement and mark true (T) or false (F).

- a. The taxi price war has broken out worldwide. T/F
- b. Some taxi companies have reduced fares by up to 50 per cent. T/F
- c. The world's biggest taxi app company operates in over 200 countries. T/F
- d. All taxi drivers in London must pass a test of their street knowledge. T/F
- e. The boss of the Uber app is worried about falling profits. T/F
- f. The boss said drivers look for people standing out in a crowd. T/F

- g. A big New York taxi company got its license suspended. T/F  
 h. Singapore will soon start regulating taxi app companies. T/F

**Task 3.** Match the following synonyms from the article.

- |               |                      |
|---------------|----------------------|
| 1) broken out | a) point             |
| 2) beat       | b) world             |
| 3) globe      | c) cut               |
| 4) argue      | d) information       |
| 5) slashed    | e) started           |
| 6) benefit    | f) stays             |
| 7) degree     | g) claim             |
| 8) remains    | h) begin             |
| 9) data       | i) get the better of |
| 10) start     | j) be of help to     |

**Task 4.** Match the phrases (sometimes more than one choice is possible).

- |                                    |                           |
|------------------------------------|---------------------------|
| 1. A price war has broken          | a) drive taxis in London. |
| 2. Increasing competition          | b) suspended.             |
| 3. It was founded                  | c) of their fares.        |
| 4. Too inexperienced to            | d) degree.                |
| 5. They have slashed some          | e) for passengers.        |
| 6. The price war would             | f) out from the crowd.    |
| 7. To a certain                    | g) in 2009.               |
| 8. Things that you can do to stand | h) benefit his company.   |
| 9. Have its license                | i) taxi app companies.    |
| 10. It would start regulating      | j) out.                   |

**Task 5.** Fill in the gaps with the correct word.

A price war has broken out (1) \_\_\_\_\_ the world among taxi companies. There is increasing competition for passengers because of the different (2) \_\_\_\_\_ that can order taxis. Some taxi companies are cutting their (3) \_\_\_\_\_ by more than half to beat competitor companies. The world's biggest taxi-booking app is called Uber. It was (4) \_\_\_\_\_ in 2009 and now operates in over 200 cities across the globe. Many drivers of London's traditional black taxis are unhappy with taxi apps. They (5) \_\_\_\_\_ that

- founded
- apps
- knowledge
- fares
- argue
- slashed
- across
- inexperienced

drivers of app cabs are too (6) \_\_\_\_\_ to drive taxis in London. Black cab drivers must pass a difficult test on their (7) \_\_\_\_\_ of London's streets to get their taxi-driving license. They have (8) \_\_\_\_\_ some of their fares from \$45 to \$7.50.

The U.K. boss of Uber said the price war would (9) \_\_\_\_\_ his company and result in higher profits, saying: "There's a lot of competition over the app makers and, to a (10) \_\_\_\_\_ degree, you need to think of things that you can do to (11) \_\_\_\_\_ out from the crowd". London black cab driver Anthony Street says business remains good (12) \_\_\_\_\_ the app companies. He said: "There are lots of technologies that are changing (13) \_\_\_\_\_ for us, but it's up to drivers". One of New York's biggest taxi companies has called for Uber to have its (14) \_\_\_\_\_ suspended. It says Uber is illegally using (15) \_\_\_\_\_ collected from passengers. In Singapore, the government has just announced that it would start (16) \_\_\_\_\_ taxi app companies.

stand  
benefit  
data  
things  
regulating  
certain  
despite  
license

**Task 6.** Comprehension questions.

1. Where has a price war among taxis started?
2. By how much are some taxi companies cutting fares?
3. In how many cities does the taxi app company Uber operate?
4. What do London's black-taxi drivers think of taxi app drivers?
5. What price have some London drivers reduced their fare to?
6. In what way did a boss of Uber think his company would benefit?
7. What did the boss of Uber say people needed to do?
8. How did a London black cab driver describe business?
9. In which city might a taxi company have its license suspended?
10. Where will taxi companies start being regulated?

**Task 7.** Put the correct words from a – d below in the article.

A price war has broken out across the world (1) \_\_\_\_\_ taxi companies. There is increasing competition (2) \_\_\_\_\_ passengers because of the different apps that can order taxis. Some taxi companies are cutting their fares by

more than half to (3) \_\_\_\_\_ competitor companies. The world's biggest taxi-booking app is called Uber. It was founded in 2009 and now operates in over 200 cities across the globe. Many drivers of London's traditional black taxis are unhappy (4) \_\_\_\_\_ taxi apps. They (5) \_\_\_\_\_ that drivers of app cabs are too inexperienced to drive taxis in London. Black cab drivers must pass a difficult test on their knowledge of London's streets to get their taxi-driving license. They have (6) \_\_\_\_\_ some of their fares from \$45 to \$7.50.

