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ACADEMIC SKILLS. LISTENING

МОСКВА 2010

ПРЕДИСЛОВИЕ

Данное учебно-методическое пособие представляет собой специально разработанные задания к аудированию, которые были подготовлены группой преподавателей ГУ-ВШЭ для совершенствования навыка восприятия на слух (Listening) у студентов старших курсов и содержит аутентичные материалы из различных источников.

По своей тематике материалы для аудирования отражают как общую направленность по предмету “Business Studies”, так и специфику Факультета Государственного и Муниципального Управления ГУ-ВШЭ.

Данное пособие представляет собой первую часть, книгу для студентов, в которой содержатся задания к аудированию. Вторая часть, книга для преподавателя, предполагает наличие скриптов к текстам для аудирования, а также ответы к заданиям.

Listening 1: THE MARKETING MIX

I. Listen to the article and arrange the statements in the correct order:

- A. Most consumers won't queue to get PS3 in its release, they will research the market of the product, wait for it to become stable and then analyze the price cuts.
- B. Sony should be able to work more effectively to design new games for PS3 as most console manufacturers make profit by selling games.
- C. It is interesting to observe the strategies each of the three companies is adopting as they have their latest versions available for sale at the same time.
- D. The Wii has a competitive advantage in the motion sensor in the handset and this feature has been a hit with older people who find the traditional handset more challenging.
- E. In its advertising campaign headed by TV and online adverts Sony will be pushing one of the features of the PS3 — “entertainment super computer”.
- F. The Wii is still cheaper the PS3 and it has outmarketed its Sony rival, often by over five times, in some months.
- G. Price cuts seem to have been successful for Sony in a key market — Japan, where monthly sales of the PS3 had overtaken the Wii.

II. Fill in the gaps with a word, word combination or a number:

- A. In the summer we had a series of price cuts with both Sony and Microsoft cutting prices of their consoles to try and 1 _____. The Wii was already 2 _____ than both its main rivals and the fact that it seemed to be aiming at a wider market than just traditional games player, saw it 3 _____ against both the Xbox and the relatively new PS3.
- B. Figures were announced last week that 4 _____ of the PS3 in Japan, a key market for Sony, 5 _____ the Wii for the first time since its launch. Sony sold 6 _____ PS3 since November compared to 7 _____ for the Nintendo Wii.
- C. Following the price cuts and the 8 _____ of the cheaper model, Sony is turning its attention to promotion and to the product itself — or rather the 9 _____. A console is not much use unless you have games to play them on. Sony has tried to 10 _____ that it has faced, with developers finding it harder to design new games for the

PS3, by cutting the price of software development kit that these designers need.

Listening 2: TAXES (1)

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. The deficit in public finances reached its peak by the end of summer.
2. It's common practice in the UK to increase the fuel duty in autumn, but this year is an exception.
3. No other increase in duty is planned for the following year.
4. Car owners and haulers strongly oppose the government's decision to raise the fuel duty.
5. To remain competitive haulers are not likely to pass on the duty to the customers.
6. BP Has already announced its decision to keep prices at the same level.

II. Listen to the article and arrange the statements in the correct order:

- A. However, much of this depends on the response of petrol retailers to the increase in duty.
- B. The 2p duty will increase the average annual operating costs of a 44 ton lorry from 34,370 to 35,600 pounds, a rise of 2.53%.
- C. The Office for National Statistics pointed out that the figures should not be taken in isolation but the trend over a period of time should be taken into account.
- D. In doing so, BP is taking a risk that other major chain supermarket chains might not follow suit.
- E. In contrast, the average duty on diesel in Europe is 22.7p compared with 50.3p in the UK.
- F. In recent weeks, oil prices have been again on the rise with prices rising beyond \$80 a barrel.

III. Fill in the gaps with a word, word combination or a number:

1. In his March budget, the then chancellor, Gordon Brown, announced a 2 p per liter increase in fuel duty _____ in October.
2. This autumn's levy will mean that more than half of the price of a liter of diesel will be in the _____ .

