

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

Збірник лексико-граматичних вправ
з навчальної дисципліни

"ІНОЗЕМНА МОВА"

для студентів галузей знань
0305 "Економіка та підприємництво",
0306 "Менеджмент і адміністрування"
денної форми навчання

Харків. ХНЕУ ім. С. Кузнеця, 2016

Затверджено на засіданні кафедри педагогіки та іноземної філології.
Протокол № 2 від 05.10.2015 р.

Укладачі: Дубцова О. В.
Петухова О. І.

З-41 Збірник лексико-граматичних вправ з навчальної дисципліни "Іноземна мова" для студентів галузей знань 0305 "Економіка та підприємництво", 0306 "Менеджмент і адміністрування" денної форми навчання / уклад. О. В. Дубцова, О. І. Петухова. – Х. : ХНЕУ ім. С. Кузнеця, 2016. – 32 с. (Укр. мов., англ. мов.)

Надано лексико-граматичний матеріал з навчальної дисципліни. Подано тексти і завдання англійською мовою, що сприяють розширенню словникового запасу студентів, розвитку навичок говоріння з використанням професійної лексики, а також закріпленню граматичного матеріалу.

Рекомендовано для студентів II курсу галузей знань 0305 "Економіка та підприємництво", 0306 "Менеджмент і адміністрування" денної форми навчання.

Вступ

Збірник лексико-граматичних вправ з навчальної дисципліни "Іноземна мова" для студентів галузей знань 0305 "Економіка та підприємництво", 0306 "Менеджмент і адміністрування" денної форми навчання розроблено з метою поглиблення знань та вдосконалення мовленнєвих навичок студентів з англійської мови у сфері їх професійної діяльності.

Тематика збірника обрана згідно із загальноєвропейськими вимогами щодо професійно-орієнтованого підходу до вивчення іноземної мови у вищих навчальних закладах і відповідає головним напрямам науково-дослідницької діяльності навчального закладу.

Дана робота базується на автентичному матеріалі та складається з 6 розділів: *What Is a Manager?*, *The Nature of Managerial Work*, *Marketing Management*, *Management and Its Functions*, *Definition and Scope of Marketing Management*, *Functions and Activities of Marketing Management*.

Запропоновані тексти містять основні економічні поняття з нормативної дисципліни "Іноземна мова" та сприяють розширенню знань студентів і вдосконаленню їх практичних вмінь та навичок. Підібрано низку автентичних текстів, перевірка розуміння яких відбувається шляхом виконання різноманітних завдань. Лексико-граматичні завдання сприяють розвитку навичок читання, усного монологічного і діалогічного мовлення, проведенню дискусії, а також активізації навичок вживання граматичних конструкцій. Кожна тема містить необхідний лексичний мінімум, передтекстові завдання, які висвітлюють проблему, та післятекстові завдання, що дозволяють перевірити розуміння тексту. Зокрема, надано вправи для відпрацювання навичок говоріння в парах та невеликих групах. Завдання розроблено на основі поетапного засвоєння знань, що має забезпечити досягнення поставленої мети.

Збірник складено у відповідності до вимог кредитно-модульної організації навчального процесу у вищих навчальних закладах і узгоджено зі структурою та змістом навчальної програми з іноземної мови.

Unit 1

What is a Manager?

Task 1. Read the words from the text and match them with their definitions.

1. Manager	a) a person employed for wages or salary
2. Decision-making	b) any of various social services designed to make easier the conditions of the poor and aged and to increase the welfare of children
3. Hierarchy	c) a person responsible for controlling or administering an organization or group of staff
4. Subordinate	d) the power or right to give orders, make decisions, and enforce obedience
5. Authority	e) to hold (a position or job)
6. Employee	f) lower in rank or position
7. Social work	g) the action or process of making important decisions
8. To supervise	h) to give work to (someone) and pay them for it
9. To occupy	i) to observe and direct the execution of (a task or activity)
10. To employ	j) a system in which members of an organization or society are ranked according to relative status or authority

Task 2. Read and translate the following text.

A number of different terms are often used instead of the term "manager", including "director", "administrator" and "president". The term "manager" is used more frequently in profit-making organizations, while the others are used more widely in government and non-profit organizations such as universities, hospitals and social work agencies.

So, who do we call a manager?

In its broad meaning the term "manager" applies to the people who are responsible for making and carrying out decisions within a certain system.