The U.K. boss of Uber said the price war would (7) \_\_\_\_\_ his company and result in higher profits, saying: "There's a lot of competition over the app makers and, to a (8) \_\_\_\_\_ degree, you need to think of things that you can do to (9) \_\_\_\_\_ out from the crowd". London black cab driver Anthony Street says business remains good despite the app companies. He said: "There are lots of technologies that are changing things for us, but it's (10) \_\_\_\_\_ to drivers". One of New York's biggest taxi companies has called for Uber to have its license suspended. It says Uber is illegally (11) \_\_\_\_\_ data collected from passengers. In Singapore, the government has just announced that it would start (12) \_\_\_\_\_ taxi app companies.

- |                    |                 |                |                 |
|--------------------|-----------------|----------------|-----------------|
| 1. (a) all;        | (b) middle;     | (c) for;       | (d) among.      |
| 2. (a) at;         | (b) by;         | (c) of;        | (d) for.        |
| 3. (a) win;        | (b) beat;       | (c) lose;      | (d) victory.    |
| 4. (a) by;         | (b) from;       | (c) with;      | (d) for.        |
| 5. (a) argue;      | (b) fight;      | (c) quarrel;   | (d) shout.      |
| 6. (a) slashed;    | (b) ripped;     | (c) broken;    | (d) grated.     |
| 7. (a) advantage;  | (b) cost;       | (c) nice;      | (d) benefit.    |
| 8. (a) certain;    | (b) sure;       | (c) really;    | (d) truth.      |
| 9. (a) sit;        | (b) stand;      | (c) kneel;     | (d) tread.      |
| 10. (a) from;      | (b) along;      | (c) up;        | (d) in.         |
| 11. (a) used;      | (b) uses;       | (c) using;     | (d) usage.      |
| 12. (a) regulated; | (b) regulating; | (c) regulates; | (d) regulation. |

### Task 8. Role play.

#### Role A: Being well dressed.

You think it is most important for a taxi driver to be well dressed. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): drive safely, being on time or be chatty.

**Role B: Driving safely.**

You think it is most important for a taxi driver to drive safely. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): well dressed, being on time or be chatty.

**Role C: Being on time.**

You think it is most important for a taxi driver to be on time. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): drive safely, well dressed or be chatty.

**Role D: Being chatty.**

You think it is most important for a taxi driver to be chatty. Tell the others three reasons why. Tell them why their things aren't so important. Also, tell the others which of these is the least important (and why): drive safely, being on time or well dressed.

***After reading***

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "taxi" and "app".

**Task 2.** Look back at the article and write down some questions you would like to ask the class about the text. Ask your partner/group your questions.

**Task 3.** Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "taxi"?
3. What do you think of taxi fares?
4. How important are taxis to you?
5. What are the good and bad things about taxis?
6. What do you think about the price war?
7. What problems are there in running a taxi company?
8. What do you think of the taxi-ordering apps?
9. Should taxi drivers take a test of their knowledge of streets?
10. Who do you think will win the price war?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. Do you have any "taxi stories"?
3. What can taxis do to stand out from the crowd?
4. What do you think of the quality of taxis (inside and outside)?
5. Are taxis good value for money?
6. How can technology change taxis?
7. What's your best and worst taxi ride ever?
8. What extra services would you like taxis to offer?
9. What controls do governments need to put on taxis?
10. What questions would you like to ask a taxi driver?

**Task 4.** Circle the correct word (20 pairs).

A price war has broken *up/out* across the world among taxi companies. There is increasing competition *by/for* passengers because of the different apps that can *order/orderly* taxis. Some taxi companies are cutting their fares *by/for* more than half to beat *competes/competitor* companies. The world's biggest taxi-booking app is *called/calling* Uber. It was founded in 2009 and now *operates/operations* in over 200 cities across the globe. Many drivers of London's traditional black taxis are *unhappily/unhappy* with taxi apps. They argue that drivers of app cabs are too *inexperienced/experienced* to drive taxis in London. Black cab drivers must pass a difficult test on their knowledge of London's streets to get their taxi-driving license. They have *slashed/sliced* some of their fares from \$45 to \$7.50.

