

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ,
МОЛОДІ ТА СПОРТУ УКРАЇНИ**

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ

**Тестові завдання
з англійської мови
за професійним спрямуванням
для підготовки до вступу
в магістратуру**

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Подано навчальні матеріали та тести для самостійної підготовки до іспиту з англійської мови. Тестові завдання побудовано на основі автентичних матеріалів економічного спрямування, що охоплюють базовий лексичний та граматичний мінімум відповідно до програми з підготовки до вступного іспиту з іноземної мови в магістратуру. Наведено тренувальні вправи з ділової кореспонденції.

Рекомендовано для студентів, абітурієнтів магістратури галузей знань 0305 "Економіка та підприємництво", 0306 "Менеджмент і адміністрування".

Вступ

Навчальне видання "Тестові завдання з англійської мови за професійним спрямуванням для підготовки до вступу в магістратуру" розроблено відповідно до завдань та умов вивчення іноземних мов у немовних вищих навчальних закладах згідно з вимогами Програми з англійської мови для професійного спілкування та Загальноєвропейськими рекомендаціями з мовної освіти.

Метою даної розробки є надання необхідного навчального матеріалу для самостійної підготовки до іспиту з англійської мови для абітурієнтів та студентів ВНЗ. Видання містить три розділи: Focus on Vocabulary and Reading, Focus on Grammar, Focus on Writing, додатки та охоплює базовий лексичний та граматичний мінімум відповідно до програми з підготовки до вступного іспиту з іноземної мови в магістратуру.

У першому розділі завдання спрямовані на збагачення словникового запасу. Економічна лексика відібрана відповідно до вимог освітньо-кваліфікаційних характеристик випускників ВНЗ. Для читання дібрані автентичні тексти економічного спрямування, які за змістом та лексичним наповненням відповідають академічним і професійним сферам. Другий розділ містить вправи, виконання яких допоможуть підготуватись до тієї частини тесту, що перевіряє знання з граматики. У третьому розділі запропоновано завдання для формування навичок з написання ділової кореспонденції.

У додатках подано зразки ділової кореспонденції і тестів.

Видання містить відповіді до всіх завдань та тестів, а також критерії оцінювання їх виконання для здійснення контролю рівня підготовки до іспиту, що складається при вступі в магістратуру самостійно.

Focus on Vocabulary and Reading

Task 1. Complete the quotes (a – e) with the words below:

Entrepreneur, multinational, family firm / business,
self-employed, freelance, state-owned

a. I am I had my own company for a while, but I did not enjoy managing other people. So now I work ... doing projects for other companies.

b. What I like about working for a ... company is the chance to work abroad. I spent three years in France, and now I am back at our head office in China.

c. The company I work for belongs to the country. People often say that ... companies are badly-run, but we are working hard to make the company as efficient as we can.

d. I like starting companies, but when everything is going well, I sell them, move on and start another one. I am much better at being an ... than a manager.

e. My grandfather started the company and now my father runs it. I am studying management at a business college, and when I finish my course I am going to join the

Task 2. A. Match the department names (a – g) with the descriptions of five of these departments (1 – 5).

a. Finance

b. Information Technology

c. Sales and Distribution

d. Human Resources / Personnel / Training

e. Production and Quality Control

f. Purchasing

g. Marketing

1. This department deals with employees, for example, selecting and recruiting staff. It is also responsible for organizing training to make sure the staff have the skills to do their work effectively.

2. This department is in charge of manufacturing products and keeping the company's production facilities running efficiently. Another responsibility is checking and improving quality standards.

3. This department deals with the day-to-day running of the company's computer systems and solves problems when they go wrong. It also designs information systems for different departments.

4. This department is in charge of sourcing (buying) any materials, equipment or components the production department needs to make the products. This involves finding suppliers and negotiating prices and delivery times.

5. This department's main responsibilities are finding out what products the customers want, how and where to promote them, and at what price. This involves carrying out market research, i.e. collecting and analysing data on their current and potential markets. They are also in charge of researching new ideas for products.

6. This department is in charge of selling the finished products to customers. As well as negotiating contracts, it is also responsible for getting the products to the customers in the fastest, cheapest and most efficient way.

7. This department is in charge of the money coming into and going out of the business. It deals with the banks when the company needs to raise money. It also coordinates budgets for different departments – their estimate of what they need to spend during a year.

B. Match the words and make word partnerships.

1. to select and recruit	information systems
2. to organize	prices and delivery times / contracts
3. to check and improve	budgets
4. to design	staff
5. to source (buy)	data
6. to negotiate	training
7. to carry out	materials and equipment
8. to coordinate	money
9. to collect and analyse	quality standards
10. to raise	market research

Task 3. A. Read the following five extracts (1 – 5) about fashion retailers. Use appropriate words to complete the texts:

Advertising, consumer, store, bankrupt, increase, operations,
redundant, marketing, jobs, decline, turnover

1. Results for the Swedish retailer of low price, high fashion clothing were better than expected. Their ... for the year was 3.9 billion Euros, an ... of 9 % the previous year. The company is now present in thirteen markets in Europe as well as in the US.

2. Profits fell as the American clothing company struggled with a slowdown in ... spending and a ... in sales of its once popular T-shirts, jeans and khakis. In response, the company cut 1,000 ... in the summer.

3. Part of the Spanish Inditex Group, this successful, high fashion women's clothing chain generates 78 % of the group's sales despite a very low ... budget. The chain is growing fast. Last year, it entered six new markets, including Puerto Rico and the Czech Republic, where it opened a ... in one of the best shopping districts in Prague.

4. The Italian retailer, famous for its colourful casual clothing and its controversial ..., has stores in 120 countries, and is currently expanding ... in Japan including upgrading of most of its smaller stores.

5. The high profile Internet fashion retailer failed to find further funding it needed to survive and went ... less than a year after the site was first launched. All the company's 300 staff were made ... when the company collapsed.

B. Match each of these extracts with one of the names below:

Benetton, boo.com, Gap, H&M, Zara

C. Match each of these definitions with a word in the texts.

- a. The areas or countries where a product is sold (extract 1)
- b. The total value of the products or services sold during a particular period of time (extract 1)
- c. The money you gain from selling something after you take away all your costs (extract 2)
- d. The total number of products a company sells in a given period of time (extract 2)
- e. The amount of money that a department has available to spend (extract 3)

f. The money which is given for a specific purpose, e.g. starting up a business (extract 5)

D. Answer the questions.

a. Which verbs from the texts have similar meanings to the words below?

1. Produces (extract 3)
2. Went into (extract 3)
3. Increasing the amount of activity (extract 4)
4. Improving (extract 4)
5. Set up (extract 5)

b. Which two expressions in extract 5 tell you that a company failed?

c. Which expression tells you that staff lost their jobs?

E. Complete the table.

	verb	opposite	noun
1.	Generate	fail to generate	sales / profits
2.	...	close	a store
3.	...	withdraw from	a market
	Create	4....	jobs

Task 4. What typically happens when a business start-up fails? Add these words to the list of things that can go wrong:

Lose, costs, generate, high, funding, staff, redundant, bankrupt

- A. They don't ... enough income.
- B. Nothing works and eventually they go
- C. So they fail to get more ... to keep the business going.
- D. Investors ... confidence in the business.
- E. They find they can't pay their suppliers or
- F. Their level of spending is too
- G. For example, they make some staff
- H. They try everything they can to reduce their

Task 5. A. Read the quotes about two companies' experience of expanding internationally. Choose the best word to fill in each gap from A, B, C or D below. For each question 1 – 10, mark one letter (A, B, C or D). There is an example at the beginning (0).

1. "Expanding into (0) ... B ... markets involves decisions about which markets to (1) ... into and the best way to do business in each market. In Europe, for example, we decide to sell (2) We (3) ... up our own sales subsidiary and now have a team of 40 working there. In China, on the other hand, we (4) ... out a deal with a(n) (5) ... distributor and now sell through them".

2. "We find that buying up the right local company can really (6) ... up entry and growth in a new market. It is much easier than (7) ... your own operations. So far we've bought companies in 15 new markets. We (8) ... for businesses that are well (9) ... financially and have a good team of managers. To avoid confusion, it's also important to make sure everything is (10) ... down in writing – so no verbal agreements".

0 A abroad	B foreign	C home	D outside
1 A enter	B move	C come	D open
2 A direct	B quickly	C straight	D immediately
3 A launched	B began	C set	D introduced
4 A negotiated	B worked	C did	D discussed
5 A internal	B international	C nearby	D local
6 A speed	B quicken	C accelerate	D hurry
7 A setting	B establishing	C making	D placing
8 A request	B ask	C look	D seek
9 A set	B done	C made	D run
10 A put	B written	C placed	D confirmed

B. Look at the completed texts above and complete the table below. Follow the example.

verb	verb and preposition	goes with
enter	move into	a new market
establish	1. ...	a subsidiary / operation
seek	2. ...	companies / new markets
acquire	3. ...	a company
negotiate	4. ...	a deal
accelerate	5. ...	entry / growth

Task 6. A. Match the words (a – g) with the definitions (1 – 7) below.

a. sale	1. a piece of information that may help someone find new customers
b. delivery	2. the process of getting the goods or products to a buyer
c. invoice	3. a reduction in the normal price of something
d. discount	4. the act of selling something
e. lead	5. a document sent by a seller to a customer with details of the products provided, price and payment
f. complaint	6. demand / request for goods from a customer
g. order	7. statement that something is wrong

B. Use the words to complete the guidelines for successful sales visits.

Sale, leads, complaint, delivery, discount, customer, invoice, form, place, present, replace, appointment, demonstration

1. Always follow up your ... with a visit as soon as possible.
2. During the meeting, use your time to ... the products. If possible, organize a product
3. Be prepared to negotiate the final price and ... dates.
4. Always try to close the ... before the end of the visit.
5. If all goes well, take the order and make sure you fill in the order ... correctly.
6. If the customer doesn't want to ... an order, thank him for his time but try to set up another ... in a few weeks.
7. After a visit, arrange the delivery details and send the customer the
8. Follow up your visit with a phone call to check the ... is satisfied.

9. If the customer makes a ..., always offer a solution, for example, ... damaged products or offer a ... on the next order.

C. Look back at the guidelines above and complete the following combinations.

1. to offer	...
2. ...	an invoice
3. to close	...
4. ...	damaged goods
5. to present	...
6. ...	an order
7. to follow up	...
8. ...	an appointment
9. to negotiate	...

Task 7. A. These words are often associated with motivation. Match each word (1 – 7) with its definition.

1. bonus	a. being able to rely on a steady job
2. pay package	b. extra items offered by the company in addition to salary
3. fringe benefits	c. a system where workers have to work a certain number of hours, but choose when they start and finish their work
4. job security	d. holiday which can be taken while still receiving a salary
5. flexitime	e. extra payment, e.g. for good results
6. promotion	f. the total money and benefits received by an employee
7. paid leave	g. moving an employee to a higher level job

B. Add the words to the table below.

(1) ...		The job	
basic pay	(2) ...	working conditions	career prospects
salary	company car	working hours	job responsibility
(3) ...	pension scheme	(5) ...	(7) ...
	health insurance	(6) ...	
	(4) ...	workplace layout	
		office equipment	

Task 8. A. Read the text about motivation in the workplace. Choose the best word to fill in each gap from A, B, C or D below. For each question 1 – 10, mark one letter (A, B, C or D). There is an example at the beginning (0).

There are many (0) ... A ... you can offer to help motivate people and each has different (1) Some of the most commonly used are recognition, money, health and help with child care. If you are not in a (2) ... to offer financial incentives like pay rises and (3) ..., it is still possible to motivate staff by ensuring that the non-financial perks you offer are (4) ... to them. For example, you might offer a parking (5) ... to someone who drives to work.

To get the most from your staff, first (6) ... the individuals in the team. That will give you a better idea of the best (7) ... in which to motivate them to (8) ... their maximum potential. To get the best results from your team, it is important to (9) ... each individual's specific skills and talents and treat people on their own (10) Also remember that at different stages of their career, people will be motivated by different things.

0 A incentives	B inspirations	C persuasion	D goals
1 A conclusions	B reasons	C effects	D influences
2 A place	B site	C spot	D position
3 A bonuses	B profits	C extras	D increases
4 A liked	B attractive	C pleasant	D suitable
5 A gap	B opening	C space	D hole
6 A calculate	B estimate	C value	D assess
7 A methods	B ways	C means	D processes
8 A achieve	B do	C complete	D win
9 A realise	B admit	C award	D recognise
10 A goodness	B rights	C merits	D rewards

B. Find words in the text which have these meanings.

- a. thing which encourages;
- b. people working in a firm;
- c. valuable extras which you are given by your employer in addition to your salary;
- d. to calculate / value / estimate;
- e. possibility of developing into something valuable;
- f. cleverness / ability to do something;
- g. value / quality / excellence;
- h. life of professional work.