A personnel manager directly supervises people in an organization. A financial manager is a person who is responsible for finance. A sales manager is responsible for selling of goods.

Almost everywhere, a manager involves decision-making. When a problem exists, a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard work. There is a lot to be done and relatively little time to do it. In all types of organizations, managerial efficiency depends on manager's direct personal relationships, hard work on a variety of activities and preferences for active task.

The characteristics of management often vary according to national culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy. Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative that is make decisions without asking their manager.

Task 3. Answer the following questions about the text.

1. What words can you use to substitute for the word "manager"?
2. Where is the term "manager" used?
3. Who do we call a "manager" in its broad meaning?
4. Who is called a financial manager?
5. What is a sales manager responsible for?
6. Do managers make decisions?
7. What is management?
8. How do the characteristics of management vary?
9. What does the amount of responsibility of any individual in a company depend on?
10. Can employees make decisions without asking their manager?

Task 4. Match the words in column A with their antonyms in column B.

A	B
frequent	indirect
wide	to buy
responsible	confidence
certain	easy
direct	irresponsible
to sell	to give
uncertainty	rare
hard	director
to take	indefinite
subordinate	narrow

Task 5. Complete the following table with the missing parts of speech.

Nouns	Verbs	Adjectives	Adverbs
		different	
administrato			
			frequently
personnel			
			directly
	decide		
		individual	
activity			
		characteristic	
	determin		

Task 6. Complete the following table with the necessary information.

A personnel manager	A financial manager	A sales manager
1) supervises people in an organization;	1) is responsible for finance;	1) is responsible for selling goods;
2)	2)	2)
3)	3)	3)

Task 7. Work in pairs. Student A is a manager, Student B is an employee. Make up a dialogue about the product you want to launch.

Unit 2

The Nature of Managerial Work

Task 1. Read the words from the text and match them with their definitions.

1. Shareholder	a) the state of having paid work
2. Profit	b) to be (a) part of a whole
3. To constitute	c) to continue to have (something); to keep possession of
4. To retain	d) done, given, or acting of one's own free will
5. Customer	e) an amount of money that you gain when you are paid more for something than it cost you to make, get, or do it
6. Employment	f) to happen; to take place
7. To occur	g) a person who owns shares in a company
8. Appointee	h) to employ (someone) for wages
9. Voluntary	i) a person who buys goods or services from a shop or business
10. To hire	j) someone who has been chosen for a particular job or position of responsibility

Task 2. Read and translate the following text.

In for-profit work, management has as its primary function the satisfaction of a range of shareholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities (for employees). In nonprofit management, add the importance of keeping the faith of donors. In most models of management, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers but this occurs only very rarely.

In the public sector of countries constituted as representative democracies, voters elect politicians to public office. Such politicians hire many managers

and administrators, and in some countries like the United States political appointees lose their jobs on the election of a new president/governor.

Public, private, and voluntary sectors place different demands on managers, but all must retain the faith of those who select them (if they wish to retain their jobs), retain the faith of those people that fund the organization, and retain the faith of those who work for the organization. If they fail to convince employees of the advantages of staying rather than leaving, they may tip the organization into a downward spiral of hiring, training, firing, and recruiting. Management also has the task of innovating and of improving the functioning of organizations.

The management of a large organization may have three levels:

1. Senior management (or top management or upper management).
2. Middle management.
3. Low-level management, such as supervisors or team-leaders.

Senior management

- Top-level managers require an extensive knowledge of management roles and skills.
- They have to be very aware of external factors such as markets.
- Their decisions are generally of a long-term nature.
- They are responsible for strategic decisions.
- They have to chalk out the plan and see that plan may be effective in future.

Middle management

- Mid-level managers have a specialized understanding of certain managerial tasks.
- They are responsible for and carrying out the decisions made by top-level management.
- They are responsible for tactical decisions.

Low-level management

- This level of management ensures that the decisions and plans taken by the other two are carried out.
- Lower-level managers' decisions are generally short-term ones.

Task 3. Answer the following questions about the text.

1. What is the primary function of management?
2. What does the primary function involve?
3. What is the function of shareholders in management?

4. Who do voters elect in representative democracies?
5. What is demanded from managers in public, private, and voluntary sectors?
6. What are the managerial levels?
7. What are the tasks performed by managers at each level?

Task 4. Match the words in column A with their synonyms in column B.