The U.K. boss of Uber said the price war would *beneficial/benefit* his company and result in higher *profitable/profits*, saying: "There's a lot of competition *over/under* the app makers and, *for/to* a certain degree, you need to think of things that you can do to *sit/stand* out from the crowd." London black cab driver Anthony Street says business *remains/remaining* good despite the app companies. He said: "There are lots of technologies that are changing things for us, but it's *up/in* to drivers." One of New York's biggest taxi companies has called *at/for* Uber to have its license suspended. It says Uber is illegally *using/uses* data collected from passengers. In Singapore, the government has just announced that it would start *regulating/regulate* taxi app companies.

## ***Writing***

**Task 1.** Write a magazine article about the licenses taxi drivers need. Include imaginary interviews with people who think taxi drivers need to know every street and with those who think general knowledge of streets is OK. Read what you have written to your classmates at the next lesson.

**Task 2.** Write a newspaper article about the next stage in this news story. Read what you've written to your classmates at the next lesson. Give each other feedback on your articles.

**Task 3.** Write a letter to an expert on taxis. Ask him/her three questions about taxi apps. Give him/her three of your ideas on how to make taxis better. Read your letter to your partner(s) at your next lesson. Your partner(s) will answer your questions.

## **Unit 12**

### **Jobless Young People Is a Big Problem**

#### ***Warm-up activities***

**Task 1.** Talk to other students about unemployment and share your findings with partners.

**Task 2.** In pairs/groups, talk about these topics or words from the article below. What can you say about these words and your life?

*Report, number, find a job, unemployment, economists, youth, worldwide, difficult, easy, labour market, women, reasons, recovered, important, economy.*

**Task 3.** Students A strongly believe people will always have a problem finding jobs. Students B strongly believe there will be plenty of jobs in the future. Change partners again and talk about your conversations.

**Task 4.** How can these things help young people get a job? Complete the table with your partner(s). Change partners often and share what you have written.

	How can they help?	How good would that help be?
Internet		
Training		
Job centres		
English		
Family and friends		
Voluntary work		

**Task 5.** Spend one minute writing down all of the different words you associate with the word "unemployment". Share your words with your partner(s) and talk about them. Together, put the words into different categories.

### ***Reading***

**Task 1.** Read the text.

#### **Jobless Young People Is a Big Problem**

A new report says the number of young people without a job is still very high in many countries. There are currently 72 million people around the world aged 16 – 24 who want to work but cannot find a job. The International Labour Organization (ILO) said that although youth unemployment is coming down in rich countries, it is rising in most of Asia, the Middle East, North Africa and Brazil. The youth unemployment rate in China increased from 9.3 per cent in 2010 to 10.6 per cent last year. Economists say it will be 11.1 per cent in 2016. In Brazil, the figure for youth unemployment was 14 per cent at the beginning of this year, but is now almost 16 per cent. The ILO warns that youth unemployment worldwide is set to rise.

The ILO said it is difficult for many young people who are looking for work. It said: "It's still not easy to be young and starting out in today's labour market". It is particularly bad for many young women. The highest rate of youth unemployment around the world is for women in the Middle East and North Africa. This figure is around 45 per cent. There are many reasons for the gloomy figures for youth unemployment. One major factor is the global financial collapse of 2008. Many countries have still not recovered from that. The ILO says youth unemployment is not just important for a country's economy. It also affects health, social unrest and levels of people's happiness.

**Task 2.** Read the statements and mark true (T) or false (F).

- a. There is a total of 72 million people in the world without a job. T/F
- b. The number of unemployed young people in rich countries is falling. T/F
- c. Youth unemployment in China has gone up since 2010. T/F
- d. A labour organization (the ILO) said youth unemployment is set to fall. T/F
- e. The ILO said it is easy for most young people looking for their first job. T/F
- f. Unemployment is worst for women in the Middle East and North Africa. T/F
- g. The 2008 global financial collapse is a reason for youth unemployment. T/F
- h. The ILO said youth unemployment only affected the economy. T/F

**Task 3.** Match the following synonyms from the article.

- |                 |                |
|-----------------|----------------|
| 1) young people | a) number      |
| 2) currently    | b) increase    |
| 3) coming down  | c) beginning   |
| 4) figure       | d) problematic |
| 5) rise         | e) presently   |
| 6) difficult    | f) dark        |
| 7) starting out | g) youth       |
| 8) particularly | h) hurts       |
| 9) gloomy       | i) falling     |
| 10) affects     | j) especially  |