C. Match the words in the table below to make word partnerships.

1. To offer	in a position
2. To motivate	financial incentives
3. To have	non-financial perks/a parking space
4. To be	the individuals
5. To offer	someone's maximum potential
6. To drive	people
7. To assess	to work
8. To achieve	each individual's specific skills and talents
9. To recognize	people on their own merits
10. To treat	different effects

Task 9. A. Read the text about work and motivation. Match the headings (a – e) with paragraphs (1 – 4). There is one extra heading.

a. Unemployed people often find themselves viewed by others as failures.

b. Professional employees value work as a way of life, whereas unskilled workers define it in material terms and as a separate part of their life.

c. One important aspect of the meaning of work for individuals.

d. Non-monetary factors are important and must be carefully examined before accepting a job offer.

e. Occupation is a powerful determinant of social status.

(1) Work is done by people: what does work mean to them? This question is more complex than it might seem. One aspect of the meaning of work for individuals is that by their occupations they are defined as people. In other words, when people want to place other people, to put them into meaningful categories, the first question they ask is "What does he/she do?" A person's occupation can say a great deal about him as a person. "He is a systems analyst", "She is a social worker" conjure up a whole range of expected attributes – ways of talking, thinking, behaving, etc. – in the minds of those who ask the question.

(2) Occupation is also a powerful determinant of social status – the prestige, positive or negative judgement a person has in the eyes of others. Occupations on the higher levels of the occupational hierarchy confer all kinds of benefits besides the high earnings that usually go with high status. Doctors are listened to with respect on all kinds of issues which have nothing directly to do with medicine, and probably can easier get their cars serviced or work done in their houses, since association with them also confers status. Road sweepers, sewage workers and kitchen hands, on the other hand, may be less likely to mention their occupations outside work because the status of these jobs is low. Indeed, they will probably be more successful socially if don't mention what they do.

(3) It has been argued that not having an occupation – usually a waged occupation – diminishes a person in the eyes of others. Do you work or are you just a housewife? The negative definition of a person without a paid occupation is clearly revealed in studies of the unemployed. Unemployed people often find themselves viewed by others as failures and deviants. Not having a paid job – especially for men but also, increasingly, for women – robs a person of a place in contemporary society's focal institutional framework, the formal economy. But it also robs them of a place in other forms of social and communal activities: the unemployed male withdraws from friendship with former workmates and associates, family relations come under strain (especially where a father feels he has failed his wife and children as a breadwinner) and, of course, leisure activities that cost money usually have to be abandoned.

(4) But, in a stricter sense, for those who are in conventional paid employment, there is also "meaning" in the form of ways of defining work. It is closely correlated with the status and the income level of occupations. Professional employees value work as a way of life, as highly involving, challenging, stimulating and fulfilling. For instance, the work and non-work parts of their lives are not sharply demarcated, so that social and leisure activities overlap with paid employment. Conversely, the lower the occupation in the status / income hierarchy, the more likely an individual is to define work in material terms and often as a means to support an enjoyable part of his life. Work is sharply separated from other segments of life.

B. Find words in the text which have these meanings.

- a. job, position, employment (p.1);
- b. arrangement in a system of ranks / grades (p. 2);
- c. amount of money earned; salary / wages (p. 2);
- d. importance / position in the eyes of other people (p. 2);
- e. people with no jobs (p. 3);
- f. regular paid work (p. 4);
- g. money which you receive (p. 4).

Task 10. A. Complete the quotes below with one of the words or phrases.

Sales, child labour, charities, equal opportunities,
shareholders, sweatshops, made redundant

1. "Our sports clothes were really fashionable until the public discovered that most of them were made in ... in the Far East. When the news came out about the terrible working conditions and bad pay in these factories, our ... declined dramatically."

2. "When I went out to visit our factory there, I discovered they were using ...: some of the workers were as young as ten years old!"

3. "The company believes in ..., and I think it's done well in that area – when I joined ten years ago only two of the managers were women, and now we have eight female managers."

4. "I work for a construction company. Most of our work involves building houses, so I think it's appropriate that we give some of our profits to ... for homeless people."

5. "The company was hoping to win a big contract in Saudi Arabia, but they didn't get it, so that was it – all of the factory workers were ..., even the ones who'd worked there for twenty years or more."

6. "My boss persuaded a lot of her friends to invest their money in her company when she set it up, so I don't think she should spend so much on entertaining potential customers. After all, they're the ..., so they should be consulted about the money that she's spending."

B. Complete the table.

Noun	Verb	Collocation
1. involvement	To involve	To involve building houses
2. belief		
3.	To construct	
4. investment		
5. consultation		
6. entertainment		

Task 11. A. Combine the words below to make three terms for different systems of working. Match each term with a definition.

1. Home-	desking
2. Hot-	conferencing
3. Video-	working

- a. People work in an office, but don't have their own desk;
- b. A system which allows people in different locations to communicate using images;
- c. People work at home, often at a computer, and communicate by telephone and via a modem.

B. Words to describe flexible working often begin with the prefix *tele-* which means *at or over a long distance*. It can be attached to many nouns or verbs. Complete these definitions.

Telecottage, telecommuting, teleworking, teleconferencing

- 1. Tele ...: A general term describing any way of working at a distance using a combination of computers and telecommunications.

2. Tele ...: Another term, common in the US, describing a way of working at a distance using a combination of computers and telecommunications. The emphasis is on doing away with the journey to work.

3. Tele ...: Holding a "virtual" meeting with participants in different locations, either via telephone or video.

4. Tele ...: A building, usually in the country, equipped with computers so that people can work without travelling to an ordinary office in a town.

C. Read the text about hot-desking. Choose the best word to fill in each gap from A, B, C or D below. For each question 1 – 10, mark one letter (A, B, C or D). There is an example at the beginning (0).

No place to call your own

With rental costs for offices increasing, the (0) ... B... use of space is an issue for every firm. Estimates suggest that the (1) ... office worker spends more than six weeks away from their desk each year, so there are good (2) ... for giving up the traditional idea of a personal desk and a filing (3) ... for each employee. Thanks to the recent advances in ICT (Information and Communication Technology), many companies are now (4) ... the idea of "hot-desking". Workers can sit at any (5) ... desk and work by (6) ... the company's computer network through the desktop computer at that (7) ..., or by (8) ... in their personal laptop computer. As messages and other documents are available at a keystroke, paper is either eliminated, or (9) ... to only what is needed immediately and can be carried. Group work sessions and meetings are (10) ... in specially designed rooms or in comfortably furnished open areas. In (11) ... to the financial benefits, some companies say that hot-desking has improved their staff's productivity by fifty per cent or more. Employees generally (12) ... well to the flexibility and informality. Many say that hot-desking means they (13) ... more with their colleagues and that teamwork becomes easier when they are not (14) ... in separate offices.

0 A professional	B efficient	C sensible	D capable
1 A standard	B regular	C usual	D average
2 A reasons	B ideas	C chances	D results
3 A shelf	B cabinet	C box	D folder
4 A adopting	B preferring	C agreeing	D choosing

5 A open	B absent	C abandoned	D vacant
6 A admitting	B accessing	C entering	D opening
7 A workstation	B worktop	C workplace	D workshop
8 A putting	B switching	C plugging	D filling
9 A limited	B reserved	C controlled	D defined
10 A given	B held	C made	D done
11 A contrast	B comparison	C keeping	D addition
12 A reply	B report	C respond	D answer
13 A transact	B contact	C react	D interact
14 A distant	B isolated	C remote	D lonely

Task 12. A. Read the article about flexible working in the information age. Choose the best sentence from below to fill each of the gaps. For each gap 1 – 5, mark one letter (A – G). Do not use any letter more than once. There is an example at the beginning (0).

Flexible working

1. Yesterday's buildings and yesterday's office environments are increasingly difficult to use efficiently. (0) ... G... Staff work where they happen to be, not where the work is best done. Time and productivity are wasted through unnecessary travelling.

2. Although many management "gurus" would have us believe otherwise, the office is not dead. Instead, information age technology is altering our concept of what the "office" actually is. (1) ... With the right information and communication technology solution, the office can be anywhere. In particular, with the arrival of desktop video-conferencing, the notion of the "virtual" or "follow me" office will certainly become even more powerful.

3. In the search to support more productive working methods and lower costs for premises, companies are using a number of options. One example is enabling mobile workers such as sales people or travelling professionals to work effectively from any location using their homes or local offices as bases. (2) ... Instead staff are more likely to have "touch-down" space or meeting rooms tailored to suit individual work tasks.

4. The conflicting demands of work and home result in tensions and stresses affecting both work performance and family life. How we organise work, and where and when it takes place, is central to these conflicts. Commuting to work simply to use a computer and telephone is pointless and expensive if the same tasks can be performed at or nearer to home. (3) ... Clearly, digital technologies enable work to take place at more friendly times and locations.

5. To take full advantage of flexible working, staff must be trained to use the new technology and to deal with managing or being managed at a distance. Flexible working schemes fail when technology is thrown at staff and they are left to just get on with it. (4) ... In most cases, flexible working does not mean never seeing your colleagues! It means being in the best place for a particular task to be carried out. In the future, we may visit the office only when we need to be there.

6. Work in principle can take place any time and anywhere. To make this happen, however, the right technologies and systems have to be in place. Quality equipment is a key consideration in particular desktops and laptop PCs with high speed access, using fixed or mobile telephony. (5) ... They need to be able to access their e-mail, corporate intranet and other systems at any point.

A. And travelling in the rush-hour or just at the time when the children have to go to school adds to the strain.

B. It is changing the physical nature of offices and giving them flexible boundaries.

C. In addition, the right policies must be in place to ensure good communication and to avoid feelings of isolation.

D. This change means companies will have to invest in advanced communication technology.

E. This move to more flexible, location-independent working makes a dedicated office space for each person hard to justify.

F. Equally important, people need to be able to get into the same corporate networks whether they are in or away from the office.

G. Not only they are expensive to run, but they also lead inefficient working practices.

B. Look quickly through the complete article and find verbs which have a similar meaning.

1. Lead to (p. 1)	... (p. 4)
2. altering (p. 2)	... (p. 2)
3. performed (p. 4)	... (p. 5)
4. get into (p. 6)	... (p. 6)

C. Match the words with the definitions.

1. efficiently	a. knowledge / study of new industrial or scientific skills
2. productivity	b. way of getting to a person / place
3. premises	c. in an efficient way
4. technology	d. building and land around it
5. access	e. rate of output / production (in a factory)

Task 13. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

According to the theory, or law, of supply and demand, the market prices of commodities and services are determined by the relationship of supply to demand. __0__. Theoretically, when supply exceeds demand, sellers must lower prices to stimulate sales; conversely, when demand exceeds supply, buyers bid prices up as they compete to buy goods. The terms supply and demand do not mean the amount of goods and services actually sold and bought; in any sale the amount sold is equal to the amount bought, and such supply and demand, therefore, are always equal. In economic theory, supply is the amount available for sale or the amount that sellers are willing to sell at a specified price. __1__

The theory of supply and demand takes into consideration the influence on prices of such factors as an increase or decrease in the cost of production, but regards that influence as an indirect one, because it affects prices only by causing a change in supply, demand, or both. __2__. In the view of many economists, the multiplicity of such indirect factors is so great that the terms

"supply" and "demand" are inclusive categories of economic forces affecting prices, rather than precise, primary causal factors.

The price-determining mechanism of supply and demand is operative only in economic systems in which competition is largely unfettered. __3__. It was greatly restricted in the United States and other countries by the temporary governmental price regulations and rationing during World War II.

__4__. However, in the 1950s in Yugoslavia and in the 1960s in Hungary and the USSR, communist planners began to restore the role of market forces in the economy. __5__.

- Theoretically, when supply exceeds demand, sellers must lower prices to stimulate sales; conversely, when demand exceeds supply, buyers bid prices up as they compete to buy goods.
- In most communist countries, where the economy was planned and controlled by the state, the supply-and-demand mechanism was initially slated for elimination.
- Other factors indirectly affecting prices include changes in consumption habits (for example, a shift from natural silk to artificial silk fabrics) and the restrictive practices of monopolies, trusts, and cartels.
- The amount of the good suppliers are willing to sell at a specified price equals the amount buyers are willing to purchase at that same price.
- And demand, sometimes called effective demand, is the amount purchasers are willing to buy at a specified price.
- As the 1990s began, new non-communist governments in several Eastern European countries had adopted free market principles.
- Increasing recourse, in recent times, to governmental regulation of the economy has tended to restrict the scope of the operation of the supply-and-demand mechanism.