A	B
profitable	general
valuable	administrative
managerial	persuasive
important	beneficial
faithful	various
rare	lack
public	unusual
different	significant
fail	expensive
convincing	devoted

Task 5. Complete the following table with the missing parts of speech.

Noun	Verb	Adjective	Adverb
volunteer			
		profitable	
	value		
			reasonably
provider			
		selective	
	elect		
			experimentally
manager			

Task 6. Fill the gaps in the sentences using suitable words from the list.

Public sector, middle management, board of directors, shareholder, team leader, lower-level managers, director, senior management, voluntary sector, employment.

1. A ... is a person or group having a stake, or interest, in the success of an enterprise, business, movement, etc.
2. All your ... agreements should clearly outline how your business handles employee disputes.
3. A ... is someone who oversees a job or project.
4. The managing director is a ... of the board of executive directors, and chairs the board.
5. ... is the intermediate management of a hierarchical organization.
6. Top Level of Management consists of a ..., a chief executive or a managing director.
7. ... is the part of an economy that is controlled by the government.
8. The is the duty of social activity undertaken by organizations that are not for-profit and non-governmental.
9. ... shall develop the policies of the organization.
10. ... play critical role to the organization as they make sure the day-to-day operations of the business run smoothly.

Task 7. Work in pairs. Make a list of duties and responsibilities of a senior, middle and low-level manager, using the picture below.



Unit 3

Marketing Management

Task 1. Read the words from the text and match them with their definitions:

A	B
1. Sale	a) time or set of circumstances that makes it possible to do something
2. Strategy	b) a quality or qualification that you must have in order to be allowed to do something or to be suitable for something
3. Requirement	c) the series of developments that take place in it from its beginning until the end of its usefulness
4. Opportunity	d) an amount or quantity of something
5. To evaluate	e) the exchange of a commodity for money
6. Life cycle	f) a business or company
7. Enterprise	g) to form an idea of the amount, number, or value of; to assess
8. To imply	h) the portion of a market controlled by a particular company or product
9. Volume	i) a plan of action designed to achieve a long-term or overall aim
10. Market share	j) to indicate the truth or existence of something by suggestion rather than explicit reference

Task 2. Read and translate the following text.

Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively. Management includes planning, organizing, staffing, leading, and controlling an organization to accomplish the goal.

Management involves identifying the mission, objective, procedures, rules and manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication: an enterprise environment (as opposed to a physical or mechanical mechanism), implies human motivation and implies some sort of successful progress or system outcome.

Marketing management refers to a broad concept covering organization of production and sales of products, which is based on consumer requirements research. All companies try to look beyond their present situation and develop a long-term strategy to meet changing conditions in their industry. Marketing management, therefore, consists of evaluating market opportunities, selecting markets, developing market strategies, planning marketing tactics and controlling marketing results.

Strategic planning includes defining the company's long-term objectives as well as specific objectives, such as sales volume, market share, profitability and innovation, and deciding on financial, material and other resources necessary to achieve those objectives.

In problems of market selection and product planning one of the key concepts is that of the product life cycle. Those products pass through various stages between life and death (introduction – growth – maturity – decline). Equally accepted is the understanding that a company should have a mix of products with representation in each of these stages. Companies can make far more effective marketing decisions if they take time to find out where each of their products stands in its life cycle.

Marketing management has gained importance to meet increasing competition and the need for improved methods of distribution to reduce cost and to increase profits. Marketing management today is the most important function in a commercial and business enterprise.

Task 3. *Answer the following questions about the text.*

1. What is management?
2. What does management involve?
3. What is marketing management?
4. What does marketing management consist of?
5. How does strategic planning define the company's long-term objectives?
6. What is the key concept in problems of market selection?
7. What are the stages products pass through between life and death?

8. How can companies make far more effective decisions?
9. Why is marketing management so important for any type of business nowadays?

Task 4. *Decide whether the following statements are true or false.*

1. Marketing management refers to a narrow concept covering organization of production and sales of products.
2. Strategic planning includes defining the company's short-term objectives.
3. Specific objectives are sales volume, market share, profitability and innovation.
4. In problems of market selection and product planning one of the key concepts is that of the product life age.
5. The stages between life and death are introduction – growth – development – decline.
6. Companies can make far more effective marketing decisions if they take time to get to know where each of their products stands in its life cycle.
7. Marketing management comprises evaluation of market opportunities, selection of markets, development of market strategies, planning of marketing tactics and controlling of marketing results.
8. Management is a variety of particular activities.
9. Marketing management used to play an important role in any type of business.