3. Haulers in particular are upset that this will be a _____ their _____ which reduce their competitiveness.
4. Given that the duty is an _____, the responsibility for paying it lies with the producer not the consumer.
5. The result will be a squeezing of their profit margins, but this could be alleviated by the business focusing on its costs and finding ways to _____ .
6. The major supermarket chains have suggested that they will be keeping prices competitive - this might not mean they will not _____ at all but will closely monitor each others' prices.

TAXES (2)

I. Listen to the article and arrange the statements in the correct order:

- A. This autumn's levy will mean that another 2p rise is scheduled for 2008 and a further 1.84p for 2009.
- B. Gordon Brown announced a 2p per litre increase in fuel duty to come into effect in October in his March budget, when he was the acting Chancellor of the Exchequer.
- C. The 2p increase in duty (or rather 2,3p because of VAT) will mean that the average duty on diesel in Europe will constitute less than half the price in the UK.
- D. The producers would remain competitive if they might keep prices unchangeable or not make the consumer pay the full amount.
- E. The announcement of British Petroleum made the major supermarket chains suggest that they will not increase the price which might mean they will carefully watch and check the situation in order to see how it changes in the coming weeks.
- F. As there is pressure on public finances according to the last week report on a record deficit in August; Alistair Darling has to find a way to come out of the red.
- G. Representatives of hauliers have expressed their dissatisfaction with the fuel levy decision, and are particularly upset that this will be a further rise in their costs.

II. Listen to the article, fill in the blanks with up to four words or a number:

- A. Recently, oil prices have again been 1 _____ with prices rising beyond \$80 a barrel. As a result, prices on the petrol stations of the

- UK have been 2 ____ and prices are near to £1.00 per litre. The 2p per litre duty will 3 ____ this month. This is likely to take petrol prices very near to the £ 4 ____ level.
- B. A 44 ton lorry costs £ 5 _____. The 2p duty will increase the annual cost to £35,600, a 6 _____ 2.53%. It is quite likely that they will have to 7 _____ the rise in costs to consumers in the form of higher prices. That, in turn, will not help future 8 _____.
- C. However, much of this depends on the response of 9 _____ to the duty increase. Given that the duty is an 10 _____, the responsibility for paying it lies with the producer not the consumer.

Listening 3: THE LABOUR MARKET

1. Listen to the text and decide if the following statements are TRUE or FALSE:

1. After being high for a number of years the rate of unemployment in France has started to decrease and one of the main reasons for that are the rigidities in the labour market.
2. The role of trade unions in France has been very strong and it was them and employers, of course, who traditionally controlled the whole process of unemployment benefit payments.
3. There has been growing criticism of the law in relation to hiring workers and letting them go.
4. The employers are slow and unwilling to hire staff as this can mean financial obligation and they only decide to employ a person in the case of urgent necessity.
5. Some businesses report that the third of their sales revenues is accounted for by labour costs. In other EU countries, such as Spain, for example, labour costs might account for around a half of sales revenue.
6. As labour cost for employers are very much higher than those in other EU countries the French business is far less competitive, economic growth is discouraged and employment does not increase.
7. Sarkozy has made it clear to both the unions and representatives of employers that if they fail negotiations in meeting the changing market conditions by the end of the year he will begin legislation to reform the labour market.
8. It has been estimated that the measure recently voted by the French Senate to make overtime pay tax-free, will mean lower social security contributions and higher government expenditures.
9. If tax free overtime pay came into force it might mean that additional output could be produced by overtime along with taking on extra workers.
10. If tax free overtime pay came into force it might provide a stimulus for employers to not increase wages.

II. Listen to the text and fill in the blanks with up to four words or a number:

- B. The labour market in France is quite different to that in the UK. Workers “enjoy” a 1 _____, unemployment benefit and the health system are funded by taxes 2 _____.
- C. Indeed trade unions in France have traditionally been very strong although in recent years 3 _____ and there has been rowing criticism of their role in society.
- D. In such cases we have to think about such things as 4 _____. The employee would work overtime more willingly now as more of any 5 _____ would be free of tax. For the employer, the cost of 6 _____ free of income tax might well be reduced.
- E. It might also provide a stimulus for employers to not 7 _____ and use the flexibility they have in 8 _____ instead.

Listening 4: PUBLIC OR PRIVATE SECTOR?