Task 14. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

In carrying out management functions, such as planning, organising, motivating and controlling, a manager will be continually making decisions.

0 Decision-making is a key management responsibility.

Some decisions are of the routine kind. __1__. Because a manager is experienced, he knows what to do in certain situations. He does not have to think too much before taking action. For example, a supervisor in a supermarket may decide, on the spot, to give a refund to a customer who has brought back a product. __2__.

Other decisions are often intuitive ones. They are not really rational. The manager may have a hunch or a gut feeling that a certain course of action is the right one. He will follow then hunch and act accordingly. Thus, when looking for an agent in an overseas market, a sales manager may have several companies to choose from. However, he may go for one organisation simply because he feels it would be the most suitable agent. He may think that the chemistry between the two firms is right. __3__.

Many decisions are more difficult to make since they involve problem-solving. __4__. To make good decisions, the manager should be able to select, rationally, a course of action. In practice, decisions are usually made in circumstances which are not ideal. They must be made quickly, with insufficient information. It is probably rare that a manager can make an entirely rational decision.

__5__. He must be systematic in dealing with the problem. A useful approach to this sort of decision-making is as follows: the process consists of four phases: defining the problem, analysing and collecting information, working out options and deciding on the best solution.

- Decision-making is a key management responsibility.
- These factors will limit the solution of the problem.
- The manager does not have to gather a great deal of additional information before making the decision.
- When a complex problem arises, like where to locate a factory or which new products to develop, the manager has to collect facts and weigh up courses of action.
- They are decisions which are made fairly quickly, and based on judgement.
- Such a decision is based on hunch, rather than rational thought.
- Very often, they are strategic decisions involving major courses of action which will affect the future direction of the enterprise.

Task 15. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

After the crisis that has occurred in the financial markets over the past few months why would anyone want to start a home based Internet business? ___0___ We have just seen well established and profitable businesses go into bankruptcy or merge with others to keep afloat. So what happens when corporations go bankrupt or merge? People, like you and me, lose their jobs. ___1___. If there is a crisis then there is always an opportunity; it's just a matter of perspective. ___2___. That means your personal life, career, financial well being, and the health and welfare of yourself and your family.

Essentially, you have the chance to restructure your entire life. Perhaps you see yourself spending more time with your family. Or you may want to travel, get a home, or just do whatever you want to do whenever you want to do it. But how can you do all those things without a job? Why not consider working from home? ___3___ The potential for using the Internet for home based businesses is just in its infancy.

___4___. You will need one that offers a multimedia training system, exclusive products, great backend support, an excellent commission structure, and affordable startup fees. ___5___. Obviously, you will have to devote time and effort to your business, but it is well worth it.

Your business' demand in foreign lands will correlate closely with the size and success of your company at home. In today's age of easy information access, consumers and business professionals in most countries are aware of what's popular in your country and what's not.

Franchising, licensing, joint ventures and company owned business models have their own pros and cons. Some require more labor or upfront capital. Which model you choose will ultimately drive your earnings growth rate for years to come.

Securing the right business partner in each country is the number one rule for success. Check your potential partner's financial status, influence and reputation in the local business community, access to resources and experience in bringing your country's brand to his or her home turf.

- We are at the perfect time in economic growth to start a home based business and they are one of the fastest growing segments of the economy.
- Fifty percent of home based businesses fail in their first year.
- We have just seen well established and profitable businesses go into bankruptcy or merge with others to keep afloat.
- One of the most important things you need to look at when working your Internet business is affiliating with a reputable company.
- Thus, you have the perfect opportunity to take a very real and serious look at just what it is you really want in your life.
- Most of these people will see this job loss as a crisis, but a small number of people will see it as an opportunity.
- With the proper program in place all you should need to do is advertise, market, and bring in buyers to purchase the products or services you provide.

Task 16. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

Until World War Two, Japan was dominated by a small number of very large companies and these companies had massive influence on the economy. 0 However, in recent years the Japanese economy has become much more varied in terms of the size and structure of its companies, producing a complex web of inter-locking relationships between large and small firms. 1.

Japanese companies, like Japanese society, are hierarchically organised with individuals knowing their position within a group and with regard to each other. 2. Group orientation and team working are not merely concepts and phrases in Japan but a way of life which permeates all aspects of corporate life at all levels.

Japanese hierarchy is based on consensus and cooperation rather than the top-down decision making process which often typifies western models of hierarchy. 3.

Japanese management emphasises the need for information flow from the bottom of the company to the top. __4__. As a result, it has been noted that policy is often originated at the middle-levels of a company before being passed upwards for ratification. The strength of this approach is obviously that those tasked with the implementation of decisions have been actively involved in the shaping of policy.

The higher a Japanese manager rises within an organisation, the more important it is that he appears unassuming and unambitious. Individual personality and forcefulness are not seen as the prerequisites for effective leadership.

The key task for a Japanese manager is to provide the environment in which the group can flourish. __5__. In return for this open approach, he expects team members to keep him fully informed of developments. This reciprocity of relationship forms the basis of good management and teamwork.

- This results in senior management having a largely supervisory rather than a "hands-on" approach.
- Competition amongst these smaller firms is very strong which results in a great number of bankruptcies in this sector — therefore the concept of life-time employment enjoyed by the total workforce is, and has been for some time, a myth.
 - In order to achieve this he must be accessible at all times and willing to share knowledge within the group.
 - It is this sense of belonging to the group that gives Japanese companies their strength and purpose.
 - Instructions from managers can seem extremely vague to western ears and this often causes confusion and frustration.
 - This means that people feel actively involved and committed.
 - However, in recent years the Japanese economy has become much more varied in terms of the size and structure of its companies, producing a complex web of inter-locking relationships between large and small firms.

Task 17. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

The main goal of a public relations department is to enhance a company's reputation. Staff that work in public relations, or as it is commonly known, PR, are skilled publicists. __0__. They are able to present a company or individual to the world in the best light. The role of a public relations department can be seen as a reputation protector.

The business world of today is extremely competitive. Companies need to have an edge that makes them stand out from the crowd, something that makes them more appealing and interesting to both the public and the media. __1__.

Public relations provide a service for the company by helping to give the public and the media a better understanding of how the company works. Within a company, public relations can also come under the title of public information or customer relations. __2__. They are usually the most helpful departments, as they exist to show the company at their best.

There are certain skills necessary to work in the world of PR. __3__. The PR person must also be very adapted to multitasking and time management. He or she may also have some form of media background or training in order to understand how the media and advertising work. Organizational and planning skills are also important in public relations.

The PR worker must also be able to cope very well under pressure. __4__. If a company comes under critical attack, it is the PR department who must take control of the situation. They must effectively answer the criticism and turn it around in order to protect the company's reputation.

A public relations worker usually has some form of relevant college qualification. __5__. A talented public relations person has the opportunity to work up from a junior account executive to an account director in around five years. This is not a nine to five job; the hours are long and can be stressful. However, for successful PR workers, the pay is good and the perks may be even better.

- Competition for jobs in PR is fierce.
- PR also helps the company to achieve its full potential.

- These departments assist customers if they have any problems with the company.
- They are able to present a company or individual to the world in the best light.
- He or she must have the ability to cope with a barrage of questions from the media and the public.
- The public are the buyers of the product and the media are responsible for selling it.
- These include a very high level of communication skills, both written and verbal.

Task 18. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

The three main categories of business organization are the sole proprietorship, the partnership and the limited liability forms. ___0___. Among the latter two of these, several different forms exist. Other possibilities include the unincorporated association and the nonprofit corporation.

A sole proprietorship is a one-man business. ___1___. Furthermore, the company's income is considered to be the owner's personal income and must be reported on the owner's individual income tax return. The advantage of this form is simplicity – no partnership agreements need to be signed, there are no corporate registration formalities to perform, and there is no need for corporate formalities, such as shareholder's meetings.

In a general partnership, the business is owned by two or more general partners. ___2___. A partnership agreement is a practical necessity for this form of business organization.

In a limited partnership, there is at least one general partner (with unlimited liability) and at least one limited partner. The limited partner's liability for the debts of the partnership is limited to the amount that he contributed to the partnership. ___3___. Limited partners are entitled to a certain return on their investment but generally have no management authority and need to report only the partnership's income on their individual income tax returns.

A corporation is a limited liability entity that is treated as a separate legal person for tax purposes. It must file its own tax return and is taxed separately from the shareholders. The shareholders of a corporation are liable for the corporation's debts only to the extent of their contribution to the corporation. Shareholders need not report the corporation's income on their individual income tax returns-only income they receive from the corporation. In the United States, a corporation must be registered with the state of its incorporation. ___4___.

Limited Liability Companies (LLCs) combine the advantages of limited liability that corporations possess with the flexibility and relative lack of formality that partnerships possess. Members must report the LLC's income on their individual income tax returns in much the same way as general partners do. ___5___.

- Among the latter two of these, several different forms exist.
- Corporations may sell shares to the public if extensive public offering requirements are met.
- Each of the partners is liable for the debts of the business
- Although the partnership must file a separate tax return
- As with a general partnership, a limited partnership should file a separate tax return.
- LLCs may not sell shares to the public.
- The owner is liable for all of the company's debts.

Task 19. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

The study of economics leads to the formulation of the principles upon which the economy is based. History, politics, and the social sciences cannot be understood without the basic understanding of economic principles. ___0___
The science of economics is concerned with the scientific laws that relate to business administration.

The term "economics" covers such a broad range of meaning that any brief definition is likely to leave out some important aspect of the subject. ___1___ Economics is the study of how people and society choose to employ scarce productive resources, which could have alternative uses, to produce

various commodities and distribute them for consumption. __2__. Finally, economics studies the allocation of scarce resources among competing ends.

As a science, economics must first develop an understanding of the processes by which human desires are fulfilled. Second, economics must show how causes that affect production and consumption lead to various results. __3__. While there are numerous specialties within the academic field, at its most basic level economics is commonly divided into two broad areas of focus: microeconomics and macroeconomics. Microeconomics is the study of smaller levels of the economy, such as how an individual firm or a small group of firms operate. Macroeconomics is the study of whole economies or large sectors of economies.

Microeconomics is the social science dealing in the satisfaction of human wants using limited resources. It focuses on individual units that make up the whole of the economy. __4__. It also studies the way in which a business determines how much of a product to produce, how to make the best use of production factors, and what price strategy to use. Microeconomics also studies how individual markets and industries are organized, what patterns of competition they follow, and how these patterns affect economic efficiency and welfare.

Macroeconomics studies an economy at the aggregate level. It is concerned with the workings of the whole economy or large sectors of it. __5__. Macroeconomics deals with such issues as national economic output and growth, unemployment, recession, inflation, foreign trade, and monetary and fiscal policy.

- The science of economics is concerned with the scientific laws that relate to business administration.
 - These sectors include government, business, and households.
 - It examines how households and businesses behave as individual units, not as parts of a larger whole.
 - Much of the work of economists deals with describing and analyzing causes of their effects and with comparing and contrasting information.
 - It is a social science concerned with the study of economies and the relationships between them.

- Economics generally studies problems from society's point of view rather than from the individual's.
- Furthermore, it must draw conclusions that will serve to guide those who conduct and, in part, control economic activity.

Task 20. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

Basic economic principles include the law of demand, demand determinants, the law of supply, supply determinants, market equilibrium, factors of production, the firm, gross product, as well as inflation and unemployment.

When an individual want is expressed as an intention to buy, it becomes a demand. 0. The law of demand is a theory about the relationship between the amount of a good that a buyer both desires and is able to purchase per unit of time, and the price charged for it. The ability to pay is as important as the desire for the good, because economics is interested in explaining and predicting actual behavior in the marketplace, not just intentions. 1. Thus, it is implied with demand that a consumer not only has the desire and need for a product, but also has the money to purchase it. The law of demand states that the lower the price charged for a product, resource, or service, the larger will be the quantity demanded per unit of time. 2. Conversely, the higher the price charged, the smaller will be the quantity demanded per unit of time – all other things being constant.

The law of supply is a statement about the relationship between the amount of a good that a supplier is willing and able to supply and offer for sale, per unit of time, and each of the different possible prices at which that good might be sold. 3. In other words, supply generally is governed by profit-maximizing behaviours. The supply curve indicates what prices are necessary in order to give a supplier the incentive to provide various quantities of a good per unit of time. 4 .