Task 5. *Match the words in column A with their antonyms in column B.*

A	B
general	agree
broad	rarely
present	old
long-term	decline
various	specific
deny	short-term
frequently	minor
major	past
growth	equally
young	narrow

Task 6. Match the words in columns A and B to make word partnerships.

A	B
marketing	planning
changing	management
long-term	conditions
key	volume
life	share
potential	cycle
sales	sales
strategic	system
market	objectives
managerial	concept

Task 7. Make up a summary of the text.

Unit 4

Management and Its Functions

Task 1. Read the words from the text and match them with their definitions.

A	B
1. To comprise	a) to achieve or complete successfully
2. Entity	b) to have a root or origin
3. To accomplish	c) a thing with distinct and independent existence
4. To refer	d) to consist of; to be made up of
5. To perform	e) to leave one's job and cease to work, typically on reaching the normal age for leaving service
6. To derive	f) to describe or denote; have as a referent
7. Staffing	g) to carry out, accomplish, or fulfil (an action, task, or function)
8. To promote	h) information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement
9. To retire	i) to support or actively encourage; to further the progress of
10. Feedback	j) the number of workers employed to work in a particular organization or building

Task 2. Read and translate the following text.

Management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing them towards accomplishing a goal. Management often encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management can also refer to the person or people who perform the act(s) of management.

The verb *manage* comes from the Italian *maneggiare* (to handle – especially a horse), which in turn derives from the Latin *manus* (hand). The French word *ménagement* influenced the development in the meaning of the English word "management" in the 17th and 18th centuries.

Basic Elements of Management

Management operates through various functions, often classified as planning, organizing, staffing, leading/motivating and controlling.

The planning function of management controls all the planning that allows the organization to run smoothly. Planning involves defining a goal and determining the most effective course of action needed to reach that goal. Typically, planning involves flexibility, as the planner must coordinate with all levels of management and leadership in the organization. Planning also involves knowledge of the company's resources and the future objectives of the business.

The organizing function of management controls the overall structure of the company. The organizational structure is the foundation of a company; without this structure, the day-to-day operation of the business becomes difficult and unsuccessful. Organizing involves designating tasks and responsibilities to employees with the specific skill sets needed to complete the tasks. Organizing also involves developing the organizational structure and chain of command within the company.

The staffing function of management controls all recruitment and personnel needs of the organization. The main purpose of staffing is to hire the right people for the right jobs to achieve the objectives of the organization. Staffing involves more than just recruitment; staffing also encompasses training and development, performance appraisals, promotions and transfers. Without the staffing function, the business would fail because the business would not be properly staffed to meet its goals.

The leading function of management requires managers to motivate employees to achieve business objectives and goals. It requires the use of authority to achieve those ends as well as the ability to communicate

effectively. It involves communicating, motivating, inspiring, and encouraging employees towards a higher level of productivity. Leading also involves supervision of employees and their work. Not all managers are leaders. An employee will follow the directions of a manager because they have to, but an employee will voluntarily follow the directions of a leader because they believe in who he or she is as a person, what he or she stands for, and for the manner in which they are inspired by the leader.

The controlling function of management is useful for ensuring all other functions of the organization are in place and are operating successfully. Controlling involves establishing performance standards and monitoring the output of employees to ensure each employee's performance meets those standards; checking progress against plans, which may need modification based on feedback. The controlling process often leads to the identification of situations and problems that need to be addressed by creating new performance standards. The level of performance affects the success of all aspects of the organization.

Task 3. Answer the following questions about the text.

1. What is management?
2. What does the word "management" derive from?
3. What are the basic elements of management?
4. What does *planning* include?
5. What does *organizing* include?
6. What does *staffing* include?
7. What does *leading* include?
8. What does *controlling* include?

Task 4. Decide whether the following statements are true or false.

1. Management refers only to the person or people who perform the act(s) of management.
2. The word "management" derives from French.
3. Management is realized through a number of functions.
4. *Planning* means setting up goals and working out ways to achieve them in the most efficient way.
5. *Organizing* refers to generating plans for action.
6. *Staffing* deals with all the questions related to the personnel of the company.

7. *Leading* provide for the incentive for staff to work better.
8. *Controlling* does not take into account such factor as feedback.

Task 5. Match the words in column A with their synonyms in column B.

