

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ПОГЛИБЛЕНЕ ВИВЧЕННЯ ІНОЗЕМНОЇ
МОВИ ЗА ФАХОМ**

**Методичні рекомендації
до самостійної роботи студентів
усіх спеціальностей
першого (бакалаврського) рівня**

**Харків
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П43 **Поглиблене** вивчення іноземної мови за фахом [Електронний ресурс] : методичні рекомендації до самостійної роботи студентів усіх спеціальностей першого (бакалаврського) рівня / уклад. О. О. Світова, О. А. Чехратова. – Харків : ХНЕУ ім. С. Кузнеця, 2019. – 32 с. (Укр. мов., англ. мов.)

Подано лексичні та граматичні завдання різного рівня складності з метою поглиблення знань та вдосконалення мовленнєвих навичок студентів для оволодіння іншомовною комунікативною компетентністю.

Рекомендовано для студентів усіх спеціальностей першого (бакалаврського) рівня денної форми навчання.

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Вступ

Методичні рекомендації для самостійної роботи з навчальної дисципліни "Поглиблене вивчення іноземної мови за фахом" укладено відповідно до навчальних планів першого (бакалаврського) рівня усіх спеціальностей денної форми навчання та програми вивчення іноземних мов у закладах вищої освіти немовного профілю.

Метою роботи є розширення активного та пасивного словникового запасу студентів шляхом виконання лексичних і граматичних завдань різного рівня складності. Методичні рекомендації складаються з восьми змістовних розділів і мають однакову структуру, що відображає майже всі складові навчальної дисципліни. У кожному розділі є автентичний текст для читання, перекладу і виконання вправ на розуміння його змісту. Усі вправи мають комунікативну спрямованість і націлені на закріплення активного словникового запасу під час виконання завдань із застосуванням фахової термінології.

Для оволодіння іншомовною комунікативною компетентністю особлива увага приділяється удосконаленню лексичних навичок, тому студенти мають змогу працювати з оригінальними текстами. Для кращого розуміння матеріалу після тексту подається пояснення нових або складних лексичних елементів тексту англійською мовою, що розширює словниковий запас студентів, стимулює до використання синонімів у власному мовленні. Лексичні вправи після тексту сприяють закріпленню навичок і надають змогу використовувати вивчений матеріал у реальних життєвих ситуаціях. Особливістю вправ також є повторюваність лексичних елементів між темами для закріплення набутих знань.

Граматичні завдання також носять комунікативний характер та мають на меті розвиток граматичних навичок студентів, розвиток їх мовної і комунікативної компетентності на базі граматичного матеріалу.

У процесі вивчення навчальної дисципліни у студентів формуються вміння самостійно працювати з навчальним матеріалом, вирішувати проблеми, пов'язані з професійною діяльністю, використовуючи іноземну мову.

Запропоновані матеріали можуть стати корисними для формування мовних і мовленнєвих навичок студентів.

Unit 1. Recruitment and Selection

Task 1. Read the following text:

When there is a vacancy in a company, it is the job of the Personnel Manager and his department to manage the recruitment of a new employee. One way an organization can find staff for job vacancies is to recruit in company. Management can inform people of new appointments by means of the firm's notice board or news bulletin. Another possibility is to ask for recommendations from departmental managers and supervisors. If it is necessary to recruit outside the company, the personnel department may use commercial and government employment offices or consultants. It may prefer to put its own advertisement in a newspaper or magazine.

It is usual for an advertisement to give a short description of the job, conditions of work and salary, and to invite introductory letters from applicants. After studying these, management decides who receives an application form.

In order to assess the applications, managers can work from a personnel specification such as Rodger's Seven-Point Plan. They do not choose applicants who do not have a good profile. For this reason, it is important that the application form requests clear information about such things as the applicant's age, education, qualifications and work experience. It must also ask for references from other employers or people who know the applicant well. This information helps management to make a final decision on the number of applicants they can short-list for interview.

The staff who hold an interview together are called an interview "panel".

It is important that they know what information they need to get from the applicants. This comes from a careful reading of job descriptions, personnel specifications, and applications. To help to panel in their selection, some companies use an interview assessment form. This is used by the panel during the interview when each applicant is checked under the same point on the form.

Many employers say that the success of a good business begins in the Personnel Manager's office.

Word study

Vacancy – if a company needs three secretaries, but has only two, then there is a vacancy for one secretary.

Personnel – the employees of an organization are its personnel. Who are the employers?

Recruitment – finding personnel for vacancies. The verb from this noun is *recruit*.

Staff – personnel.

Description – picture in words. Describe yourself by giving your age, colour of hair and eyes, height (cm) and weight (kg).

Conditions – Adrian works from 9 am to 5:30 pm, Monday to Friday, and on one Saturday in every month he must work from 10 am until 12 noon. Those are two of his conditions of work.

Applicants – if you want a job, you must *apply* for it; you must make an *application*. A person who applies for a job is known as a job applicant.

Assess – Is the applicant the right age? Does he/she have the necessary education? Why does the applicant want to work in this company? The Personnel Manager assessed an application by asking questions of this sort.