At the opportunity for sale at a certain price, a part of total supply becomes realized market supply. Economics emphasizes movement along the supply curve in which the price of the good determines the quantity

supplied. As with the demand curve, the price of the good is singled out as the determining factor with all other things being constant. __5__.

- The law of demand is a theory about the relationship between the amount of a good that a buyer both desires and is able to purchase per unit of time, and the price charged for it.
- The supply curve shows that suppliers react to price in an opposite manner.
- This law further states that suppliers will supply larger quantities of a good at higher prices than at lower prices.
- On the supply side, these things are the prices of resources and other production factors, technology, the prices of other goods, the number of suppliers, and the suppliers' expectations.
- At a given price for a good, economics is interested in the buyer's demand that can effectively be backed by a purchase.
- For example, the lower the purchase price for a six-pack of Coca-Cola, the more a consumer will demand (up to some saturation point, of course).
- Just as with the demand curve, movement along the supply curve always assumes that all other things are constant.

Task 21. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

Most organizations have some form of performance appraisal of their employees. The appraisals are usually carried out once a year. The manager makes an evaluation of the performance of the subordinate. __1__. After this, there is a meeting at which the two parties discuss the appraisal. A performance appraisal is, then, a judgment on how well a person is doing his/her work.

Why do organizations carry out appraisals? Recently, in the United States, some organizations were asked why they used staff appraisals. __2__.

Appraisals help organizations to reward staff properly. They are useful when decisions have to be made about salary increases and bonuses.

In addition, they are needed when managers are considering transferring or promoting staff. ___3___.

An important purpose of appraisals is to give the subordinate feedback on how he/she is performing. The manager can talk to the subordinate about the strengths and weaknesses of his/her performance. He/she can also discuss how the subordinate can learn to work more effectively.

At appraisal interviews, subordinates can not only talk about their future, but also seek guidance from the manager. ___4___. Besides doing this, it gives the subordinate the opportunity to ask the manager for further training.

There are many methods of evaluating a person's performance at work. Some of the better-known methods are rating and management by objectives.

A traditional method has been to give a 'rating'. The subordinate's evaluation is based on traits –qualities –that he/she shows in his/her work. Subordinates are judged on such things as knowledge of the job, reliability, initiative and sense of responsibility.

The manager rates the subordinate by marking a letter or figure on a scale. However the most popular form of appraisal in Britain and the US is management by objectives. This appraisal is based on a person's performance, and how well he/she is achieving his/her goals. ___5___. The focus is on results, not personal traits.

- The appraisals are usually carried out once a year.
- The manager and the subordinate agree of a certain number of objectives, which should be achieved in a given period of time.
- Some of the findings of this survey are compensation, performance improvement and feedback.
- This involves filling in a form or writing a report on the person concerned.
- The interview may help to think more realistically about their goals.
- In these situations, they provide up-to-date information about an individual's performance, skills and career objectives.
- The meetings are to be held annually.

Task 22. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

___0___ The majority of economists believe in the comparative cost principle, which proposes that all nations will raise their living standards and real income if they specialize in the production of those goods and services in which they have the highest relative productivity. ___1___. It may occur because of factors of production (notably raw materials), climate, division of labour, economies of scale, and so forth.

___2___. For example semiconductors are going from the USA to Brazil, and coffee is going in the opposite direction. But it does not explain the fact that over 75% of the exports of the advanced industrial countries go to other similar advanced nations, with similar resources, wage rates, and levels of technology, education, and capital. It is more a historical accident than a result of natural resources that the US leads in building aircraft, semiconductors, computers and software, while Germany makes luxury cars, machine tools and cameras.

However, the economists who recommend free trade do not face elections every four or five years. Democratic governments do, which often encourages them to impose tariff and quotas in order to protect what they see as strategic industries. ___3___. Abandoning all sectors in which a country does not have a comparative advantage is likely to lead to structural unemployment in the short (and sometimes medium and long) term.

With tariffs, it is impossible to know the quantity that will be imported, because prices might be elastic. ___4___. Yet unlike tariffs, quotas provide no revenue for the government. Other non-tariff barriers that some countries use include so-called safety norms, and the deliberate creation of customs difficulties and delays.

The General Agreement on Tariffs and Trade (GATT), an international organization set up in 1947, had the objectives of encouraging international trade, of making tariffs the only form of protectionism, and of reducing these as much as possible. ___(5)___.

- The majority of economists believe in the comparative cost principle, which proposes that all nations will raise their living standards and

real income if they specialize in the production of those goods and services in which they have the highest relative productivity.

- Notably it is agriculture without which the country would be in danger if there was a war, as well as other jobs.
- Nations may have an absolute or a comparative advantage in producing goods or services.
 - This involves adding a markup amount (or percentage) to the retailer's cost.
 - With quotas, governments can set a limit to imports.
 - The most favoured nation clause of the Gatt agreement specified that countries could *not* have favoured trading partners, but had to grant equally favourable conditions to all trading partners.
 - This theory explains why there is international trade between North and South.

Focus on Grammar

ACTIVE VOICE

Task 1. Fill in with Present Simple or Present Continuous.

1. A new generation of investors (bet) on America's housing market now.
2. Basically, her job ... (consist) of answering customer calls.
3. Certainly, many people ... (move) to broadband now.
4. Coaches actually ... (not make) decisions for you, but ... (give) you feedback on your ideas.
5. Everybody ... (love) a company that makes money.
6. For now, analysts ... (say) the company ... (raise) more question than (provide) answers.
7. He always ... (take part) in different logistics projects and scientific conferences.
8. He ... (drive) to work every day.
9. Her job ... (consist) of answering the phone to customers.
10. He ... (look for) a new job these days.
11. His boss always ... (ask) to see him about 9 a.m.

12. I ... (call) about a special price on our computers.

13. I ... (look) at ways to get our products to customers more quickly now.

14. In America, women now outnumber men online; the average age of all web surfers ... (increase); their level of education ... (decrease); and their average spending ... (grow).

15. More and more companies ... (operate) flexible systems where staff ... (choose) their own benefits.

16. Mr Kahn also ... (worry) about market failures.

17. Revenues from advertising ... still (fall), but those from circulation have at last started to stabilize.

18. She ... (travel) a lot for work.

19. She ... (work) in a bank.

20. The biggest question ... (mark) hang over Facebook and Google.

21. The diagram ... (summarize) the company's main operations.

22. The Economist Group ... (deliver) its information through a range of formats, from newspapers and magazines to conferences and electronic services.

23. The growth of internet shopping ... (produce) a profound change in consumer behaviour.

Task. 2. Open the brackets and put the verb in the correct form (Present Simple / Present Continuous); put questions to the words in italics and write your questions down.

1. But now the largest opposition party, Labour, ... (stick) to a platform that ... (include) mainly economic and social issues.

2. He ... (appear) to be really angry. I wonder what he ... (think) about.

3. His English ... (get) better but he ... (not speak) English fluently.

4. I ... (work) for *a big computer company* and we ... (look) for a new supplier of sound cards. (Where?)

5. Jack ... (be) a millionaire, he ... (think) of buying a private plane. But he ... (not think) his wife will approve.

6. Money ... (not buy) happiness but she ... (look) for **a better job** now. (What?)

7. **My boss** ... (have) lunch with his wife now. He often ... (take) her to lunch on Mondays. (Who?)

8. Over 50 financial institutions ... (support) the launch of 'digital wallet', which ... (accept) non-Visa cards in its wallet, too.

9. The payments world ... (change) fast but the card firms are not about to let rivals swipe their business.

10. Together with IBM, Finnair ... (develop) integrated on demand solutions that ... (offer) enhanced services like wireless check-in, e-ticketing and wireless ticket sales.

Task 3. Open the brackets and put the verb in the correct form (Past Simple, Past Continuous or Past Perfect); put questions to the words in italics and write your questions down.

1. A third of people physically ... (attack) a computer, 67 % experienced frustration and anger, and more than 70 % swore at their machines.

2. After five years of deliberation, a committee of international bank regulators ... (approve) Basel₂, a sweeping overhaul of bank-capital requirements.

3. **At 7 o'clock yesterday evening** they ... (have dinner). (When?)

4. Attendees at the American Geophysical Union's autumn meeting in San Francisco ... (expect) to hear some big news about Mars.

5. Coaching ... (develop) mainly **in the US** during the 1990s. (Where?)

6. Eventually venture-capital firms ... (sign on), and start-up ... (take) space in a Mountain View office park, which was dubbed by the Googleplex.

7. For one thing, companies particularly ... (not will) to shift through tenders from lots of suppliers they never ... (deal with) before.

8. In a major survey earlier this year, Jupiter ... (find) that fewer than 10 percent of online users ... (will) to pay for online content or communications services in any of a number of categories.

9. In the two years to the fourth quarter of 2003 America's real GDP ... (grow) at an annual rate of 3.6 %.

10. It was made out to Google, the new name that the founders ... (choose) ('Googol' is the mathematical term for the number one followed by a hundred zeros).

11. John's company ... (promise) to deliver **a product** to a customer and had failed to do so. (What?)

12. **Last month**, Daimler Chrysler ... (refuse) to bail out its struggling Japanese partner, Mitsubishi. (When?)

13. Last night I ... (watch TV) when I ... (hear) **a strange noise**. (What?)

14. On November 30th, 2012 Wang Qishan, the Communist Party's new anti-corruption chief, ... (meet) leading experts on fighting corruption and ... (tell) them that the party's survival ... (depend) on the outcome of their efforts.

15. Shares ... (plunge) 19 % when the proposed merger was announced, then ... (soar) 17 % late last year when Hewlett ... (come out) in opposition to it.

16. She ... (talk) on her mobile phone while she ... (drive) to work.

17. Stockmarkets ... (fall) sharply worldwide as concerns ... (grow) over oil prices and the prospect of higher interest rates in America.

18. The first of Nokia's new generation of Windows smartphones ... (become) available in America a couple of weeks ago.

19. The regulator ... (make) several attempts to include that sum as a line of item expense in its budget, but none of them ... (succeed).

20. The study ... (find) that nearly half of all computer users ... (become) angry at some time.

21. The year 2002 ... (be) a turning-point for the telephone, invented 126 years earlier.

Task 4. Open the brackets and put the verb in the correct form (Present Perfect or Present Perfect Continuous); put questions to the words in italics and write your questions down.

1. A customer just ... (call) to say he isn't happy.

2. Cash ... (pile up) on companies' balance-sheets since **before the crisis**. (When?)

3. **Globalization** is not a 20th-century invention. After all, companies long ... (seek) world market. (What?)

4. House prices ... (stabilize) since their 2009 trough, and even ... (make) small but steady gains in recent months.

5. Many papers ... (raise) the price of their subscriptions and newsstand copies, which ... (help) to stem losses.

6. On the whole the poorest people in the world ... (do) better. But the fight against poverty is far from won.

7. **Over the past six months** the New York Times Company's share price ... (rise) by 37 %. (When?)

8. The demand for change in business practice never ... (be) greater than it is today.

9. The financial crisis ... (make) firms more skittish about relying on banks or securities markets for funds.

10. The notion of public disclosure of assets by officials ... (become) an increasingly popular topic of discussion in recent months.

11. The number of American newspapers with some sort of paywall at least ... (double) this year.

12. The spread of mobile phones in developing countries in the past decade ... (deliver) enormous social and economic benefits.

13. These companies already ... (identify) that coaching is the management style of transformed culture.

14. Those of Gannett and McClatchy, two other big publishers, ... (climb) by 34 % and 24 % respectively.

15. To increase its expertise in this sector, Seattle-based Expedia ... (buy) companies that specialize in managing business travel.

16. Tour operators ... (pack) **their trips** this way for decades. (What?)

Task 5. Open the brackets and put the verb in the correct form (Future Simple or Conditional 1).

1. Although mobile devices and users soon ... (be) more numerous, for the time being they ... (account) for a smaller volume of traffic and fewer minutes of overall use than PC-based browsing.

2. Even so, 2013 ... (not be) an easy year for Mrs Merkel. With Mr Hollande now in the anti-austerity camp, she ... increasingly (be isolated) at euro-zone summits.

3. I ... (accept) the invitation if you ... (invite) me to the party.

4. Ideally, the company ... (generate) ever more revenue by offering services like downloading music singles for 99 cents each.