**Task 4.** Match the phrases (sometimes more than one choice is possible).

- |                                       |                            |
|---------------------------------------|----------------------------|
| 1. The number of young people without | a) for work.               |
| 2. Youth unemployment is coming       | b) is set to rise.         |
| 3. It is rising in                    | c) market.                 |
| 4. Increased from                     | d) figures.                |
| 5. Youth unemployment worldwide       | e) most of Asia.           |
| 6. Looking                            | f) 9.3 per cent.           |
| 7. Starting out in today's labour     | g) unrest.                 |
| 8. Particularly                       | h) down in rich countries. |
| 9. Gloomy                             | i) a job.                  |
| 10. Social                            | j) bad.                    |

**Task 5.** Fill in the gaps with the correct word.

A new (1) \_\_\_\_\_ says the number of young people without a job is still very high in many countries. There are (2) \_\_\_\_\_ 72 million people around the world aged 16 – 24 who want to work but cannot (3) \_\_\_\_\_ a job. The International Labour Organization (ILO) said that although youth unemployment is (4) \_\_\_\_\_ down in rich countries, it is rising in most of Asia, the Middle East, North Africa and Brazil. The youth unemployment (5) \_\_\_\_\_ in China increased from 9.3 per cent in 2010 to 10.6 per cent (6) \_\_\_\_\_ year. Economists say it will be 11.1 per cent in 2016. In Brazil, the figure for youth unemployment was 14 per cent at the (7) \_\_\_\_\_ of this year, but is now almost 16 per cent. The ILO warns that youth unemployment worldwide is (8) \_\_\_\_\_ to rise.

currently  
rate  
find  
beginning  
report  
set  
last  
coming

The ILO said it is (9) \_\_\_\_\_ for many young people who are looking for work. It said: "It's still not (10) \_\_\_\_\_ to be young and starting out in today's (11) \_\_\_\_\_ market". It is particularly bad for many young women. The (12) \_\_\_\_\_ rate of youth unemployment around the world is for women in the Middle East and North Africa. This figure is around 45 per cent. There are many (13) \_\_\_\_\_ for the gloomy figures for youth unemployment. One major (14) \_\_\_\_\_ is the global financial (15) \_\_\_\_\_ of 2008. Many countries have still not recovered from that. The ILO says youth unemployment is not just important for a country's economy. It also affects health, (16) \_\_\_\_\_ unrest and levels of people's happiness.

reasons  
easy  
difficult  
factor  
social  
highest  
collapse  
labour

**Task 6.** Comprehension questions.

1. How many 16 – 24-year-olds are unemployed?
2. Where is youth unemployment falling?
3. What was the level of youth unemployment in China in 2010?
4. Where was youth unemployment of 14 % at the start of the year?
5. What did the ILO warn would happen to youth unemployment?

6. Which market is difficult for young people to start out in?
7. Who is youth unemployment particularly bad for?
8. Where is a youth unemployment rate of 45 %?
9. What happened in 2008 and caused unemployment problems?
10. Levels of what does unemployment affect?

**Task 7.** Multiple choice quiz.

1. How many 16 – 24-year-olds are unemployed?

- a) 7.2 million;
- b) 72,000,000;
- c) 720,000,000;
- d) 720,000.

2. Where is youth unemployment falling?

- a) in rich countries;
- b) China;
- c) Mexico;
- d) Eastern Europe.

3. What was the level of youth unemployment in China in 2010?

- a) 10.6 %;
- b) 9.6 %;
- c) 9.3 %;
- d) 10.3 %.

4. Where was youth unemployment of 14 % at the start of the year?

- a) Brazil;
- b) Mexico;
- c) Thailand;
- d) Australia.

5. What will happen to youth unemployment by the ILO?

- a) they didn't say;
- b) it will rise;
- c) it will level out;
- d) it will fall.

6. Which market is difficult for young people to start out in?
- a) the fruit market;
  - b) the labour market;
  - c) the futures market;
  - d) the stock market.
7. Who is youth unemployment particularly bad for?
- a) high school leavers;
  - b) young men;
  - c) women;
  - d) graduates.
8. Where is a youth unemployment rate of 45%?
- a) the Middle East;
  - b) the Near East;
  - c) the Far East;
  - d) the East.
9. What happened in 2008 and caused unemployment problems?
- a) a natural disaster;
  - b) a cyber attack on the Internet;
  - c) oil prices went up;
  - d) the global financial collapse.
10. Levels of what does unemployment affect?
- a) pollution;
  - b) cleanliness;
  - c) happiness;
  - d) hope.