Specification – careful description of each necessary point. *Wanted: Typist. Seventy words per minute and some shorthand.* What are the specifications in that advertisement? Can you think of any other specifications for the same job?

Profile – short description of an applicant's important points.

Qualifications – in order to qualify for university, you must first finish high school. A high-school diploma is a qualification for entering university.

Experience – experience is what you get by living through something or by working at it.

References – information about the past performance of an applicant.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|------------------|------------------------|
| 1. education | a) оцінювати |
| 2. conditions | b) управління |
| 3. personnel | c) досвід |
| 4. applicant | d) причина |
| 5. profile | e) для того, щоб |
| 6. to assess | f) освіта |
| 7. recruitment | g) посилення |
| 8. vacancy | h) біографічний нарис |
| 9. specification | i) опис |
| 10. management | j) штат |
| 11. experience | k) прийняття на роботу |
| 12. reference | l) кандидат |

13. reason
14. in order to
15. description

- m) умови
- n) специфікація
- o) вакансія

Task 3. Make the necessary phrases using the words from the right and left columns:

1) для того, щоб оцінити; 2) умови праці; 3) прийняти остаточне рішення; 4) форма заяви кандидата; 5) опис роботи; 6) вибирати кандидатів; 7) дошка оголошень; 8) нові призначення.

- | | |
|----------------|---------------------|
| 1. in order | a) board |
| 2. work | b) appointments |
| 3. to make | c) to assess |
| 4. application | d) form |
| 5. job | e) applicants |
| 6. to choose | f) conditions |
| 7. notice | g) a final decision |
| 8. new | h) description |

Task 4. Answer the following questions:

1. How can a company find out about the past performance of an applicant?
2. How can a company inform its staff about job vacancies?
3. How can a manager assess application forms?
4. How can a manager check the performance of a person during an interview?
5. How can applicants describe themselves?

Task 5. Prepare to discuss in groups:

1. Suppose that you have to recruit the following staff: a secretary, a personnel manager, a trainee manager, an office supervisor, a general labourer. Give your opinions about the best way to find staff for each of those jobs.

2. Say what you think about the advantages (= good points) and the disadvantages (= bad points) of using a personnel specification such as Rodger's.

3. Do you believe it is the job of the Personnel Manager to do *all* of the recruitment? Give reasons for your answer.

Unit 2. Training

Task 1. Read the following text:

Training must have a purpose, which is defined when a firm analyses its training needs. A review of manpower planning should include a training analysis which looks carefully at training from the point of view of the company, its various departments and personnel. This may show that weaknesses exist in some departments and that, as a result, training is needed for their staff. Training needs are based on an analysis of job descriptions and job specifications.

A job description should give details of the performance that is required for a specific job, and a job specification should give information about the behaviour, knowledge and skills that are expected of an employee who works in it. When all of this has been collected, it is possible to make a training specification. This specifies what the Training Department must teach for the successful performance of the job, and also the best methods to use in the training period.

There are many different training methods, and there are advantages and disadvantages to all of them. Successful training programmes depend on an understanding of the difference between learning about skills and training in using them. It is frequently said that learning about skills takes place "off the job", in the classroom; but training in using those skills takes place "on the job", by means of such activities as job rotation and planned experience.

It is always difficult to evaluate the costs and saving of a training programme. The success of such a programme depends not only on the methods used but also on the quality of the staff who do the training. A company can often check on savings in time and cost by examining the manual work performed by operators and technicians who have completed a training programme. The evaluation of management and supervisory training is much more complex than that. In order to test the results of management and supervisory training, many companies have looked at such things as the number of management and supervisory staff who leave their employment and the number who stay away from work for reason of health.

Word study

Defined – described exactly. The noun from this verb is *definition*. Look up the definition of *analysis* in your dictionary.

Analyses – examines and describes the different parts of smth. The noun is *analysis*. *Canpan has a staff of 62*. An analysis of that sentence shows the subject (*Canpan*), the verb (*has*) and the object (*a staff of 62*).

Manpower planning – planning for the number of staff needed.

Details – small items (= pieces) of information that work together to give a clear, complete picture. Look back at the definition of the word *description* in Unit 1. What details are asked for?

Required – needed; necessary. The noun is *requirement*.

Behaviour – acting, reacting or doing things in a certain way. How does water behave when it is heated to 100 °C? How do some employees change their behaviour in the office if the boss is away?

Skills – special abilities. A *skillful* labourer does excellent work and makes very few mistakes.

Methods – ways of doing things. Describe the methods for making copies that are shown in the illustrations below.

Job rotation – moving workers around (= rotating them) from one job to another, to widen their experience. The verb *rotate* means "move around and around".

Planned experience – you studied the word *experience* in Unit 1. Now say what you think the difference is between *planned experience* and *natural experience*.

To evaluate – *value* of a thing in money or goods (= market price). To evaluate something is to find what a thing is worth not only in money but also in quality, time spent, importance to the company, etc.