A	B
comprise	aim
purpose	growth
often	need
derive	spacious
influence	include
development	usually
require	affect
extensive	diverse
generally	originate
various	frequently

Task 6. Complete the following sentences with the correct form of the word.

1. *Direction (n.)/director (n.)/direct (adj.)/direct (v.).*

A. The streets are in a ... line, and of a convenient breadth.

B. In love it is heart that ... you.

C. They turned the theatre into an opera house. The ... was Mr. Frederick Beale.

D. Tell me in what ... to look.

2. *Nature (n.)/natural (adj.).*

A. The most amazing things about ... is its infinite variety.

B. It's ... to want a nice car.

3. *Influence (n.)/influence (v.).*

A. This strategy has a bad ... on our company.

B. Who ... her to do that?

4. *Development (n.)/develop (v.).*

A. This tall tree ... from a small seed.

B. We try to do our best for our firm's

5. *Decision (n.)/decisive (adj.)/decide (v.).*

A. It's difficult to ... between these two managers.

B. We made the ... to accept their offer.

C. It was a ... step in creating a firm.

Task 7. *Work in pairs. Speak about the basic elements of management:*

- planning;
- organizing;
- staffing;
- leading/motivating;
- controlling.

Unit 5

Definition and Scope of Marketing Management

Task 1. *Read the words from the text and match them with their definitions.*

A	B
1. Loss	a) able to be used or obtained; at someone's disposal
2. To require	b) a market in which a company is trying to sell its products or services
3. Application	c) the material or monetary worth of something
4. Available	d) an amount of money lost by a business or organization
5. Target market	e) to buy or obtain (an asset or object) for oneself
6. Value	f) to include comprehensively
7. To acquire	g) a formal account of an employee's responsibilities
8. To encompass	h) to make necessary; to specify as compulsory
9. Job description	i) having, revealing, or proceeding from a great deal of worldly experience and knowledge
10. Sophisticated	j) practical use

Task 2. *Read and translate the following text:*

There is no universally accepted definition of the term "marketing management". In part, this is due to the fact that the role of a marketing manager can vary significantly based on the size of a business, corporate culture, and industry context. For example, in a large consumer products company, the marketing manager may act as the overall general manager of his or her assigned product category or brand with full profit & loss responsibility. In contrast, a small law firm may have no marketing personnel at all, requiring the firm's partners to make marketing management decisions on a largely ad-hoc basis.

There are a lot of definitions of marketing management. Some experts define marketing management as applying available resources to create or change the perception of a product or service in the eyes of its target audience by the application of research and communication media.

In the widely used text marketing management is defined as the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.

From this perspective, the scope of marketing management appears to be quite broad. The implication of such a definition is that any activity or resource the firm uses to acquire customers and manage the company's relationships with them is within the purview of marketing management.

Marketing management encompasses all factors that influence a company's ability to deliver value to customers; it must be all-pervasive part of everyone's job description, from the receptionists to the Board of Directors.

The broader, more sophisticated definitions of marketing management are therefore compared with the narrower operating reality of many businesses. The source of confusion here is often that inside any given firm, the term marketing management may be interpreted to mean whatever the marketing department happens to do, rather than a term that encompasses all marketing activities – even those marketing activities that are actually performed by other departments, such as the sales, finance, or operations departments. If, for example, the finance department of a given company makes pricing decisions (for deals, proposals, contracts, etc.), that finance department has responsibility for an important component of marketing management – pricing.

Task 3. *Answer the following questions about the text.*

1. Why is there no universally accepted definition of the term "marketing management"?

2. What may the marketing manager be in a large consumer products company?
3. Can a small firm exist without marketing personnel?
4. How do some experts define marketing management?
5. How is marketing management defined in the widely used text?
6. What does marketing management encompass?
7. What are the broader, more sophisticated definitions of marketing management?
8. What is the finance department responsible for?

Task 4. Match the words in column A with their synonyms in column B.

A	B
vary	involvement
significant	accountability
large	chief
general	bargain
responsibility	get
change	alter
widely	important
implication	differ
acquire	extensively
deal	big

Task 5. Complete the following table with the missing parts of speech.

Noun	Verb	Adjective	Adverb
universe			
			significantly
	apply		
relationship			
		significant	
			descriptively
	create		
		definite	

Task 6. Fill the gaps in the sentences using suitable words from the list.

*Responsible, operate, culture, effective, tools, help, profits,
data, strategy, target market.*

1. Marketing managers are often ... for influencing the level, timing, and composition of customer demand.

2. This is because the role of a marketing manager can vary significantly based on a business's size, corporate ..., and industry context.