**Task 8.** Role play.

**Role A: Teacher.**

You think a teacher is the best job. Tell the others three reasons why. Tell them things that are wrong with their jobs. Also, tell the others which of these is the worst (and why): bank clerk, nurse or sales person.

**Role B: Bank clerk.**

You think a bank clerk is the best job. Tell the others three reasons why. Tell them things that are wrong with their jobs. Also, tell the others which of these is the worst (and why): teacher, nurse or sales person.

**Role C: Nurse.**

You think a nurse is the best job. Tell the others three reasons why. Tell them things that are wrong with their jobs. Also, tell the others which of these is the worst (and why): bank clerk, teacher or sales person.

**Role D: Sales person.**

You think a sales person is the best job. Tell the others three reasons why. Tell them things that are wrong with their jobs. Also, tell the others which of these is the worst (and why): bank clerk, nurse or teacher.

***After reading***

**Task 1.** Look in your dictionary/computer to find collocations, other meanings, information, synonyms ... for the words "young" and "people".

**Task 2.** Look back at the article and write down some questions you would like to ask the class about the text.

**Task 3.** Discuss in pairs.

Student A's questions. (Do not show these to student B).

1. What did you think when you read the headline?
2. What springs to your mind when you hear the word "job"?
3. How easy or difficult is it to find a job in your country?
4. What do you think about what you've read?
5. Why is it so difficult for young people to find a job?
6. Have you ever had problems finding a job?
7. What can young people do to find a job?
8. What problems are there with youth unemployment?
9. Is it better to go to another country to find a job?
10. What job would you really like to do?

Student B's questions. (Do not show these to student A).

1. Did you like reading this article? Why/not?
2. What should governments do to help young people find jobs?
3. Should young people do voluntary work to get experience?

4. Why do you think unemployment is particularly bad for women?
5. What reasons are there for high youth unemployment?
6. What do you know about the global financial collapse in 2008?
7. What effect does youth unemployment have on health?
8. What can young people do if they do not have a job?
9. How would you feel if you had no job for a long time?
10. What questions would you like to ask the ILO?

**Task 4.** Put the correct words from a – d below in the article.

A new report says the number of young people (1) \_\_\_\_\_ a job is still very high in many countries. There are (2) \_\_\_\_\_ 72 million people around the world aged 16 – 24 who want to work but cannot find a job. The International Labour Organization (ILO) said that (3) \_\_\_\_\_ youth unemployment is coming down in rich countries, it is rising in most of Asia, the Middle East, North Africa and Brazil. The youth unemployment (4) \_\_\_\_\_ in China increased from 9.3 per cent in 2010 to 10.6 per cent last year. Economists say it will be 11.1 per cent in 2016. In Brazil, the figure for youth unemployment was 14 per cent (5) \_\_\_\_\_ the beginning of this year, but is now almost 16 per cent. The ILO warns that youth unemployment worldwide is (6) \_\_\_\_\_ to rise.

The ILO said it is difficult for many young people who are looking for work. It said: "It's still not easy to be young and starting (7) \_\_\_\_\_ in today's labour market". It is particularly (8) \_\_\_\_\_ for many young women. The highest rate of youth unemployment around the world is for women in the (9) \_\_\_\_\_ East and North Africa. This figure is around 45 per cent. There are many reasons for the (10) \_\_\_\_\_ figures for youth unemployment. One major factor is the global financial (11) \_\_\_\_\_ of 2008. Many countries have still not recovered from that. The ILO says youth unemployment is not just important for a country's economy. It also affects health, social (12) \_\_\_\_\_ and levels of people's happiness.

- |                   |              |               |               |
|-------------------|--------------|---------------|---------------|
| 1. (a) wither;    | (b) within;  | (c) without;  | (d) withdraw. |
| 2. (a) currently; | (b) current; | (c) currency; | (d) currant.  |
| 3. (a) although;  | (b) though;  | (c) through;  | (d) thorough. |
| 4. (a) rate;      | (b) stand;   | (c) table;    | (d) tab.      |
| 5. (a) to;        | (b) in;      | (c) on;       | (d) at.       |
| 6. (a) around;    | (b) much;    | (c) all;      | (d) set.      |