Complex – not simple; made up of many related parts, so that much study is needed in order to understand it.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|-----------------|---------------------------|
| 1. skills | a) складний |
| 2. behaviour | b) перевага |
| 3. to evaluate | c) без відриву від роботи |
| 4. job rotation | d) навички |
| 5. experience | e) переміщення робітників |
| 6. complex | f) поведінка |
| 7. "on the job" | g) залежати |
| 8. advantage | h) персонал |

9. to depend	i) вартість, витрати
10. knowledge	j) відділ
11. personnel	k) з відривом від роботи
12. department	l) перевіряти
13. cost	m) досвід
14. "off the job"	n) оцінювати
15. check on	o) знання

Task 3. Make the necessary phrases using the words from the right and left columns:

1) період навчання; 2) мати ціль; 3) точка зору; 4) опис роботи;
5) надавати інформацію; 6) відбуватися; 7) робота, що виконується;
8) завершити програму.

1. to have	a) period
2. job	b) view
3. to take	c) information
4. point of	d) description
5. training	e) performed
6. to give	f) a purpose
7. work	g) place
8. to complete	h) a training programme

Task 4. Answer the following questions:

1. What are training needs based on?
2. What should a job description give?
3. In what case is it possible to make a training specification?
4. What do successful training programmes depend on?
5. How can a company check savings and cost of the training programme?
6. What do some companies do in order to test the results of supervisory training?

Task 5. Prepare to discuss in groups:

1. Job rotation is sometimes used as a means of training managers. What are the advantages and disadvantages of this method?
2. Discuss the ways in which we can evaluate management training.
3. Some firms prefer to recruit staff who have received their training in other companies. Is this a good idea?

Unit 3. Wages and Salaries

Task 1. Read the following text:

The organization and administration of wages and salaries is complex and varied. In some countries, the Personnel Department has more responsibility for wages and salaries than the Accounts Department. In others, the Accounts Department is responsible for calculation and pay, while the Personnel Department is more interested in negotiations with staff and pay.

If a firm wants to introduce a new wage and salary structure, it will have to decide on a method of job evaluation and ways of measuring the performance of its employees. In order to be successful, that pay structure will need agreement between Trade Unions and management of a clearly defined system for dealing with problems.

In job evaluation, all the requirements of each job are specified in a detailed job description. Each of these requirements is given a value, usually in "points" or "factors", which are added together to give a total value for the job. To pay each job what it is worth, the values are linked to the firm's salary structure. For middle and higher management, a well-known points method is the Hay System. This evaluates personnel on their knowledge of the job, their responsibility and their ability to solve problems. Because of the difficulty in measuring administrative work, however, job grades there are often decided without reference to an evaluation system based on points or factors.

In attempting to reach a salaries policy, the Personnel Department should compare the value of each job with those in the job market. It should also analyse economic factors such as cost of living and the labour supply.

It is said that payment for a job should vary with any differences in the way that job is performed. Where it is simple to measure the work done, as in manual work, monetary incentive schemes and merit awards are often selected. For indirect workers, where measurement is difficult, methods of additional payments include bonus schemes based on the performance of the company.

Non-financial incentive schemes are becoming more popular for all grades of staff. Fringe benefits such as sickness and pension schemes, sports clubs, housing and canteens are all an accepted part of the conditions of work.

Word study

Varied – of different kinds; not of the same type. Wages and salaries vary from company to company.

Calculations – using mathematics to find correct quantities and amounts. The verb is *calculate*. To calculate a worker's wages, multiply the number of hours worked (eg, 40) by the rate for the job (eg, £3.00 per hour) = $40 \times £3.00 = £120.00$.

Negotiations – discussions which try to reach agreement on difficult points.

Structure – way in which all of the parts are put together.

Measuring – evaluating; finding out the quality, quantity (= amount) or importance.

System – method or plan for linking different parts, or for measuring and evaluating them. What is the metric (SI) system?

Dealing with – working with the problem or question in order to find an answer.

Factors – values (eg, factor of 1, factor of 2, etc.) which a company places on each requirement.

To solve – to make clear; to find an explanation for or give an answer to. The noun is *solution*.

Grades – steps or degrees (eg, Grade I, Grade II, etc.) which show how jobs vary in importance, value to the company, etc.

Attempting – trying.

Policy – special method of action to help in making decisions.

Supply – any quantity or anything which is available for use. The verb is also *supply*. What is meant by the *law of supply and demand*?

Monetary – This is the adjective from *money*.

Incentive schemes – plans or system which offer workers more in the week or the month in which they produce more.

Merit awards – increases in wages or salaries that are especially given (= awarded) as job performance becomes better.

Bonus – any payment to a worker in addition to his or her required wages, salary or holidays. What is a Christmas bonus?

Fringe benefits – valuable things, eg, free housing, company cars, given to employees in addition to their wages, salaries and holidays.

Pension – weekly or monthly payments by an employer or government for past service. Ordinarily, workers receive pensions when they retire (= leave their jobs because of age or after a certain length of service).