5. If America ... (move) towards a rentership society, they ... (rake) it in.
6. If old coaching methods ... (remain) unchanged, however, the coach frequently ... (be) unintentionally negating the psychologist's efforts.
7. In the World in 2013 we ... (predict) that the internet ... (become) a mostly mobile medium.
8. Latin Americans ... (cast) an anxious eye at China, for many now their biggest single trading partner.
9. Managers ... (have to) design new timetables in order to keep their staff.
10. Next year employers ... (offer) better conditions.
11. She ... (email) you a report on Tuesday.
12. That ... (not mean) that mobile devices ... (displace) PCs altogether.
13. The members ... (look) to him for acceptance and guidance if there ... (be) a designated group leader.
14. The new scheme ... (save) the company a lot of money.
15. You certainly ... (have) a greater ability to achieve success through their success if you ... (have) responsibility for others.

Task 6. Open the brackets and put the verb in the correct form (Conditional 1 or Conditional 2).

1. As life in the twenty first century ... (get) more complex, people ... (have) more complex problems.
2. But even then, it (not matter) if people ... (leave) a really productive place for somewhere less dynamic?
3. I never ... (write) to a problem page if I ... (need) advice.
4. If Britain ... (fall) out of the EU, it ... (find) itself completely outside the single market.
5. If Britain ... (be) to join the Norwegian club, though, it ... (remain) bound by virtually all EU regulations, including the working-time directive and almost everything dreamed up in Brussels in future.
6. If I ... (be) to ask any of your people what is the goal for the day, they ... (be) able to tell me?
7. If these forecasts ... (prove) accurate, they ... (lead) to huge changes in the travel business.

8. If your results ... (be) in foreign languages, Google ... (translate) for you.

9. In the future, most young people ... (prefer) to talk to strangers online about their problems rather than ... (have) face-to-face conversations with family or friends.

10. It ... (be) nice if we ... (have) more statistics.

11. What you ... (do) if you ... (need) to think creatively but ... (not have) any ideas?

PASSIVE VOICE

Task 7. Open the brackets and put the verb in the correct form Present Simple Passive or Present Continuous Passive).

1. Behavioral coaching mostly ... (apply) in a business context.

2. Goods-sector GDP ... (estimate) indirectly by adding together final sales of goods, changes in inventories and net export.

3. Google's uses ... (limit) only by the imaginations of those who punch in 150 million searches a day.

4. He ... (involve) in developing new software.

5. Little ... (do), new report from the Conference Board, a research group, shows.

6. Older workers also ... (push) out.

7. The coaching of a team to perform a task is based on the same principles as coaching individuals.

8. The new rules ... (intend) to bring about a closer match between the capital held by banks around the world and their risks.

9. The potential of e-commerce ... (bind) to be even greater than in the past few years.

10. Their price closely ... (correlate) to that of the houses which underpin their value.

11. This is a global trend: newspapers in Brazil, Germany and elsewhere ... (feed up) with giving away their articles for nothing on the internet.

12. Yet Mrs Merkel's stubborn protectiveness of the German taxpayer strongly ... (support) at home.

Task 8. Open the brackets and put the verb in the correct form (Past Simple Passive or Present Perfect Passive).

1. About half of all Web searches in the world ... (perform) with Google, which ... (translate) into 86 languages.

2. Bidders concerned about the reliability of a seller can see how he ... (rate) by other buyers, and read comments left by people who have done business with him before.

3. But Orbitz, which ... (found) by a group of big airlines, and its rivals have to make it better still.

4. Last year some \$6.7 trillion ... (channel) through credit cards managed by the networks, according to the Nilson Report, an industry newsletter.

5. Last year, losses of some \$200m ... (report) to America's Federal Trade Commission.

6. Last year, revenues fell, R&D spending ... (cut) and employees ... (lay out).

7. Many creative people ... (involve) in starting and spreading coaching.

8. New Yorkers ... (give) a stark vision of a possible future.

9. No shoe leather ... (expend).

10. Once a bid ... (win), the two sides contact each other, the buyer pays and the seller ships the goods.

11. Once the underlying cause of the problem ... (identify), the process may be re-engineered to eliminate the problem permanently.

12. Re-regulation ... (talk) about for years.

13. Russia has benefited from high oil price, and Latin American economies ... (give) a fillip by rising commodity prices.

14. So much ... (write) about the importance and the process of goal setting that there is certainly no need for me to repeat it all in a book of coaching.

15. Some smaller companies already ... (snap up).

16. The American administration ... (assume) to be apprised and approving of such statements.

17. The firm, which ... (found) in 2010 – and was bought last year by RR Donnelley, a big printing and marketing firm – licenses the technology for newspapers to erect a pay system in return for a cut of digital revenues.

18. The managers all ... (train) in the principles and have bought-in to the concepts.

19. Their system became a cult favorite among Stanfordites, and more computer power ... (require).

20. While many techniques ... (develop) to help with caused analysis, most situations call for the application of very few of them.

Focus on Writing

Task 1. Write a letter of request.

Jodi Picoult (3 Belle Vue, Chicago 34533CH) from the Board of directors of a supermarket chain writes a letter of request to Jane Tallon, manager of the R&D department (45 Drury Lane, Memphis 55567MP) asking to send her a report on a site where the company is considering building a new supermarket. The following information should be included: a description of the site, its advantages and disadvantages.

Task 2. Write a letter of complaint.

A company you already do business with has recently created a new product line. Your department placed an order for the new product, but found that the product didn't fulfil your requirements and that the after-sales service was poor. Your head of department has asked you (76 Park Lane, Baltimore 5555BL) to write a letter of complaint to the company ("Daffodils", 35 White Circle, Denver 64344DV) informing them of your dissatisfaction.

Task 3. Write a letter of invitation.

Michael Connely, the competition secretary (12 Golders Green, London 5433LN) writes a letter of invitation to Patricia Cornwell, Managing Director of "Lights Everywhere" company (23 Fleetwood street, Epping 75556EP) to the ceremony of "Most Improved Organisation Award" to get a silver cup and

money prize for the improvements "Lights Everywhere" company has made in the last year which have affected staff and customers.

Task 4. Write a letter of acknowledgement.

Lesley Pearse, CEO of "Magic Touch" company (56 Theydon Manor Drive, Newcastle 78866NC) writes a letter of acknowledgement to David Bolton, Marketing manager (7 Peace street, Leeds 8655LD) about the receipt of the proposal. The proposal is about improving the advertising of company's products that is necessary because of recent drop in sales.

Task 5. Write a letter of request.

Joseph Cox, Chief Executive of Luminex (66 Trident avenue, Boston 53335BS) is concerned that staff morale seems to have deteriorated and has invited suggestions for making improvements. He is writing a letter of request to his partner James Uso (3 Calamity street, Seattle 5677ST) asking for consultation.

Task 6. Write a letter of complaint.

Recently John Pemberton, Managing Director (5 Liberty street, Manchester 54443MN) has become unhappy with a service that has been provided to his company for a number of years. He writes a letter of complaint to the service provider, including the following information: the reason he is dissatisfied with the service, what action he wants the service provider to take, what he will do if there is no improvement in the service.

Task 7. Write a letter of acknowledgement.

The company "Looks" has recently been taken over by another company and some departments have been restructured. This has resulted in a number of problems which employees want to discuss with the new owners. Patrick Scanlan, a new owner, writes a letter of acknowledgement to Brad Hart, Purchasing Manager, with the report about the problems in the company.

Task 8. Write a letter of invitation.

Cameron Briggs, a person responsible for organising a national event, writes a letter of invitation to "Adidas" to the meeting dedicated to sponsoring the national event. He outlines the benefits to the company of sponsoring the event.

Task 9. Write a letter of request.

Sports company would like to break into a new overseas market with a new range of sports goods. Phillip Cole, Marketing Director (37 Clarence Drive, Detroit 5333DT) asks Leland Palmer, his subordinate to investigate ways of doing this.

Task 10. Write a letter of invitation.

Randal Singer, the clothing factory president (342 Broadway, New York, NY45328) writes a letter to the advertising agency (5 Palm Street, Los Angeles, California, CA 39501, USA) inviting them to the meeting where they would discuss the best way of the publicity for the company.

Appendix 1.

A LETTER OF COMPLAINT

International Business School, Russia
32 Mir Ave., Moscow 010233, Russia
Tel. (095) 219-3204 Telefax: (095) 219-3210
E-mail: christiane@ibs.com.ru

Mrs. Amanda Pitt
C/o Euro Media Russia Ltd.
P.O. Box 229
01023 Moscow
Russia

October 15th 2012

Dear Madam,

Last month I ordered your advertising manager Diana Richardson four colour advertisements for our School to be published in your magazine. It should have been in a box, with our logo and five lines of the text. I have paid \$350 for that service. Yesterday I received this week's issue of "What's on" and saw that the ad is without a logo and black and white.

I hope this mistake will be eliminated in the next issues of your magazine, and I believe my letter has not disappointed you.

I have always appreciated your cooperation which, I hope, will last for many years more.

Faithfully yours,
Christiane Degerhardt
Headmaster

A LETTER OF INVITATION

International Business School, Russia
32 Mir Ave., Moscow 010233, Russia
Tel. (095) 219-3204 Telefax: (095) 219-3210
E-mail: christiane@ibs.com.ru

Dr. Barbara Phillips
University of Farmington
Farmington, OH 55555

September 15th 2012

Dear Dr. Phillips,

I am very pleased to announce that the project that you presented to the annual award committee has been selected as this year's winner. Congratulations to you for your hard work and for the innovative approach that you took throughout this project.

In the meantime we are inviting you to participate in our forthcoming conference devoted to the global economic problems to be held October 7 – 10 in our International Business School. The enclosed brochure will give details on papers, speakers, and deadlines for abstracts.

We look forward to your acceptance.

Very truly yours,
Christiane Degerhardt
Headmaster

A LETTER OF REQUEST

268 Sacramento street, San Francisco, CA 92115
Tel. (415) 346-2875 Telex 153280417

Sales Dept.
Electronics AG
420 High St.
Chicago IL

February 11, 2012

Dear Sirs,

We are a large record store in the centre of San Francisco and would like to know more about the CDs and DVDs you advertised in the last edition of "Hi-Fi News".

We would like to know whether the CDs and DVDs are leading brand names, or made by independent companies. It would be helpful if you could send us some samples, and if they are of the brand we require, we will place a substantial order with you. We would also like to know if you are offering any trade discounts.

We await your reply with great interest.

Faithfully yours,
Steve Mathew
Purchasing Manager

A LETTER OF ACKNOWLEDGEMENT

Horizons Books, Inc.
55 Canal Street
Chicago, IL 44444

Central Library
Green River, MA 11111

September 15th 2012

Attention: Orders Dept.

We gratefully acknowledge receipt of your order for one copy of *World Problems*, by John Doe, Universal Press, 1987, which you sent us on September 1, 2012 with a check for \$25.00 (twenty-five dollars) enclosed for cost and shipping.

Unfortunately, we are unable to deliver this item. We will be able to send you this item by October 1, 2012 at the earliest. We can assure you of careful execution of your order. Kindly inform us if this late delivery is acceptable.

We are certain that with the proper execution of your order our companies will enter into a mutually prosperous business relationship.

Faithfully yours,
Grace R. Ames,
Purchasing Manager

Appendix 2.

Test 1.

Task 1. Read the whole text Choose the best statements below to fill each of the gap. Do not use any statements more than once. There is one extra statement. There is an example at the beginning (0)

(1) International trade takes place because of differences in costs of production between countries, and because it increases the economic welfare of each country by widening the range of goods and services available for consumption. **(0)** *Differences in costs of production exist because countries are differently endowed with the resources required.* Countries differ as to the type and quantity of raw materials within their borders, their climate, the skill and size of the labour force, and their stock of physical capital. Countries will tend to export those commodities which production requires relatively more than other commodities of those resources which it has most.

(2) There is a presumption that international trade should be free from restrictions. **(1)** ... Governments intervene in international trade for economic and non-economic reasons. Such intervention is called protection. Some barriers to trade which hinder imports are tariffs and quotas. Taxes levied by the government on imports of particular goods are known as tariffs or import duties. **(2)** ... Tariffs bring revenue to the government and give protection to domestic producers when raising the prices of imported goods relative to the prices of competing domestic products. Limiting the quantity of goods that are allowed into the country over a period of time is done through import quotas, which provide an upper limit to permitted imports over the given period.

(3) There exist economic and non-economic arguments for protection. Among the non-economic arguments one might be to preserve a peasant farming community, even if it were inefficient. This could justify restrictions on the import of farm products which were obtainable more cheaply from other countries. **(3)** ... It has been argued, for instance, that Britain needs an experienced merchant navy in case of war. **(4)** ...

(4) For the UK, trade now accounts for over a quarter of national output. Economists have long recognized that the principles governing the gains from international trade are the same as those governing trade within a single country. **(5)** ...