- |                 |               |                 |             |
|-----------------|---------------|-----------------|-------------|
| 7. (a) out;     | (b) down;     | (c) in;         | (d) of.     |
| 8. (a) worst;   | (b) badly;    | (c) worsen;     | (d) bad.    |
| 9. (a) Middle;  | (b) Medium;   | (c) Mode;       | (d) Median. |
| 10. (a) fresh;  | (b) gloomy;   | (c) optimistic; | (d) staid.  |
| 11. (a) chart;  | (b) collapse; | (c) happening;  | (d) event.  |
| 12. (a) unrest; | (b) relax;    | (c) city;       | (d) moves.  |

**Task 5.** Circle the correct word (20 pairs).

A new report says/say the number of young people without a job is still very high in many countries. There are *current/currently* 72 million people around the world *ages/aged* 16 – 24 who want to work but cannot *finding/find* a job. The International Labour Organization (ILO) said that *although/through* youth unemployment is *coming/come* down in rich countries, it is *raising/rising* in most of Asia, the Middle East, North Africa and Brazil. The youth unemployment rate in China increased *for/from* 9.3 per cent in 2010 to 10.6 per cent last year. Economists say it will be 11.1 per cent in 2016. In Brazil, the *figure/figured* for youth unemployment was 14 per cent at the beginning of this year, but is now almost 16 per cent. The ILO warns that youth unemployment worldwide is *sat/set* to rise.

The ILO said it is *difficulty/difficult* for many young people who are looking for work. It said: "It's still not *easily/easy* to be young and starting out in today's labour *market/marketing*". It is *peculiar/particularly* bad for many young women. The highest *gate/rate* of youth unemployment around the world is for women in the Middle East and North Africa. This figure is *around/abound* 45 per cent. There are many *reasons/reasoning* for the gloomy figures for youth unemployment. One major *factory/factor* is the global financial collapse of 2008. Many countries have still not recovered from that. The ILO says youth unemployment is not just *importance/important* for a country's economy. It also affects health, social unrest and *levels/level* of people's happiness.

### **Writing**

**Task 1.** Write about unemployment for 10 minutes. Comment on your partner's paper.

**Task 2.** Young, jobless people should have to do voluntary work. Comment on this.

**Task 3.** Write a magazine article about being young and unemployed. Include imaginary interviews with young people who are looking for a job but can't find one.

### ***Translation***

**Task 1.** Translate the text from English into Ukrainian.

One of the problems in dealing with customer service calls is that you can never be sure whether they're going to end up as a net cost or generate additional revenue. The more people you employ to handle incoming calls, the greater your overheads, yet the better you're able to satisfy a customer, the greater your chances of selling them something else. To achieve a balance between cost control and quality of service, many leading telecoms and software suppliers are now applying the lessons they have learnt in larger businesses to the small-to-medium-sized enterprise (SME) market.

Relatively simple telephony techniques can make a big difference to the way you cater for fluctuating call volumes, route customers to the best person, or avoid answering the phone altogether. Likewise, customer support software designed for SME businesses allows you to streamline your support processes, let customers find their own answers on your website, and even use your service teams as part-time credit control agents.

With telephony, much can be done using technologies such as interactive voice response (IVR), the self-service facility that helps companies fitter customers by prompting them to select from a menu of options when they first call in.

**Task 2.** Translate the text from Ukrainian into English.

В економіці слово "інвестиції" означає не купівлю акцій на біржі або внесення грошей на банківський рахунок. Це слово вживається на позначення виробництва реальних товарів виробничого призначення. Інвестиції супроводжують процес виробництва цих товарів. Валові капіталовкладення – це загальний випуск товарів виробничого призначення за певний період часу, звичайно один рік.

Але товари виробничого призначення постійно зношуються або застарівають. Отже, певна частина загального випуску товарів виробничого призначення піде на заміну зношеного та застарілого обладнання. Амортизація – це певний ступінь втрачання вартості основними фондами (за вирахуванням списань) через зношування та застарівання. (Машину вважають застарілою, коли її можна замінити набагато ефективнішою машиною).

Чисті інвестиції – це річне зростання загальних основних фондів. Звичайно, чисті інвестиції будуть меншими за валові капіталовкладення, тому що певна частина нового капіталу піде на заміну застарілих та зношених фондів. Отже, чисті інвестиції дорівнюють валовим капіталовкладенням мінус амортизація. Рівень чистих інвестицій країни – це дуже важливий показник, який вказує на рівень зростання основних фондів у країні. Майбутня продуктивність значною мірою залежить від теперішнього рівня чистих інвестицій.

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НАВЧАЛЬНЕ ВИДАННЯ

**ПРАКТИКУМ З ПЕРЕКЛАДУ ТЕКСТІВ  
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