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|---------------------------|------------------------|
| 1. to vary | a) переговори |
| 2. calculations | b) вирішувати |
| 3. negotiations | c) підрахунки |
| 4. fringe benefits | d) заслужені нагороди |
| 5. staff | e) добавляти, додавати |
| 6. bonus | f) відрізнятися |
| 7. to attempt | g) бути відповідальним |
| 8. merit awards | h) вимоги |
| 9. salary | i) намагатися |
| 10. to deal with | j) премія |
| 11. to solve | k) додаткові пільги |
| 12. to add | l) мати справу |
| 13. to be responsible for | m) штат |
| 14. requirements | n) грошовий |
| 15. monetary | o) заробітна плата |

Task 3. Make the necessary phrases using the words from the right and left columns:

1) бути зацікавленим в переговорах; 2) оцінка роботи; 3) структура виплати заробітної плати; 4) вартість життя; 5) оцінювати виконану роботу; 6) ручна праця; 7) додаткові виплати; 8) умови праці.

- | | |
|------------------------|------------------|
| 1. to be interested in | a) structure |
| 2. job | b) work |
| 3. salary | c) payments |
| 4. cost of | d) the work done |
| 5. to measure | e) negotiations |
| 6. conditions of | f) evaluation |
| 7. additional | g) additional |
| 8. manual | h) living |

Task 4. Answer the following questions:

1. What is the Personnel Department responsible for?
2. What is the responsibility of the Accounts Department?
3. How are job "factors" calculated?
4. How does Hay System calculate its job "points"?

5. What should the Personnel Department do in an attempt to reach a salaries policy?

6. What kinds of incentive schemes are becoming more popular for all grades of staff?

Task 5. Prepare to discuss in groups:

1. Do you agree that any incentive scheme will only be useful for a limited period of time? Give your reasons.

2. Discuss the problems of evaluating management jobs.

3. What kinds of problems will a company meet when it introduces a job evaluation system for the first time?

Unit 4. Administration

Task 1. Read the following text:

The function of the office is to perform administrative work. First, it must provide the necessary communications with customers, banks, government departments, and other outside organizations. Second, it must service the information requirements within the company itself. In order to meet these needs efficiently, the Office Manager must employ the most appropriate business methods, systems and equipment.

In an efficient administrative structure, clerical operations are organized so that they add to the profitability of the business. However, in many countries the number of clerical staff has increased while the total of workers employed in production has fallen. In Britain, for example, the total workforce in the years 1919 – 1976 went up by 25 %, while the number of people who were employed in clerical work increased by 150 %. For a country such as Britain, which depends on a manufacturing base, that can mean inefficiency.

To ensure that office services run smoothly, there must be the means to check, sort, copy and file correspondence and other paperwork. Today there is a growing range of machines that can be used to do such jobs. The size and resources of a company will determine how mechanized or computerized its office systems are.

The office must give maximum service at minimum cost. A balance must be kept between production, marketing, and administration. As a company develops and grows, the contribution of administration will vary in kind and in value.

The most important objective in the modern offices is the processing of data in order to provide a means of business control, but in many companies there are weaknesses in the ability to manage communications efficiently. For example, some data are often used only by individual managers, and different departments in the same company may use different data processing systems. In order to contribute to business efficiency, however, data processing must be a centralized service. The system that is required is one that looks at the total needs of a business and therefore assists management in making appropriate decisions quickly.

Word study

Function – special duty (= necessary action in a job or position) which is required in the performance of work, activity, etc. What is the function of the office? Does the word *office* here refer to rooms and furniture or to personnel?

Communications – information sent out and received.

Efficiently – An efficient system produces maximum output for minimum input. *Efficiency* is output divided by input.

Appropriate – having the special qualities required; right; fit; suitable.

Equipment – necessary things, such as machines, furniture and supplies, for doing a job.

Clerical – This is an adverb from *clerk*.

Workforce – number of people in work.

Sort – put into groups according to kind or type.

Copy – make another or others of the same. What is carbon paper used for? What does the abbreviation *cc* at the bottom of a business letter stand for?

Range – line of similar things to choose from.

Resources – plant, personnel, equipment, money and property which can be employed usefully.

Will determine – will set limits to.

Mechanized – given to machines to perform.

Computerized – given to computers to perform. A computer is an electronic machine which performs calculations by means of stored instructions or information.

Balance – equal weight or importance.

Contribution – amount of useful or valuable input.

Objective – intended result of activity.

Processing – preparing by a special method.

Data – things which are known; facts (= true statements), figures, items of information, etc. The singular form, *datum*, is not often used.

Individual – working alone, without referring to others.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|------------------|------------------|
| 1. staff | a) внесок |
| 2. to ensure | b) об'єктивний |
| 3. profitability | c) слабкість |
| 4. smoothly | d) відповідний |
| 5. to determine | e) розмір |
| 6. contribution | f) допомагати |
| 7. objective | g) дохідність |
| 8. weakness | h) для того, щоб |
| 9. appropriate | i) забезпечувати |
| 10. to assist | j) штат |
| 11. requirement | k) швидко |
| 12. quickly | l) вимога |
| 13. size | m) згідно |
| 14. in order to | n) визначити |
| 15. according to | o) гладко |

Task 3. Make the necessary phrases using the words from the right and left columns:

1) виробнича основа; 2) важлива ціль; 3) обробка інформації; 4) урядові заклади; 5) дохідність бізнесу; 6) найбільш сприятливі методи; 7) зовнішні організації; 8) всезростаюче різноманіття машин.