I. Listen to the text and arrange the statements in the correct:

- A. Private sector firms have an incentive to be efficient and satisfy shareholders, which means that the work gets done and the tax payer gets value for money.
- B. Metronet was facing cash flow difficulties and as a result, asked London Underground to help out.
- C. As the Underground was build in 1863, for years there had been complaints that investment in the underground network was far too low.
- D. Metronet has to refurbish stations and platform areas, communications network, etc. to improve the travelling experience for the underground passengers.
- E. Earnst & Young will oversee the business’ finances of Metronet and this will provide some time to assess the way forward for the organization.
- F. London Underground asked Metronet to carry out extra work and according to the flexible terms of the contract, if more work needs to be done, London Underground would pay more.
- G. The idea of the programme supported by Gordon Brown is that there are major parts of the public sector that need significant investment.

Listening 5: PAY AND MOTIVATION

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. Thousands of people have been surveyed to produce a report on employee motivation.
2. The theory suggests that productivity depends on workplace happiness.
3. Pay was ranked third among the most important factors in workplace happiness and fulfilment.
4. Working from home is the least popular way to boost staff motivation.
5. Most managers and supervisors use non-monetary incentives to motivate workers.
6. The Happiness Index urges business leaders to redesign their recruitment and motivation strategies.

II. Listen to the text and arrange the statements in the correct order:

- A. The Managing Director of City & Guilds called for a more flexible approach to HR policies.
- B. The relationship and friendship with work colleagues was ranked second among the most important factors in workplace happiness.
- C. The study was conducted by the City & Guilds organisation.
- D. Bankers are at the bottom of the Happiness Index.
- E. Some managers are underestimating the role of the key factors that could improve motivation at work.
- F. According to the survey, the most important factor in workplace happiness and fulfilment, was having an interest in your job.

III. Fill in the gaps with a word, word combination or a number:

1. The size of a _____ is not the thing that leads to happiness.
2. If there is a personal connection with the job then it provides happiness and _____ of the salary being paid.
3. 48% of respondents rated a good work-life balance as being an important _____ of _____ they stayed with an employer.
4. Only 10% use working from home as a means of _____ their _____.

5. The City & Guilds Happiness Index provides a call to action for the business community to rethink its _____ and _____ strategies and consider employees' needs on an individual basis.
6. The _____ is that some managers are clearly not recognizing the key factors that could improve happiness at work and lead to a rise in motivation of _____.

Listening 6: Tax and Alcohol

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. Alcohol abuse among teenagers has been recognized as an important issue that needs to be addressed.
2. The Health Secretary, Patricia Hewitt, has come up with a suggestion to substantially increase the tax on alcohol.
3. Alcohol abuse accounts for two quarters of hospital admissions in accident and emergency units.
4. Statistics show that half of violent crimes are attributed to alcohol and drug abuse.
5. There was an overwhelming opinion that alcopops were targeted at the teenage market.
6. It is estimated that one out of ten young people drinks alcopops regularly.

II. Listen to the article and arrange the statements in the correct order:

- A. The tax increase would make alcohol less affordable for teenagers and reduce their alcohol consumption.
- B. The Health Secretary's proposal is that the tax on alcohol, especially alcopops, should be raised.
- C. Alcohol abuse is estimated to cost the NHS up to £1.6 billion a year.
- D. There are plenty of negative spillovers that result from excessive alcohol consumption.
- E. Alcopops are drinks such as alcoholic lemonade and flavoured alcoholic drinks.

III. Fill in the gaps with a word, word combination or a number:

1. The problem of excessive alcohol consumption amongst teenagers has been _____ for some time.

2. How to reduce the problem of binge drinking and excessive consumption has been something that the government have attempted to_____.
3. She suggested that a way _____ of the increasing numbers of young people getting involved with alcohol was to increase the tax on it.
4. Sales rose quickly - over 300% _____ - in the first year of sales.
5. If Ms Hewitt _____ and the _____ did increase taxes on such drinks by a significant amount, would it work?
6. That in turn would lead to a reduction in the negative _____ that they_____.