3. To create an ..., cost-efficient marketing management strategy, firms must possess a detailed, objective understanding of their own business and the market in which they

4. Identifying the ... is an essential step in the development of a marketing plan.

5. Marketing management employs various ... from economics and competitive strategy to analyze the industry context in which the firm operates.

6. Marketing management often finds it necessary to invest in research to collect the ... required to perform accurate marketing analysis.

7. Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to ... identify trends and inform the company's marketing analysis.

8. If the company has obtained an adequate understanding of the customer base and its own competitive position in the industry, marketing managers are able to make their own key strategic decisions and develop a marketing ... designed to maximize the revenues and ... of the firm.

Task 7. Work in pairs. Speak about the definition and scope of marketing management.

Unit 6

Functions and Activities of Marketing Management

Task 1. Read the words from the text and match them with their definitions.

A	B
1. Issue	a) the use of a representative segment of a total market for experimental purposes, as to test a new product about to be launched or a price change
2. Market segmentation	b) an agent who supplies goods to retailers
3. Collaborator	c) a commercial enterprise undertaken jointly by two or more parties which otherwise retain their distinct identities
4. Marketer	d) the action or activity of gathering information about consumers' needs and preferences
5. Test marketing	e) a type of product manufactured by a particular company under a particular name
6. Distributor	f) an important topic or problem for debate or discussion
7. Competitor	g) someone you work with to produce a piece of work, especially a book or some research
8. Brand	h) the division of a market into identifiable groups, especially to improve the effectiveness of a marketing strategy
9. Joint venture	i) someone whose job involves marketing
10. Market research	j) an organization or country engaged in commercial or economic competition with others

Task 2. Read and translate the following text.

Marketing management therefore encompasses a wide variety of functions and activities, although the marketing department itself may be responsible for only a subset of these. Regardless of the organizational unit of the firm responsible for managing them, marketing management includes many functions.

In order to make fact-based decisions regarding marketing strategy and design effective, cost-efficient implementation programs, firms must possess a detailed, objective understanding of their own business and the market in which they operate. In analyzing these issues, the discipline of marketing management often overlaps with the related discipline of strategic planning.

Traditionally, marketing analysis was structured into three areas: Customer analysis, Company analysis, and Competitor analysis (so-called

"3 Cs" analysis). More recently, it has become fashionable in some marketing circles to divide these further into certain five "Cs": Customer analysis, Company analysis, Collaborator analysis, Competitor analysis, and analysis of the Industry Context.

The focus of customer analysis is to develop a scheme for market segmentation, breaking down the market into various constituent groups of customers, which are called customer segments or market segments. Marketing managers work to develop detailed profiles of each segment, focusing on any number of variables that may differ among the segments: demographic, psychographic, geographic, behavioral, needs-benefit, and other factors may all be examined. Marketers also attempt to track these segments' perceptions of various products in the market using tools such as perceptual mapping.

In company analysis, marketers focus on understanding the company's cost structure and cost position relative to competitors, as well as working to identify a firm's core competencies and other competitively distinct company resources. Marketing managers may also work with the accounting department to analyze the profits the firm is generating from various product lines and customer accounts. The company may also conduct periodic brand audits to assess the strength of its brands and sources of brand equity.

The firm's collaborators may also be profiled, which may include various suppliers, distributors and other channel partners, joint venture partners, and others. An analysis of complementary products may also be performed if such products exist.

Marketing management employs various tools from economics and competitive strategy to analyze the industry context in which the firm operates. These include Porter's five forces, analysis of strategic groups of competitors, value chain analysis and others. Depending on the industry, the regulatory context may also be important to examine in detail.

In Competitor analysis, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. As such, they often conduct market research (alternately marketing research) to obtain

this information. Marketers employ a variety of techniques to conduct market research, but some of the more common include:

- qualitative marketing research, such as focus groups;
- quantitative marketing research, such as statistical surveys;
- experimental techniques such as test markets;
- observational techniques such as ethnographic (on-site) observation.

Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to help identify trends and inform the company's marketing analysis.

Task 3. Answer the following questions about the text.

1. What does marketing management encompass?
2. Does marketing management include many functions?
3. What must firms possess in order to make fact-based decisions?
4. What is the difference between a traditional and new structure of marketing analysis?
5. Why marketing managers work with the accounting department?
6. What is the focus of customer analysis?
7. What does marketing managers' work consist of?
8. What do marketers do in Competitor analysis?
9. Why is market research useful for marketing management?
10. What are the techniques to conduct market research?