- | | |
|------------------|------------------------|
| 1. manufacturing | a) departments |
| 2. important | b) organizations |
| 3. data | c) of the business |
| 4. government | d) appropriate methods |
| 5. profitability | e) base |
| 6. most | f) objective |
| 7. outside | g) range of machines |
| 8. growing | h) processing |

Task 4. Answer the following questions:

1. What is the function of the office?
2. Why has the number of clerical staff increased?
3. What is necessary to ensure that office services run smoothly?
4. Why must a balance be kept between production, marketing and administration?
5. Why are some data often used only by individual managers?
6. Must data processing be a centralized service? Do you agree that most companies employ more office staff than they need? Give your reasons.

Task 5. Prepare to discuss in groups:

1. One of the reasons why managers are sometimes inefficient in making the right decision is that full information fails to reach them. Do you agree or disagree with that? Why?
2. How do you think a computerized system may change the office of the future? Will you be happy to see these changes? Why?
3. Do you agree that most companies employ more office staff than they need? Give your reasons.

Unit 5. Research and Development

Task 1. Read the following text:

All R&D executives have two major responsibilities: (1) they must ensure that the company is supplied with technically successful projects, and (2) they must select the most promising schemes and ideas for the expenditure of R&D resources. This work is complicated by numerous uncertainties, in as much as commercial research and development must be based on market forecasts.

If R&D management can provide a regular flow of new and updated products, the company will benefit in a number of ways. First of all, it will be able to make full use of expensive departmental resources, development engineering and available marketing capacity. In addition to that, a flow of new market winners will provide the business with steady growth in income and profits. This can also be important psychologically, for it is often on this basis that those outside the company assess the quality of its management.

The R&D department's job is made more difficult because of the length of time required to complete its research. In the chemical and pharmaceutical

industries, for example, it may take five to ten years before a product is a technical success and a further six to eight years before it reaches full commercial potential.

To achieve results, R&D must define both the areas that should be investigated and the objectives that should be achieved in each area. For this reason, the R&D department must take an interest in all aspects of design, application, efficiency, and use of appropriate materials. There is a difference, however, between the development of new consumer products and the development of new industrial ones. In consumer markets the search for a new product often begins after a statement of a specific need, and development is tailored to meet it. In many industrial markets, product development is the result of work done in the research laboratory. This work is often aimed at a general need, such as a new kind of medicine or higher operating speeds for machines. When the new industrial project has been developed, its performance can be analysed in terms of customer needs.

Word study

Major – of greater importance than others. The opposite is *minor* (= of lesser importance than others);

Projects – schemes for things to be done.

Ideas – thoughts; pictures in the mind.

Expenditure – spending; using up of time, money, etc.

Inasmuch as – because; since; for; for the reason that.

Forecasts – ideas about how things may be in the future.

Regular – according to a fixed plan, schedule or arrangement.

Flow – plentiful supply.

Updated – brought up to date; made more modern.

Available – that can be used, had or reached. What may workers do if they are told that no money is available for a pay increase?

Capacity – ability to contain, hold or receive. What is the capacity of a normal wine bottle?

Steady – smooth and continuous; not changing suddenly.

Psychologically – the way people think. *Psychology* is the science that deals with the mind and behaviour. What is the importance of psychology in advertising?

Potential – ability to come into being; possibility. A potential customer is one who *can* buy, but has not yet actually bought. List some potential dangers on the average factory floor.

To achieve – to do successfully. The noun is *achievement*.

Areas – subjects. *Area* also means the surface measurement. To find the area of your desktop in cm² (square centimeters), multiply the length by the width.

Investigated – studied; looked into.

Aspects – different appearance when something is seen from different points of view.

Search for – looking for.

Tailored – made to fit specific measurements.

Aimed at – directed towards.

In terms of – relative to. Suppose that two boys have the same father. How are the boys *related*? What is the *relation* between daughter, sister and parent companies?

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|-------------------|--------------------|
| 1. numerous | a) переможець |
| 2. expensive | b) досліджувати |
| 3. to achieve | c) ускладнювати |
| 4. to define | d) спрямовувати |
| 5. winner | e) дорогий |
| 6. to promise | f) успіх |
| 7. to assess | g) пошук |
| 8. to investigate | h) визначити |
| 9. success | i) зростання |
| 10. to complicate | j) досягати |
| 11. growth | k) споживач |
| 12. to aim | l) багаточисельний |
| 13. performance | m) оцінювати |
| 14. consumer | n) виконання |
| 15. search | o) обіцяти |

Task 3. Make the necessary phrases using the words from the right and left columns:

1) регулярний пошук; 2) технічний успіх; 3) комерційний потенціал; 4) всі аспекти; 5) дорогі ресурси; 6) стабільне зростання; 7) якісне управління; 8) промисловий проект.