- A second example might be protection on grounds of national defense.
- Although identical principles apply to international, interregional, and interpersonal trade, there are characteristics which distinguish the first from the other two.
 - However many trade restrictions still remain.
 - This industry should, therefore, be shielded from competition by more efficient foreign vessels, even in peace-time.
 - A major source of economic growth and rising living standards throughout the world derives from specialization and division of labour.
 - A tariff may be either "specific", i.e. so much money per unit of the goods imported, or it may be calculated as a percentage of the price of the product.
 - Differences in costs of production exist because countries are differently endowed with the resources required.

Task 2. Match the word with its definition: find the word in the marked paragraph of the text.

1. A market in which securities are bought and sold (p.1)
2. The purchase of materials, machines, property in order to produce income or profits (p.3)
3. A record of financial expenditure and receipts. (p.4)
4. The double price given in the official list, indicates the range of buying and selling prices (p.1)
5. A certificate issued by a government or a public company promising to repay borrowed money at a fixed rate of interest at a specified time. (p.2)

Task 3. Choose the best word to fill each gap.

A government spokesman announced that the fund would be (1) in the next few days, and would help Honduran companies to (2) specific brands.

The Honduran economy was once completely (3) to foreign investments, but it opened up to foreign companies five or so years ago under sweeping reforms (4) by the new government. The moves have so far (5) more than € 20 billion worth of foreign investment.

1. launched; fired; pronounced; engaged.
2. invent; promote; support; develop.

3. close; shut; denied; refused.
4. provided; presented; introduced; discovered.
5. claimed; caught; persuaded; attracted.

Task 4. Fill in the gap with the appropriate word.

Middlemen, channel of distribution, final users, points of sale, market research, needs, creative director, launch, "S.W.O.T.", advertising.

1. A product reaches customers through a
2. There are many possible ways to satisfy the ... of target customers.
3. Often the system is more complex – involving different kinds of ... and specialists.
4. The main form of mass selling is
5. Product advertising is aimed at
6. A firm should be aware of its ... it faces in the market place.
7. A ... is a person in charge of developing ideas for advertising campaigns.
8. To introduce a new product onto the market means to ... it.
9. Collecting, analyzing and reporting data relevant to a specific marketing situation is called...
10. ... are the places where goods are sold to the public.

Task 5. Open the brackets and put the verb in the correct form; put questions to the words in italics and write your questions down.

1. Last year the company (to employ) two hundred people but this year it (to hire) only fifty new workers.
2. Lots of things (to happen) since we last advertised this brand, and our new CEO (to work) for five months already since that time.
3. Tomorrow our firm (to celebrate) its anniversary *in the head office*. (Where?)
4. The copywriter presented the slogan that he (to write) 3 days before.
5. New application programs (to develop) usually *by our department*. (Whom?)
6. This version of a business plan (to discuss) already at today's annual meeting of shareholders.
7. Pricing policy (to discuss) by the managers *last Monday*. (When?)
8. Yesterday the director (to announce) at the meeting that new marketing policy (to lead) to the increase in profits in 2018.

9. When our marketing department (to organize) a proper advertising campaign, the sales (to be) substantial.

10. If our previous top manager (to lead) the negotiations, our company (to win) new market.

Task 6. Write a letter of complaint.

Patrick Kelly, Managing Director of "Irish Publishers" (56, Green Street, Dublin, Ireland) spent 5 days in the hotel "The George Inn" (23, Southwark Street, Brighton, England). He sends this letter to the administration of the hotel to complain about the service.

Keys.

Task 1.

1. However many trade restrictions still remain.

2. A tariff may be either "specific", i.e. so much money per unit of the goods imported, or it may be calculated as a percentage of the price of the product.

3. A second example might be protection on grounds of national defense.

4. This industry should, therefore, be shielded from competition by more efficient foreign vessels, even in peace-time.

5. Although identical principles apply to international, interregional, and interpersonal trade, there are characteristics which distinguish the first from the other two.

Task 2. 1. stock exchange 2. investment 3. account 4. quotation 5. bond

Task 3. 1. launched 2. promote 3. close 4. introduced 5. attracted

Task 4. 1. channel of distribution 2. needs 3. middlemen 4. advertising 5. final users 6. SWOT 7. creative director 8. launch 9. market research 10. points of sale

Task 5. 1. employed; has hired 2. have happened; has been working 3. is celebrating 4. had written 5. are developed 6. has been discussed 7. was discussed 8. announced; would lead 9. organizes; will be 10. led; would win.

Test 2.

Task 1. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

1. Some products are marketed most effectively by direct sale from a manufacturer to a consumer. **(0) ... The direct marketing of products is**

very important. Formerly, common "door to door products", are now usually sold by a more sophisticated "house party" technique.

2. Direct marketing by mail has been expanded to virtually all types of products and services. **(1)** For retailers, the use of catalogues makes it possible to do business considerably beyond their usual trading area and with a minimum of overhead. Also important are credit cards, which have made it relatively easy to purchase by mail or telephone even such high-priced items as appliances, electronic equipment, and cameras. **(2)**

3. Television is a potent tool in direct marketing because it facilitates the demonstration of products in use. **(3)** Also carving its own niche is telephone marketing, called telemarketing, a technique used in selling to businesses as well as to consumers. Most consumer products, however, move from the manufacturer through agents to wholesalers and then to retailers, ultimately reaching the consumer.

4. **(4)** Some retail businesses have grown so large that they have found it more profitable to bypass the wholesaler and deal directly with the manufacturers or their agents.

5. Retailing has undergone even more change. Supermarkets and discount stores have become commonplace not only for groceries but for products as diversified as medicines and gardening equipment. **(5)** Special types of retailing, for example, vending machines and convenience stores, have also developed to fill multiple needs.

6. Services, unlike products, are intangible commodities. A service is the provision of work, accommodations, or ministrations desired by a consumer. Consumers pay for a service as they would for a product. Already more people are employed in the provision of services than in the manufacture of products, and this area shows every indication of expanding even further.

- Wholesalers distribute goods in large quantities, usually to retailers, for resale.

- Consumers pay for a service as they would pay for a product.

- Working people find it easy to shop in their leisure hours by catalogues.

- Direct sale of all kinds of goods to the public via home-shopping clubs broadcasting on cable television channels is gaining in popularity.
- The direct marketing of products is very important
- Chain stores and cooperative groups have also proliferated.
- At least half the nation's 50 leading corporations have mail-order divisions.

Task 2. Match the word with its definition.

1. someone who buys and uses products and services (p.1).
2. to buy something (p. 2).
3. a person or company who sells goods in large quantities at low prices to other businesses (p. 3).
4. the business of selling goods to customers in shops (p. 5).
5. a product that is bought and sold (p. 6).

Task 3. Choose the best word to fill each gap.

But also certain Honduran (1)..., such as clothing and textiles, bananas and coffee, do quite well, no single Honduran brand has yet (2)... the top rank. The fund is a serious (3)... to change this. The government (4)..., however, that brands selected for promotion abroad should be of international quality and (5)... of making a real impact in the global market.

- | | | | |
|--------------|----------|----------|-----------|
| 1. products | types | makes | names |
| 2. brought | reached | obtained | performed |
| 3. trail | attempt | concern | business |
| 4. defines | reserves | presumes | insists |
| 5. confident | worthy | capable | aware |

Task 4. Fill in the gap with the appropriate word.

trade unions, business strategy, changing needs, functional, price, responsibility, sectors, rapid changes, purpose, personal selling

1. As the company grows and changes, the board of directors will need to evolve to meet ...
2. The Managing Director formulates programs to attain objectives and establishes a structure of delegated
3. Any personnel manager should maintain good relations with
4. A company's board of directors helps management develop a

5. The matrix organization example supports ... and multiple career opportunities.

6. In a product/project organization, innovation is limited to narrow

7. The main advantage of a ... organization is that specialists do not have coordination of responsibilities.

8. Every structure is intended for a specific ... and not all structures are suitable for all organizations.

9. In setting a ..., everyone must consider the kind of competition in the target market.

10. Advertising objectives should be more specific than ... objectives.

Task 5. Open the brackets and put the verb in the correct form; put questions to the words in italics and write your questions down.

1. The firm ... (to supply) hydraulic turbines to European countries 10 years ago, but since 2006 it ... already (to collaborate) with Asian countries.

2. They ... (to talk) about this *for a month* and they still ... (not / to find) a solution how to launch a new business (How long...?).

3. The delegation ... (to come) to Kiev next week. And Mr. Sheraton ... (to meet) them and take to our design organization.

4. I ... (to check) with the supplier yesterday and they still ... (not / to receive) the contract.

5. In the interlinked global economy, today *consumers* ... (to give) the opportunity to buy the best products at the best prices (Who...?).

6. Recently this chapter ... (to write) from the standpoint of the small buyers and sellers of stocks.

7. Many new social welfare programs ... (to create) *during the administration of Kennedy's successor, President Lindon B. Johnson* (When...?).

8. In order to avoid counterfeiting, these banknotes ... (to print) on special paper.

9. If we decide to buy your equipment he ... (to visit) your company to discuss the main principles of the contract in detail.

10. If we ... (to want) to change the design we would turn to, say, Central Installation Company.

Task 6. Write a letter of complaint (80 – 90 words).

You work as a sales manager at "Collins" shop (39 Pushkin Street, Kharkiv, Ukraine), which sells clothes. Write a letter of complaint to your main supplier "Exclusive & Co. Ltd" (21 Linsey Street, Wales, 1732, UK), because yesterday you received a shipment of jackets and the boxes which they were packed in were badly damaged.

Keys.

Task 1.

1. Working people find. 2. At least half the nation's. 3. Direct sale of all kinds. 4. Wholesalers distribute goods. 5. Chain stores and cooperative.

Task 2.

1. consumer. 2. purchase. 3. wholesaler. 4. retailing. 5. commodities.

Task 3.

1. products. 2. reached. 3. attempt. 4. insists. 5. capable

Task 4.

1. changing needs. 2. responsibility. 3. trade unions. 4. business strategy. 5. rapid changes. 6. sectors. 7. functional. 8. purpose. 9. price. 10. personal selling.

Task 5.

1. supplied / has already collaborated. 2. have been talking /have not found. 2. How long have they been talking about? 3. is coming /will meet. 4. checked /had not received. 5. are given? 5. Who is given the opportunity to buy the best products at the best prices today in the interlinked global economy? 6. has been written. 7. were being created? 7. When were many new social welfare programs being created? 8. are printed. 9. will visit. 10. wanted.

Test 3.

Task 1. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statements more than once. There is one extra statement. There is an example at the beginning (0).

(1) Many organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below at each successive level. (0) *There is a clear line or chain of command running down the pyramid.* All the people in the organization know who is their supervisor or boss (to whom they report). (1) ...

(2) Individuals may offer specialist advice to others on certain technical matters. The person concerned may be an "assistant to" a manager

appointed to assist with the workload of a superior. (2) ... Alternatively, an individual may be appointed to offer specialist information on computing or industrial relations to managers in the line structure, but without the authority to insist that such advice is taken.

(3) Yet the activities of most companies are too complicated to be organized in a single hierarchy. Shortly before the First World War, the French industrialist Henry Fayol organized his coal-mining business according to the functions to be carried out. Functional organization has become the most common form for manufacturing companies. (3) ... The company is divided into departments, called functions, including production, finance, marketing, sales, and personnel or staff department. A senior manager (usually a director) is responsible for both the internal oversight of the function and ensuring its adequate coordination with the other functions in a business.

(4) Functional organization is efficient, but there are two standard criticisms. Firstly, people are usually more concerned with the success of their department than the whole company. (4) ...

(5) Divisional structure or, as it is sometimes called, the multidivisional company is associated with market expansion and product diversification. In both cases traditional functional structures showed themselves to be inadequate in coordinating and controlling the firm's activities. Divisionalization was a particularly American development and associated with "pioneer" companies like General Motors and DuPont. (5) ...

- In reality a firm may display a mixture of structures.
- Under such an organization structure each division is self-contained and operates as a profit centre.
- They also know their immediate subordinates (to whom they can give instructions).
- He has no authority of his own, but acts in the name of his superior and on his authority.
- It enables optimal control and accountability.
- Secondly, separating functions is unlikely to encourage innovation.
- There is a clear line or chain of command running down the pyramid.

Task 2. Match the word with its definition: find the word in the marked paragraph of the text.

1. Person who supervises (p. 1)
2. Power; ruling committee or group (p. 2)
3. Arrangement in a system of ranks/grades (p. 3)
4. Able to work well/to produce the required result (p. 4)
5. Act of diversifying (p. 5)

Task 3. Choose the best word to fill each gap.