Task 4. Match the words in column A with their synonyms in column B.

A	B
encompass	include
implementation	separate
divide	hire
objective	component
fashionable	stylish
constituent	distinction
cost	price
employ	get
differentiation	realization
obtain	goal

Task 5. Complete the following sentences with the correct form of the word.

1. *Strategy (n.)/strategic (adj.)/strategically (adv.).*

A. Marketing sometimes requires long-term ... planning to achieve success.

B. It is a good ... to have a good education.

C. They ... planned the locations of their men in the battle.

2. *Tradition (n.)/traditional (adj.)/traditionally (adv.).*

A. Americans ... eat turkey on Thanksgiving Day.

B. The ... economies gain more money because of the products they sell.

C. In our house, it is a ... for everyone to have Sunday breakfast together.

3. *Competition (n.)/competitor (n.)/competitive (adj.)/compete (v.).*

A. I stopped shopping there when I learned that their prices are not

B. The athlete said that he would be honoured to ... at the Olympic Games.

C. The boy won the ... and received a medal.

D. If we don't give the best service to our customers, they will soon be our ...'s customers.

4. *Quality (n.)/qualitative (adj.)/qualify (v.).*

A. He divided the money in a ... way.

B. He is not interested in ..., all he cares about is making money.

C. At the end of four years, he hopes to ... as a manager.

5. *Marketers (n.)/market (n.)/marketing (adj.).*

A. ... strive to make their brand first choice or preferred choice in the mind of the customer for the product or service they wish to provide.

B. John's mother buys all the necessary fruit and vegetables from the ... on Saturday.

C. Understanding the various ... services and their functions helps the profit or nonprofit organization reach their goals.

Task 6. Fill the gaps in the sentences using suitable words from the list.

Up-to-date, regions, SWOT analysis, innovative, competition, distribution, marketers, income, marketing, segmentation.

1. Marketing management means all process that are included in marketing activities, which is planning and executing the conception of pricing, promotion, and ... of a product.

2. A good marketing is triggered by very careful planning and implementation of the most ... methods and tactics.

3. Marketing becomes both art and science since ... make an effort to find innovative ways to fix the complex problems among the extreme changes in the 21st century marketing environment.

4. Segmentation may be based on the geographic criteria such as nation, states, ..., etc.

5. Market segmentation can also be based on the demographic variables, for example, age, gender, religion, ... , etc.

6. It also doesn't rule out the possibility to make a market ... based on psychological condition of the customer such as lifestyle, personality, behavior, etc.

7. Marketing management is concerned with the application of ... techniques and the utilization of the resources and activities to fulfill its task to achieve the company goals.

8. Even if you have the most ... product that can change the world, it will be no use if you can't market it.

9. ... causes commercial firms to develop new products, services and technologies, which would give consumers greater selection and better products.

10. In many competitor analyses, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using

Task 7. *Work in pairs. Make up a dialogue about the functions and activities of marketing management using the following words and word combinations:*

to encompass a wide variety of functions and activities; to be responsible for; to make fact-based decisions; to develop a scheme for market segmentation; to analyze the profits; to analyze the industry context; to perform accurate marketing analysis; customer segments; market segments.

Grammar Check

Task 1. Translate the following sentences into English, using the Present Simple, Present Continuous, Past Simple, Past Continuous, Present Perfect, Present Perfect Continuous, Future Simple, Future Continuous Tense.

1. Якщо наступить фаза депресії, фабрики перестануть працювати, мільйони робітників не знайдуть роботу, рівень банкрутства підприємств зросте.

2. Рівень податку змінювався з липня по вересень минулого року.

3. Для того щоб описати зміни у підприємницькій діяльності, економісти використовують спеціальні терміни.

4. Як тільки наступить фаза піку, безробіття досягне самого низького рівня, виробничі інвестиції та споживчі витрати будуть на дуже високому рівні.

5. Протягом наступного місяця ми будемо працювати над питанням інфляції.

6. Підприємства будуть звільняти робітників, доки не наступить період поживлення.

7. Якщо фабрики будуть працювати не на повну потужність, загальний випуск продукції увійде у період довгострокового занепаду.

8. Як тільки закінчиться фаза спаду, економіка почне відновлюватися.