- | | |
|---------------|---------------|
| 1. regular | a) aspects |
| 2. technical | b) resources |
| 3. commercial | c) growth |
| 4. all | d) project |
| 5. expensive | e) search |
| 6. steady | f) management |
| 7. quality | g) success |
| 8. industrial | h) potential |

Task 4. Answer the following questions:

1. What are two major responsibilities of all R&D executives?
2. What is the work complicated by?
3. What ways does the company benefit in?
4. How do you understand the R&D department's job?
5. How many years may it take before a product is a technical success?
6. What does the search for a new product begin after?

Task 5. Prepare to discuss in groups:

1. One of the greatest industrial needs is R&D into better management techniques. Do you agree? Why?
2. Do you think that all R&D should pay for itself in terms of better processes and improved products? Give your reasons.
3. When faced with new products in their markets, many companies put more money into their old products. Why do you think this happens? Why don't they put money into new products?

Unit 6. Manufacturing

Task 1. Read the following text which is an example of the descriptive English used in business textbooks:

It is usual to classify types of production as job production, batch production and flow production. In job production, products are supplied to the special requirements of a customer, and the whole project is undertaken as one operation which is completed before passing on to the next. A good example of this kind of work is shipbuilding. In job production a single item is produced at a time, whereas in batch production a number of similar items are produced in

order to meet a continuing sales demand. Batch sizes vary, but the quantity which is produced amounts to more than immediate requirements, and the surplus production is stored. Finally, in flow production, the manufacture of a product proceeds from one operation to another at a planned rate of output.

It is argued that the type of production method which is employed depends on the development of an individual company. That is to say, many factories begin manufacturing on a job production basis and proceed, as the volume of production increases, to batch and flow production methods. This is not always the case, however, since the type of production is not necessarily determined by the product volume which is aimed at. In fact, in the car industry, tools are produced by jobbing methods, components are produced by batch methods, and the final product is assembled by flow methods.

Flow production is associated with flow layouts, whereas job and batch productions are associated with process layouts. In a process layout, machines of a similar type are grouped together in the same section of the factory, and work in progress is moved from one part of the factory to another. In a flow layout scheme, the manufacturing equipment is arranged in the same sequence as the operations performed on the product. Each of these operations must be capable of processing work at the rate required for assembly of the final product, and the output for each operation must be balanced in order to provide a smooth flow of work.

There are advantages in both types of layout. In a process layout system there is more flexibility, and a greater specialization of machines and labour is possible, while in a flow layout system it is not necessary to maintain a high level of stocks or to demand great skill in the workforce.

Word study

Classify – arrange in groups according to a system. Classify these words: *classify, classification, rotate, rotation, produce, production*.

Batch – number of things made in one operation.

Whereas – She is tall, *whereas* he is short. The management team will be asked to relocate, *whereas* most other staff will be made redundant.

Quantity – amount; number of things referred to.

Surplus – quantity over and above the quantity which is needed.

Proceeds – goes on; continues (in a certain process).

Argued – The verb *argue* here means "try to show that something is true by giving reasons".

Volume – quantity; amount. A storage container is 1.2 cm long by 80 cm wide by 50 cm deep. What is the *volume* of the container in cubic centimeters (cm³)?

This...the case – *This is not always the case* (= This is not always the situation).

Determined – defined and decided on.

Components – various parts which make up the whole.

Assembled – put together. What is an assembly line?

Associated – connected; linked; in relation.

In progress – moving forward to completion.

Sequence – order in which one thing follows another; continuous or related steps in a process.

Flexibility – capability of change or easy alteration. A *flexible* object is able to bend without breaking. Why are the necks of some desk-lamps flexible? What are *flexible working hours*?

Maintain – keep from falling; keep up.

Level – measured quantity or amount.

Stocks – total amounts of goods in store.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|------------------|---------------------|
| 1. quantity | a) здатний |
| 2. surplus | b) надлишок |
| 3. to argue | c) переваги |
| 4. sequence | d) кількість |
| 5. similar | e) кораблебудування |
| 6. to increase | f) порядок |
| 7. equipment | g) споживач |
| 8. capable | h) попит |
| 9. advantages | i) спорити |
| 10. necessary | j) схожий |
| 11. shipbuilding | k) збільшувати |
| 12. customer | l) обладнання |
| 13. requirement | m) необхідний |
| 14. demand | n) прибуток |
| 15. output | o) вимога |

Task 3. Make the necessary phrases using the words from the right and left columns:

1) типи виробництва; 2) задовольняти попит; 3) поточне виробництво; 4) запланований рівень прибутку; 5) обсяг виробництва; 6) кінцевий продукт; 7) забезпечити чітке виконання роботи; 8) вимагати високої кваліфікації робочих.

- | | |
|---------------|---------------------------------|
| 1. types | a) a smooth flow of work |
| 2. to meet | b) product |
| 3. planned | c) production |
| 4. volume | d) rate of output |
| 5. final | e) great skill in the workforce |
| 6. to provide | f) a demand |
| 7. to demand | g) of production |
| 8. flow | h) of production |

Task 4. Answer the following questions:

1. What disadvantages are there in the two layout schemes?
2. Explain why the type of production method does not depend on the development or size of an individual company.