Japan's invasion of western markets has received widespread (1) ... in recent years. Their activities have been viewed internationally with a mixture of admiration, envy, and fear. In most Japanese companies, a policy of lifetime (2) ... is practiced. It means that when people leave school or university to join an (3) ..., they can expect to remain with an organization until they (4) The employee gets job security for life, and can only be (5) ... for serious misconduct.

- | | | | |
|-----------------|-------------|-------------|-------------------|
| 1. advertising; | promotion; | publicity; | Public Relations. |
| 2. employment; | occupation; | engagement; | management. |
| 3. affair; | enterprise; | idea; | action. |
| 4. go away; | escape; | retire; | leave. |
| 5. put away; | removed; | left; | fired. |

Task 4. Fill in the gap with the appropriate word.

*Research, capital, retailers, employers, production, exchanges,
services, market, trade, costs*

1. Competition for jobs tends to provide ... with better qualified employees.
2. He has quickly calculated both fixed and variable
3. The ... and development team can calculate a shelf price for the product.
4. The sales representatives sell the new product to
5. With ..., each region can concentrate its efforts on what it does relatively well.
6. Differences in costs of ... exist because countries are differently endowed with the resources required.
7. In a competitive ... economy, efficiency is the price of survival.
8. Fixed ... may be regarded as finished goods.

9. International trade refers to ... of goods and services that take place across national boundaries.

10. Sale is exchange of products or ... for money.

Task 5. Open the brackets and put the verb in the correct form; put questions to the words in italics and write your questions down.

1. They (to inform) the recruitment committee about their decision since they (to receive) *my* fax two days ago. (Whose ?)

2. Mr. Smith just (to become) a member of the Board of Directors. He (to work) for the company *for 12 years*. (How long ?)

3. Our famous retail store (to offer) these attractive discounts next month.

4. The customers (to order) new equipment *in 2009* after they (to get) information about our firm from our advertisements. (When ?)

5. The car parts usually (to assemble) at the plant.

6. The agreement (not / to sign) by our chief executive yet.

7. The previous timetable (to draw) by the managers of our department.

8. Two days ago our top managers (to inform) the employees that they (to get) generous bonuses in the nearest future.

9. If you (to carry out) market research, you (to get) information about your potential buyers' tastes.

10. If the accountants (to prepare) the annual report in time, we (not / to have) problems then.

Task 6. Write a letter of complaint (80 – 90 words).

Michael Devis works at ABC Ltd. (15 Maple Street, Vermont, USA) as a Purchase Manager. He is writing a letter to William Norman from Win Mouk Co. (32 Berr Street, London, England) to complain about the damaged equipment they received. He is asking the suppliers to repair or replace the equipment.

Keys.

Task 1. 1. They also know. 2. He has no authority. 3. It enables optimal control. 4. Secondly, separating. 5. Under such an organization.

Task 2. 1. supervisor. 2. authority. 3. hierarchy. 4. efficient. 5. diversification.

Task 3. 1. publicity. 2. employment. 3. enterprise. 4. retire. 5. fired.

Task 4. 1. employers. 2. costs. 3. research. 4. retailers. 5. trade. 6. production. 7. market. 8. capital. 9. exchanges. 10. services.

Task 5. 1. have informed; received. Whose fax did they receive two days ago? 2. has become; has been working. How long has he been working for the company? 3. will offer. 4. ordered; had got. When did the customers order new equipment? 5. are assembled. 6. has not been signed. 7. was drawn. 8. informed; would get. 9. carry out; will get. 10. had prepared; would not have had.

Test 4.

Task 1. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statements more than once. There is one extra statement. There is an example at the beginning (0).

(1) There are several definitions of management. According to one of them, management is a process of planning, organizing, leading and controlling the work of organization members and using all available resources to reach the stated goals. (0) *The management is composed of a team of managers who have charge of the organization at all levels.* Their duties make sure that the company objectives are met and the business operates efficiently. **(1)** ...

(2) Planning involves determining overall company objectives and deciding how these goals can best be achieved. Managers evaluate alternative plans and precise tactics before choosing a specific course of action and then check to see that the chosen plan fits into the objectives established at higher organization levels.

(3) Organizing, the second management function is the process of putting the plan into action. This involves allocating resources, especially human resources, so that the overall objectives can be attained. At this stage, managers divide the work into manageable activities and decide on the positions to be created and determine the associated duties and responsibilities. **(2)** ...

(4) Third is the day-to-day direction and supervision of employees. In directing, managers guide, teach and motivate workers so that they reach their potential abilities and at the same time achieve the company goals that were established in the planning process. **(3)** ...

(5) The last management function is controlling. **(4)** ... They measure performance of their staff, to see whether the objectives set for the organization as a whole and for each individual member of it are being

achieved. In order to complete this evaluation, managers must look at the objectives established at the planning stage and at how well the tasks assigned in the directing phase are being completed. If major problems exist and goals are not being achieved, then changes need to be made in the company's organizational or managerial structure. **(5)** ...

- The management is composed of a team of managers who have charge of the organization at all levels.
- Effective direction or supervision, by managers requires ongoing communication with employees.
- Four major principles or functions of management are: planning, organizing, directing, controlling.
- The belief that managers are made, not born, was a reversal of earlier thinking.
- Staffing, choosing the right person for the right job, may also be included as part of the organizing function.
- In making changes, managers might have to go back and replan, reorganize and redirect.
- At this stage managers evaluate how well company objectives are being met.

Task 2. Match the word with its definition: find the word in the marked paragraph of the text.

1. Directing of work; group of people who direct workers (p.1)
2. Source of supply for what is needed/used (p.3)
3. To make someone do something; to encourage someone to do something (p.4)
4. People working in a school, college, firm (p.5)
5. To find out the length/quantity of something (p.5)

Task 3. Choose the best word to fill each gap.

The top (1) ... people are the ones who know the product they are selling inside and out. They know the strong and weak points of the product and can tell others about it. Looking for a (2) ... means selling yourself. You are the (3) The more facts you know about yourself, the better job you will be able to get. Your prosperous (4) ... would be interested to know about your education, qualifications, skills, interests, and previous job (5)

- | | | | |
|-----------------|--------------|--------------|-----------------|
| 1. trade; | sales; | commercial; | purchase. |
| 2. labour; | job; | duty; | responsibility. |
| 3. product; | goods; | merchandise; | item. |
| 4. supervisors; | coaches; | trainers; | employers. |
| 5. experience; | information; | data; | preferences. |

Task 4. Fill in the gap with the appropriate word.

Free enterprise, profit, effective, growth, labour, insurance, advertising, partnerships, competition, salary

1. Competition is a necessary condition of the ... market mechanism.
2. The company provides free medical ... to all employees.
3. Imperfect ... is represented by monopolies and oligopolies.
4. An attractive ... will be offered to the person appointed.
5. The preservation of a system of ... is essential to economic freedom.
6. Economic ... means that the economy's capacity to produce goods and services is increasing.
7. Specialization and division of ... result in increased efficiency in production process.
8. The essence of ... is persuasion.
9. Unlike sole proprietors, ... can grow to be relatively large organizations.
10. A major goal in functioning of a business is making

Task 5. Open the brackets and put the verb in the correct form; put questions to the words in italics and write your questions down.

1. I (to be) a member of the marketing staff since I (to join) the company *two years ago*. (When ?)
2. Mr. Brown just (to receive) his dividends. Our shareholders (to receive) huge dividends for years.
3. Our department (to know) *the results of the market research* next week. (What ?)
4. My subordinates already (to prepare) the annual report before I (to arrive).
5. The cheesecake and mousse desserts now (to produce) *in so called "French Style"*. (How ?)
6. His letter (to forward) to Head Office recently.

7. Mr. Malpas (to headhunt) from BP to take on the chairman's job two days ago.

8. Yesterday Seagram (to report) that production of poison pills (to be) always among the primary concerns of the shareholders.

9. People (to work) harder if you (to pay) them more.

10. If we (not / to produce) oversees in the past, we (not / have) the pirate copies flooding the market.

Task 6. Write a letter of invitation (80 – 90 words).

R. Hendrics works at Brown & Smith Ltd. (1304 Sherman ave., Madison, Wisconsin) as a Marketing Manager. He is writing a letter to invite his partners from Richardson & Smallet Ltd. (4 Boswell Way, Nagstead, Kent) to the official opening of the exhibition. He is also asking the partners to confirm their participation.

Keys.

Task 1. 1. Four major principles. 2. Staffing, choosing. 3. Effective direction. 4. At this stage. 5. In making changes.

Task 2. 1. management. 2. resource. 3. to motivate. 4. staff. 5. to measure.

Task 3. 1. sales. 2. job. 3. product. 4. employers. 5. experience.

Task 4. 1. effective. 2. insurance. 3. competition. 4. salary. 5. free enterprise. 6. growth. 7. labour. 8. advertising. 9. partnerships. 10. profit.

Task 5. 1. have been; joined. When did I join the company? 2. has received; have been receiving. 3. will know. What will our department know next week? 4. had prepared; arrived. 5. are produced. How are the cheesecake and mousse desserts produced now? 6. has been forwarded. 7. was headhunted. 8. reported; was. 9. will work; pay. 10. had not produced; would not have had.

Test 5.

Task 1. Read the whole text and choose the best statements below to fill in the gaps. Do not use any statement more than once. There is one extra statement. There is an example at the beginning (0).

(1) Developments such as the Internet and satellite television have created new medium and audiences. ...**0**... *And now through them and to them the news and media organisations can disseminate their information.*

(2) Given the situation thirty years ago the developments that we have seen have enabled the news and media organisations access to more people, they have a wider audience. ...1....News reports can be received which highlight many different sides of an international conflict for example than was possible before. The relative cheapness of being able to publish information on the Internet, for example, means that virtually anyone can publish information accessible anywhere in the world.

(3) As information technology has developed over the last thirty years, educational establishments have been influenced in various ways. ...2...These courses are introduced to try to satisfy the demand that society has for qualified people to develop these information technologies.

(4) The developments that have occurred in information technology have also had other influences on educational establishments. As was discussed earlier about news and media organisations, educational organisations also have a goal to distribute information from a source (lecturer, books, on-line resources etc.) to the student. ...3...

(5) The distribution of information is not the only concern of educational establishments. ...4... This "creation" is done by research. Information technologies have enabled researchers to access a wider source of information than previously available through such technologies as the Internet (the original ArpaNet being set up primarily to assist research)...5...

- And now through them and to them the news and media organisations can disseminate their information.

- The Internet and other related technologies such as electronic mail, also enable collaborative projects to be undertaken between geographically distant groups.

- For example, one of the aims of Universities is to create information.

- The advances in information technology have heavily influenced commercial businesses in several ways.

- The most obvious example has been the introduction of information technology related courses.

- The audience, however, now has a wider, global choice.

- The processes by which educational establishments distribute information have become increasingly diverse, and the effectiveness of the process has also improved.

Task 2. Match the word with its definition: find the word in the marked paragraph of the text.

1. A global system of interconnected computer networks to serve billions of users worldwide. (p.1)
2. Storage and/or transmission tools used to store and deliver information or data. (p.1, 2)
3. The acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics-based combination of computing and telecommunications (p.3)
4. The ability to permit or deny the use of a particular resource (p.2)
5. The search for new and improved products and processes. (p.5)

Task 3. Choose the best word to fill each gap.

The main objective of firms in the private sector is to gain a larger share of the market. This can be achieved through an increase in sales. This in (1)...will enable the business to grow, for example, through buying up another company. The (2)...company will then have a greater (3) ...entering different markets. The public sector has different (4)..., the principal one being to (5)...essential services, such as health and education.

1. cycle; turn; circle; roll
2. larger; greater; fatter; heavier
3. try; aim; luck; chance
4. matters; concerns; alarms; affairs
5. give; provide; put; find

Task 4. Fill in the gap with the appropriate word.

Employment, percentage, workforce, occupation, unemployment rate, categories, scarcity, laid-off workers, innovation, economists

- 1 Economists distinguish several ... of unemployment.
2. Qualified ... is always wanted.
3. The quantity of unemployment often increases at the expense of ...
4. Full ... can be interpreted in different ways.
5. Economical crisis is always accompanied by increase of
6. Franchisee has to pay ... of the price of goods.
7. Regardless of the time in history or the geographic location, every society has had to and will continue to deal with the fundamental problem of

8. Markets reward..., productivity, and efficiency but discourage complacency, idleness, and waste.

9. ... of all countries make maximum efforts to find the way out of world economical crisis.