9. На кінець 30-х рр. замість понять "капіталізм" і "соціалізм" з'явилося поняття "змішана економіка".

10. На даний момент фірми намагаються забезпечити споживачів необхідними товарами та послугами.

11. Коли роботодавці почнуть наймати працівників, рівень безробіття зменшиться.

12. На протязі тривалого періоду економісти шукають шляхи стабілізації економіки держави, однак поки що вони не досягли значного успіху.

13. Нещодавно приватні компанії та господарства прийняли низку рішень з розподілу ресурсів.

14. Наприкінці XIX сторіччя німецькі економісти Альберт Шеффле та Адольф Вагнер обґрунтували ідеї змішаної економіки.

Task 2. Change the following from Active into Passive Voice.

Example: *They characterize a planned economy by government control of the means of production.*

A planned economy is characterized by government control of the means of production.

1. The government makes all the decisions. 2. Nobody will predict changes in demand in three years. 3. Now our company is advertising a new product. 4. Nations will not waste resources duplicating production. 5. During the last year the economy was adjusting to changing demands. 6. Citizens will not start their own businesses next year. 7. Planners underproduced some very important items last year. 8. They have provided effective tools to fight recession and inflation. 9. Consumers regard these products as obsolete and unattractive. 10. Firms are producing goods that people need. 11. Buyers purchased substantial amounts of clothes last month. 12. The government has done everything to stabilize the economy.

Task 3. Put questions to the words in italics.

1. A nation's standard of living is measured *by the amount of goods and services available to its citizens.*

2. Privately owned firms are providing *essential public services.*

3. Consumers and producers were exchanging *the goods and services* in many competitive markets the whole morning yesterday.

4. *The government* was applying successfully fiscal policy at that time.

5. *Joan Robinson* regarded *imperfect competition* as a major weakness of capitalism.

6. *Chemical fertilizers* have been used by farmers very intensively in *this part of the country.*

7. When taxes are reduced, individuals and business firms will have more *money* available to spend for the things they want.

8. They will be exchanging their products at *the international fair* at this time tomorrow.

9. They have improved *the quality of life* in that country.

10. The Congress is controlling *taxing* at the moment.

Використана і рекомендована література

1. Арзамасцева Н. О. Англійська мова : [посібник для самостійної роботи студентів факультету менеджменту і економіки підприємств] / Н. О. Арзамасцева, Є. Г. Брокль. – Х. : ХНАУ ім. В. В. Докучаєва, 2008. – 51 с.
2. Макарська Є. Г. Англійська мова за професійним спрямуванням : [навчальний посібник] / Є. Г. Макарська. – Х. : ХНАУ ім. В. В. Докучаєва, 2013. – 90 с.
3. Шпак В. К. Англійська для економістів і бізнесменів / В. К. Шпак. – К. : Вища школа, 2004. – 221 с.
4. Wikipedia = Encyclopedia "Wikipedia" [Electronic resource]. – Access mode : <http://ru.wikipedia.org>.

Contents

Вступ.....	3
Unit 1. What Is a Manager?	4
Unit 2. The Nature of Managerial Work.....	7
Unit 3. Marketing Management.....	11
Unit 4. Management and Its Functions	14
Unit 5. Definition and Scope of Marketing Management	18
Unit 6. Functions and Activities of Marketing Management.....	21
Grammar Check	27
Використана і рекомендована література	29

НАВЧАЛЬНЕ ВИДАННЯ

Збірник лексико-граматичних вправ

з навчальної дисципліни

"ІНОЗЕМНА МОВА"

для студентів галузей знань

0305 "Економіка та підприємництво",

0306 "Менеджмент і адміністрування"

денної форми навчання

Укладачі: **Дубцова** Ольга Вячеславівна

Петухова Олена Іванівна

Відповідальний за випуск *Борова Т. А.*

Редактор *Зобова З. В.*

Коректор *Зобова З. В.*

План 2016 р. Поз. № 146.

Підп. до друку 20.01.2016 р. Формат 60x90 1/16. Папір офсетний. Друк цифровий.

Ум. друк. арк. 2,0. Обл.-вид. арк. 2,5. Тираж 50 пр. Зам. № 11.

Видавець і виготівник – ХНЕУ ім. С. Кузнеця, 61166, м. Харків, просп. Леніна, 9-А

Свідоцтво про внесення суб'єкта видавничої справи до Державного реєстру

ДК № 4853 від 20.02.2015 р.