Listening 7: INTEREST RATES AND EXCHANGE RATES

I.Listen to the text and decide if the following statements are TRUE or FALSE:

1. The relative interest rates between different countries and the situations on the currency markets are closely interconnected.
2. The interest rates in the UK and the USA stand at the same level.
3. No further interest rates rise is forecasted both in the US and the Euro zone.
4. A rise in the demand for sterling on the foreign exchange markets is caused by an excess supply of the dollar.
5. The appreciation of the pound is bad news for UK exporters to the USA.
6. The rising value of the pound will force UK exporters to void their contracts because it will significantly reduce their competitiveness.

II. Fill in the gaps with a word, word combination or a number:

1. It is widely expected that the MPC (the Bank of England's Monetary Policy Committee) will _____ by another quarter point to 5.75% when the two-day meeting concludes by this lunchtime.
2. In trading on Tuesday of this week, the pound reached \$2.0174; this _____ of \$2.0133, which has been reached in April.
3. There have been concerns about home owners _____ in the so-called sup-prime market.
4. All this means that it is preferable for investors _____ in sterling rather than dollars, since the return is higher.

5. For those planning on a holiday to the US this summer, any dollar price they are being asked to pay can be _____ .
6. The extent of the damage to exporters from the UK to the US will depend on the extent of the _____ and the nature of the contracts that they entered

Listening 8: RECESSION

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. According to the official definition, recession is a successive negative growth during the period of half a year.
2. Ireland is officially in recession but still has positive growth when measured over a year.
3. The Irish economy showed significant growth in the year 2008.
4. If the economic growth slows down from one period to the next it is considered to be negative.
5. Other European countries are on the verge of recession.

II. Fill in the gaps with a word, word combination or a number:

1. Data from the CSO shows that in the second quarter of 2008 _____ at constant market prices fell by 0.8 % compared to the same period in 2007.
2. This helps to highlight an important distinction in _____ which many students get confused.
3. The data from the CSO shows this clearly as they quote the GDP at market prices as periods of _____ .
4. If the economy “grows” at a rate of -0.3% in quarter one and then - 0.2% in quarter two, it means the economy is _____ in each quarter than the equivalent period used as the comparison.
5. We can see from these figures that the _____ was less in quarter one compared to that in quarter one of 2007 (47,510 million euro)

Listening 9: CASH FLOW

I. Listen to the article and arrange the statements in the correct:

- A. The government in return is expecting plans from car producers to show how they are going to cope with the economic and other changes that are occurring in the motor industry.
- B. Each company would have to put forward a convincing argument that they were viable in the long term.
- C. Many jobs in the motor industry and all the support businesses could be lost.
- D. The GM cash reserves for example might run out within the next 6 months.
- E. The US motor industry has been greatly affected by the economic recession. Almost all the major producers in the car market have suffered sales decline.
- F. Car producers want around \$34 billion in loans from the US government to help them overcome the crisis.
- G. The decline in sales is having a major impact on each company's cash-flow position.

II. Listen to the text and decide if the following statements are TRUE or FALSE:

- 1. Honda's announced an annual drop in sales of 42% in November while Toyota's sales increased by 34% .
- 2. GM had a reported cash reserve of \$16 billion at the end of September, but in the previous three months had spent \$6.9 billion of its cash in supporting the company.
- 3. The plan Ford has submitted to the House of Congress excludes investment in developing fuel efficiency.
- 4. The major car producers have proposed other measures to convince Congress to support them. They include selling off company private jets, cutting top executive's salaries and, in GM's case, selling off Volvo.
- 5. The coming political events in the US may bring closer the agreement on the support package to the motor industry.
- 6. The CEOs of the major car producers all travelled to Washington by private jet on Tuesday to submit their proposals.
- 7. The House of Congress is going to consider the companies' proposal during this week.