10. Young people try to find profitable and reliable

Task 5. Open the brackets and put the verb in the correct form; put questions to the words in italics and write your questions down.

1. As our managers already (to inform) us, two years ago this supermarket (to have) more customers than now.

2. As our general manager just (to say), the economists (to work out) new approaches for overcoming recession for already one year.

3. Now we (to prepare) all necessary documents which (to permit) us to receive new software for keeping accounts.

4. We know that the bank management (to study) already our business plan which our experts (to check) before we submitted it to the bank.

5. The supermarket (to give) you *a discount* in a few minutes. (What?)
You are our jubilee customer.

6. Nearly all goods *at this shop* (to be sold) already (Where?)

7. At last we opened an account at this bank after the manager (to study) our documents for nearly two months.

8. The Board of Directors discussed contingency planning policy, the draft of which (to prepare) by our department.

9. If you ask for a credit, banks (to give) it very unwillingly due to crisis

10. If employment agency worked properly, *all its clients* (to get) job in the nearest time. (Who?)

Task 6. Write a letter of invitation (80 – 90 words).

Mr. John Doe, a manager from Brown Publishing Company Ltd. (94 Fetter Lane, London EC4A 1BB, England), is inviting his partners from HBF Ltd. (733 – 10th Street, San Francisco, Ca. 94121, USA) to visit an exhibition in London. He is also enclosing several tickets for the exhibition and asking to confirm their participation.

Keys.

Task 1. 1. The audience. 2. The most obvious example. 3. The processes by which educational establishments. 4. For example, one. 5. The Internet and other.

Task 2. 1. Internet. 2. media. 3. information technology. 4. access.
5. research.

Task 3. 1. turn. 2. larger. 3. chance. 4. concerns. 5. provide.

Task 4. 1. categories. 2. workforce. 3. laid-off workers. 4. employment.
5. unemployment rate. 6. percentage. 7. scarcity. 8. innovation. 9. economists.
10. occupation.

Task 5. 1. have already informed – had 2. has just said – have been
working out 3. are preparing – will permit 4. has studied – had checked 5. will
give. What will the supermarket give you in a few minutes? 6. have been sold.
Where have nearly all goods been sold? 7. had been studying. 8. had been
prepared. 9. will give. 10. would get. Who would get job in the nearest time if
employment agency worked properly?

**Структура іспиту з навчальної дисципліни
"Іноземна мова за професійним спрямуванням"
і критерії оцінювання екзаменаційної роботи**

Екзаменаційна робота складається з 6 завдань, з них 1 завдання є за змістом репродуктивним видом навчальної діяльності, 4 завдання відповідають рівню евристичної продуктивної діяльності, 6-те завдання має творчий характер. Оцінювання здійснюється за 12-бальною системою.

Завдання екзаменаційної роботи

1. Прочитайте текст загальноекономічного змісту обсягом 2000 печатних знаків, заповніть прогалини реченнями, що подані нижче (5 речень).

Максимальна оцінка – 2 бали, 1 речення – 0,4 балу.

2. На основі прочитаного тексту знайдіть відповідність економічного терміну наданим дефініціям (5 термінів і дефініцій).

Максимальна оцінка 1 бал, 1 речення – 0,2 балу.

3. Виберіть з наведених варіантів слово або вираз, що найкраще відповідає змісту речення (5 речень).

Максимальна оцінка – 2 бали, 1 речення – 0,4 балу.

4. Доповніть речення одним з наведених вище економічних термінів (10 речень).

Максимальна оцінка – 2 бали, 1 речення – 0,2 балу.

5. Поставте дієслово у правильній видо-часовій формі, сформулюйте запитання до виділеного курсивом слова (7 речень та 3 питання).

Максимальна оцінка – 2 бали, 1 речення – 0,2 балу.

6. Напишіть діловий лист за зазначеною в завданні темою.

Максимальна оцінка – 3 бали – ставиться за складений у правильному форматі діловий лист без лексико-граматичних помилок і згідно зі стилістичними нормами ділових документів.

Бали розподіляються за такими критеріями:

послідовність і логіка у викладенні змісту – 0,5 бала,

дотримання формату ділового листа – 0,5 бала,

відсутність лексичних помилок – 1 бал,

граматична коректність складеного документа – 1 бал.

Keys.

Focus on Vocabulary and Reading

Task 1. a. self-employed, freelance; b. multinational; c. state-owned; d. entrepreneur; e. family firm / business.

Task 2 A 1. Human Resources / Personnel / Training; 2. Production and Quality Control; 3. Information Technology; 4. Purchasing; 5. Marketing; 6. Sales and Distribution; 7. Finance. Task 2 B 1. To select and recruit staff; 2. To organize training; 3. To check and improve quality standards; 4. to design information systems; 5. To source (buy) materials and equipment; 6. To negotiate prices and delivery times / contracts; 7. To carry out market research; 8. to coordinate budgets; 9. to collect and analyse data; 10. to raise money.

Task 3 A. 1. turnover, increase; 2. consumer, decline, jobs; 3. marketing, store; 4. advertising, operations; 5. bankrupt, redundant. Task 3 B 1. H&M; 2. Gap; 3. Zara; 4. Benetton; 5. boo.com Task 3 C a. markets; b. turnover; c. profits; d. sales; e. budget; f. funding Task 3 D a. 1. Generates; 2. Entered; 3. Expanding; 4. Upgrading; 5. Launched; b. went bankrupt, collapsed; c. were made redundant Task 3 E 2. Open; 3. Enter; 4. cut

Task 4. A. generate; B. bankrupt; C. funding; D. lose; E. staff; F. high; G. redundant; H. costs

Task 5 A 1. B; 2. A; 3. C; 4. B; 5. D; 6. A; 7. B; 8. C; 9. D; 10. A Task 5 B 1. Set up; 2. Look for; 3. Buy up; 4. Work out; 5. Speed up

Task 6 A a. 4; b. 2; c. 5; d. 3; e. 1; f. 7; g. 6. Task 6 B. 1. Leads; 2. Present, demonstration; 3. Delivery; 4. Sale; 5. Form; 6. Place, appointment; 7. Invoice; 8. customer; 9. Complaint, replace, discount.

Task 6 C. to offer a discount; to send an invoice; to close a sale; to replace damaged goods; to present products; to place an order; to follow up a lead / a visit; to set up an appointment; to negotiate prices / delivery dates.

Task 7 A. 1. e; 2. f; 3. b; 4. a; 5. c; 6. g; 7. d Task 7 B 1. pay package; 2. fringe benefits; 3. paid leave; 4. bonus; 5. flexitime; 6. job security; 7. Promotion

Task 8 A. 1. B; 2. D; 3. A; 4. B; 5. C; 6. D; 7. B; 8. A; 9. D; 10. C. Task 8 B. a. incentive; b. staff; c. perks; d. assess; e. potential; f. skill; g. merit; h. career. Task 8 C. 1. To offer financial incentives; 2. To motivate people; 3. To have different effects; 4. To be in a position; 5. To offer non-financial perks/a parking space; 6. To drive to work; 7. To assess the individuals; 8. To achieve someone's maximum potential; 9. To recognize each individual's specific skills and talents; 10. To treat people on their own merits.

Task 9 A. 1. C; 2. E; 3. A; 4. B. Task 9 B. a. occupation; b. hierarchy; c. earnings; d. status; e. the unemployed; f. employment; g. income

Task 10 A. 1. Sweatshops, sales; 2. child labour; 3. Equal opportunities; 4. Charities; 5. made redundant; 6. Shareholders. Task 10 B. 2. To believe, to believe in equal opportunities; 3. Construction, to work for a construction company; 4. To invest, to invest money; 5. To consult, to consult about the money; 6. To entertain, to entertain potential customers.

Task 11 A. 1. Home-working - c; 2. Hot-desking - a; 3. Video-conferencing - b. Task 11 B. 1. Teleworking; 2. Telecommuting; 3. Teleconferencing; 4. Telecottage. Task 11 C. 1. D; 2. A; 3. B; 4. A; 5. D; 6. B; 7. A; 8. C; 9. A; 10. B; 11. D; 12. C; 13. D; 14. B

Task 12 A. 1. B; 2. E; 3. A; 4. C; 5. F. Task 12 B. 1. Result in; 2. Changing; 3. Carried out; 4. Access. Task 12 C. 1. C; 2. E; 3. D; 4. A; 5. B

Task 13. 1. And demand 2. Other factors 3. Increasing recourse .4. In most Communist 5. As the 1990s began

Task 14. 1. They are decisions 2. The manager does 3. Such a decision 4. Very often 5. When a complex

Task 15. 1. Most of these people 2. Thus, you have 3. We are at the perfect 4. One of the most 5. With the proper program

Task 16. 1. Competition amongst 2. It is this sense of belonging 3. This means that people 4. This results in senior 5. In order to achieve this

Task 17. 1. The public are 2. These departments assist 3. These include a very 4. He or she must have 5. Competition for jobs

Task 18. 1. The owner is liable for 2. Each of the partners is 3. As with a general partnership 4. Corporations may sell 5. LLCs may not sell

Task 19. 1. Economics generally studies 2. It is a social science 3. Furthermore, it must 4. It examines how households 5. These sectors include

Task 20. 1. At a given price for a good 2. For example 3. This law further states 4. Just as with the demand curve 5. On the supply side

Task 21. 1. This involves 2. Some of the findings 3. In these situations 4. The interview may 5. The manager

Task 22. 1. Nations may have an 2. This theory explains 3. Notably it is agriculture 4. With quotas, governments 5. The most favoured notion clause

Focus on grammar

Task 1. Keys: 1. is betting; 2. consists; 3. are moving; 4. do not actually make/ give; 5. loves; 6. say/ is raising/ providing; 7. takes part; 8. drives; 9. consists; 10. is looking for; 11. asks; 12. am calling; 13. am looking; 14. is increasing/ is decreasing/ is growing; 15. are operating/ choose; 16. worries; 17. are still falling; 18. travels; 19. works; 20. marks; 21. summarizes; 22. delivers; 23. is producing.

Task 2. Keys: 1. is sticking/ includes; 2. appears/ is thinking; 3. is getting/ doesn't speak; 4. work/ are looking; 5. is/ is thinking/ doesn't think; 6. doesn't buy/ is looking; 7. is having/ takes; 8. are supporting/ accepts; 9. is changing; 10. is developing/ offer.

Task 3. Keys: 1. had physically attacked; 2. approved; 3. were having dinner; 4. were expecting; 5. developed; 6. signed on/ took; 7. were not particularly willing/ had never dealt with; 8. found/ were willing; 9. grew; 10. had chosen; 11. had promised; 12. refused; 13. was watching/ heard; 14. met/ told/ depended; 15. plunged/ soared/ came out; 16. was talking/ was driving; 17. fell/ grew; 18. became; 19. made/ succeeded; 20. found/ had become; 21. was.

Task 4. Keys: 1. has just called; 2. has been piling up; 3. have long been seeking; 4. have stabilized/ have even made; 5. have been raising/ has helped; 6. have been doing; 7. has risen; 8. has never been; 9. has made; 10. has become; 11. at least doubled; 12. has delivered; 13. have already identified; 14. have climbed; 15. has been buying; 16. have been packing.

Task 5. Keys: 1. will soon be/ will account; 2. will not be/ will be increasingly isolated; 3. will accept/ invite; 4. will generate; 5. is moving/ will rake; 6. remain/ will frequently be; 7. predict/ will become; 8. will cast; 9. will have to; 10. will offer; 11. will email; 12. does not mean/ will displace; 13. will look/ is; 14. will save; 15. will certainly have/ have.

Task 6. Keys: 1. gets/ will have; 2. wouldn't it matter/ left; 3. would never write/ needed; 4. falls out/ will find; 5. were to/ would remain; 6. were/ would they be able to; 7. prove/ will lead; 8. are/ will translate; 9. will prefer/ have; 10. would be/ had; 11. would you do/ needed/ didn't have.

Task 7. Keys: 1. is mostly applied; 2. is estimated; 3. are limited; 4. is involved; 5. is being done; 6. are also being pushed out; 7. is based; 8. are intended; 9. is bound; 10. is closely correlated; 11. are fed up; 12. is strongly supported.

Task 8. Keys: 1. are performed/ has been translated; 2. has been rated; 3. was founded; 4. was channelled; 5. were reported; 6. was cut/ were laid out; 7. were involved; 8. were given; 9. was expended; 10. has been won; 11. has been identified; 12. has been talked; 13. have been given; 14. has been written; 15. have already been snapped up; 16. was assumed; 17. was founded; 18. have all been trained; 19. was required; 20. have been developed.

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