Task 5. Prepare to discuss in groups:

1. When laying out a factory, what would you take into consideration in order to maximize production?
2. There is a link between the demand for a product and the method used in its production. Do you agree? Why?
3. Flow production is efficient only when a large number of requirements have been met. What are the important requirements for efficient flow production?

Unit 7. Distribution

Task 1. Read the following text:

The function of distribution is to move goods from the producer to the final consumer or user, and it applies to both industrial and consumer goods or services. There is a number of channels open to the producer for this purpose. He can deal directly with the consumer or with middlemen such as retailers, wholesalers or agents.

The choice of distribution channel, or combination of channels, is linked to financial, technical, and market considerations. For example, in the case of a product which is technically complex, it should be more efficient for the manufacturer to deal directly with the user, but a cigarette manufacturer, say, with a product that must be made available to a large number of potential customers, should find that dealing with a wide range of wholesalers is the best answer.

Circumstances are always changing, however, and this fact influences channel decisions. In 1963, for instance, J. Lyons and Company, a British firm, was using the services of one thousand wholesalers when it decided to change its policy and to deliver its food products directly to its retail customers. Seven years later, the company was employing the services of middlemen again due to a further change in policy.

From the manufacturer's point of view, it is the total cost of distribution, which is significant, and not the costs of individual activities such as warehousing, order processing, or transport. For example, a company that reduced the cost of warehousing could find that the cost of transport was increased, with the net result that the total cost of distribution was also increased. On the other hand, there are examples where a high cost that had been incurred in one area resulted in a total net saving owing to cost reductions that had been made possible in related areas.

This last point is particularly important regarding transport policy. A company must decide whether it uses its own transport or employs the services of an outside company. If it decides on the former, it is faced with complex questions about the suitability of different types of transport and the routing choices in freight movement. These decisions will have an effect on, and must be related to the overall distribution policy.

Word study

Channels – paths or courses through which something moves or passes.

Middlemen – operators between the producer and the consumer.

Retailers – those who sell goods individually or in small quantities directly to the consumer. The opposite of *retail* is "wholesale", i.e., the selling of goods in relatively large quantities, mostly to retailers.

Wholesalers – See the explanation above.

Agents – persons, firms, etc. with the power to act for others. The noun is *agency*. In the usual course of goods in business, where does an agency come in? Is it possible to have an agency for services? How?

Combination – bringing together of two or more things so that they form a union.

Say – imagine for example.

Circumstances – conditions which surround and affect a person or persons.

Deliver – transfer or hand over. Delivery is the last act in any distribution process.

Due to – caused by; owing to.

Transport – carrying from one place to another, especially over long distances. What are the means of transport by road, rail, air and sea?

Net result – result after everything else has been considered; final result. Businessmen speak of gross and net profits, which are profits *before* and *after* all expenses have been subtracted.

Incurred – met with. The verb *incur* is often used with reference to something undesirable (= not wanted or wished for); eg unnecessary expenses, very high costs, serious losses etc., *are all incurred*.

Regarding – with reference to; relative to.

The former – the first one of the preceding group of *two* persons or things. Corby and McMillan will retire at the end of the month, *the former* is 65, *the latter* is 62. Who is younger?

Routing – transporting by a specified course. A *route* is a way, course or road which is travelled in going from one place to another. Describe the route you usually take in going to work.

Freight – large goods or quantities of goods transported by land, sea or air.

Overall – total; including everything.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|------------------|-------------------------|
| 1. purpose | a) вантаж |
| 2. circumstances | b) придатність |
| 3. wholesaler | c) роздрібний торгівець |
| 4. to influence | d) розподіл |
| 5. to reduce | e) впливати |
| 6. retailer | f) зазнавати; призвести |
| 7. consideration | g) загальний |
| 8. to deliver | h) зменшувати |
| 9. middleman | i) постачати |

10. to link	ж) оптовик
11. to incur	к) ціль
12. suitability	л) зв'язувати
13. freight	м) посередник
14. distribution	н) обставини
15. overall	о) розгляд

Task 3. Make the necessary phrases using the words from the right and left columns:

1) продуктивність компанії; 2) нова програма розширення; 3) адміністративна сторона; 4) переконувати увесь персонал, 5) зростання продуктивності; 6) краще використання; 7) на мій погляд; 8) вірні стимули.

1. company	a) in productivity
2. new	b) utilization
3. administrative	c) opinion
4. to persuade	d) performance
5. rise	e) incentives
6. better	f) side
7. in my	g) expansion programme
8. right	h) all personnel

Task 4. Answer the following questions:

1. What is the function of distribution?
2. What is the choice of a distribution channel linked to?
3. Why are circumstances always changing?
4. How many wholesalers was the British firm using the services of?
5. What is the total cost of distribution?
6. Why does a company reduce the cost of warehousing?

Task 5. Prepare to discuss in groups:

1. What factors may influence the choice of a distribution channel?
2. In this period of high competition, marketing considerations should be the most important of all in designing an organization structure. This means basing departments on markets and channels by which they are reached, not on technical production factors. Do you agree? Why?

3. In what circumstances might a company use the services of an agent for overseas distribution?

Unit 8. Control of Production

Task 1. Read the following text:

Summary of the report on the use of real time computing for the control of production

1. Terms of Reference.

On the instructions of the Production Director, to report on the failure of real time computing facilities to improve the control of production.

2. Procedure.

The report was made after investigation and analysis of all the production functions and the Management Services Department.

3. Findings.

3.1. Background.

Five years ago the company had a real time EDP system installed in order to (1) make the measurement of performance against established standards more efficient and in order to (2) have any deviations from those standards corrected quickly. The availability of data on such things as the status of production programmes and the number of labour hours worked were expected to improve the control of production.

3.2. Present Situation.

The real time system has provided good measurement data and it has been able to identify deviations from standards. Although this quick identification of problems has been a valuable service, the development of corrective programmes has still been required. What is more, the implementation of these programmes has been a time-consuming job. For example, in the simple case of quality control, although factory rejects have been quickly noticed, it has taken a lot of time to identify the causes of those rejects and to implement corrective programmes.

4. Conclusions and Recommendations.

It is suggested that there has been too much dependence on statistical data. Secondly, there has been too little consideration of the cost of collecting real time data and not enough savings in terms of time to justify the cost.

Information on the results of a programme is not good enough. Management require a system of control that will inform them of how to deal with potential problems. This means altering our methods to more future-directed means of control.

It is recommended that more consideration is given to the status of the company's network planning techniques, such as critical path analysis and programme evaluation and review technique (PERT).

Word study

Summary – short statement of the main points.

Real time computing – computing which allows the data of an event to be processed and used while the event is *taking place* (= happening);

Terms of reference – statements that limit or define the area under discussion or report.

Instructions – orders; directions.

Improve – make better; raise to a better condition or quality.

Background – events leading up to something; information which will help to explain something; brief history to explain a present situation.

Installed – fixed in position, ready for use.

Established – accepted or recognized; set up. Explain what is meant by *Morris Tobacco Ltd. (Est. 1847)*.

Standards – rules of comparison for measuring quality, value, quantity, etc. Which monetary standard is the *gold standard*? In the SI system, what are the standard units of measurement?

Deviations – movements away from the correct course, standard, definition, etc.

Status – existing position, condition or situation.

Identify – show who or what somebody or something is. In many countries, although not in the UK, *identification cards* must be carried at all times. An ID card has a photograph on it and shows a person's name, date of birth, place of birth, etc.

What is more – in addition; additionally; besides that.

Implementation – putting into practice; putting into operation.

Rejects – things thrown away as useless, worthless, substandard, etc.

Conclusions – decisions or opinions which are formed after thought, consideration or investigation.

Suggested – put forward as a possibility.

Justify – show to be right or reasonable; altering changing.

Critical path analysis – technique for determining the minimum project length.

Task 2. Match the words in the left column with their Ukrainian equivalents in the right column:

- | | |
|------------------|-------------------|
| 1. failure | a) основа |
| 2. investigation | b) відхилення |
| 3. background | c) змінювати |
| 4. measurement | d) відмовляти |
| 5. quickly | e) вимагати |
| 6. although | f) заощадження |
| 7. to implement | g) помилка |
| 8. conclusions | h) означати |
| 9. savings | i) хоча |
| 10. deviations | j) вимірювання |
| 11. to justify | k) виправдовувати |
| 12. to alter | l) швидко |
| 13. to mean | m) висновки |
| 14. to reject | n) дослідження |
| 15. to require | o) ввести в дію |

Task 3. Make the necessary phrases using the words from the right and left columns:

1) швидко помічати; 2) статистичні дані; 3) цінна служба; 4) робота, що вимагає багато часу; 5) зміна наших методів; 6) доступність інформації; 7) реальний час розрахунків; 8) виправдовувати витрати.

- | | |
|-----------------|------------------|
| 1. quickly | a) our methods |
| 2. statistical | b) real time |
| 3. valuable | c) data |
| 4. much time | d) the cost |
| 5. altering | e) consuming job |
| 6. availability | f) notice |
| 7. computing | g) of data |
| 8. to justify | h) service |

Task 4. Answer the following questions:

1. What for was a real time EDP system installed?
2. Why was it necessary to develop the corrective programmes?
3. What were the conclusions as to the control of production?

4. Did these measurements justify the cost?
5. Why was the implementation of these programmes a time consuming job?
6. Where is control of production implemented?

Task 5. Prepare to discuss in groups:

1. How are planning and control related to each other?
2. What techniques and procedures are useful in the process of executive control?
3. Was real time information not good enough for effective control of production?

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НАВЧАЛЬНЕ ВИДАННЯ

ПОГЛИБЛЕНЕ ВИВЧЕННЯ ІНОЗЕМНОЇ МОВИ ЗА ФАХОМ

**Методичні рекомендації
до самостійної роботи студентів
усіх спеціальностей
першого (бакалаврського) рівня**

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