Listening 10: THE GREEN BUDGET

I. Listen to the text and decide if the following statements are TRUE or FALSE:

- A. It is doubtful that the government is increasing borrowing significantly to help limit the effects of the recession.
- B. The “Green Budget” published on Wednesday, 28th of January, was prepared by the Chancellor of the Exchequer and his team.
- C. In an economic downturn government spend more money on benefits and tax revenue decreases.
- D. According to the Institute for Fiscal Studies (IFS) the public finances could reach their pre-crisis level after 2030.
- E. According to the Treasury the budget deficit will be smaller than the IFS estimate.
- F. One way to increase public funds, according to IFS, is to raise taxes on certain products with low or zero-rated VAT, excluding children’s clothes.
- G. IFS believe that it is Mr Darling who has to make an unpopular decision about raising taxes and cutting public spending.

II. Fill in the gaps with a word, word combination or a number:

- A. The Institute for Fiscal Studies is a _____ that produces an annual review of government fiscal policy.
- B. The government believe that difficult times _____ difficult decisions to be made.
- C. The public finances will not _____ to anything like the 40% level _____.
- D. The IFS believe that the future tax and expenditure plans _____ by Mr Darling are _____.
- E. The Chancellor might be forced to _____ through increasing taxes. The government might have to _____ by offering additional benefits to those who might _____ by any such move.
- F. The decisions in the future will be as challenging as they _____.

Listening 11: CITIES AND THEIR DEFICITS

I. Listen to the article and arrange the statements in the correct order:

- A Boston unions have recently either refused to accept or postponed pay rises to avoid the workers redundancy.
- B It will take up to 2 years before cities can feel the economic recovery in the case it happens tomorrow.
- C Many city governments annually suffered the budgeting problems, but now when the employment level and consumer spending decreased the problems have acquired the long-term character.
- D In the 1980s Pittsburgh and its region lost the manufacturing industry, but since then the location has diversified into the service industry and is thriving now.
- E By the end of 2009 Chicago's deficit is to be about \$300m.
- F The commuter tax should be levied to help offset costs as many mayors have long argued that suburban commuters drive city streets and use the city police.
- G Imposing of a 36-hour work week for almost all city workers has saved "the Big Peach" \$11,5m.

II. Listen to the text and decide if the following statements are TRUE or FALSE:

1. In November Chicago passed a budget to plug the hole of \$469m, but in the first quarter of 2009 the gap opened again.
2. Not long ago the report by Philadelphia Research Initiative revealed that 12 out of 13 cities are not dealing with the budget issues successfully.
3. As employee-related costs generally constitute the largest part of any city budget, Chicago's mayor suggested a plan of actions on cutting these costs at the expense of unionized workers.
4. The pension plans, which have not been given enough money to be effective, are a subject of main concern for Kansas City where the authorities want new recruits to pay more to their pensions.
5. Imposing a fee is another option of generating revenue, for example, a fee on plastic bags or a fee for rubbish collection.
6. Chicago has raised \$3,5 billion since 2005 by leasing municipal assets.

7. Pittsburgh was on the edge of bankruptcy in 2003 and to save the situation was forced to freeze the salary and reduce the city workforce by one fourth.

Listening 12: COMMERCIAL PROPERTY — THAT SINKING FEELING

I. Fill in the gaps with a word, word combination or a number:

- A. 1 _____ are dropping fast. After rising by an 2 _____ a year in 2004 and 2005 and then by 17% in 2006, prices may now have fallen by as much as 20% 3 _____.
- B. After so 4 _____ a _____ some optimists think the bottom of the market is 5 _____. The shares of most property firms 6 _____ in recent weeks.
- C. Banks, 7 _____, are cutting the amount they are willing to lend 8 _____.
- D. The money needs to be repaid by November and 9 _____ say that the bank is unlikely to 10 _____ of it. That may force Metrovacesa to sell all or part of the building, possibly 11 _____.
- E. Having burned their fingers 12 _____ of the early 1990s, property companies avoided taking up new projects unless they could 13 _____ in advance.
- F. As a result, City 14 _____. Jones Lang LaSalle, a property consultancy, believes that they have already 15 _____ this year. An analyst at HSBC expects they will 16 _____ 25% over the course of this year.
- G. 17 _____ of all will be the City, whose 18 _____ may stay 19 _____ for some time to come.

II. Listen to the article and arrange the statements in the correct order:

- B Prices are now reaching fair value but there are two reasons to worry that prices may still have some way to fall.
- C Property consultancy, reckons that more space is coming on to the market in the City this year than at any time since the early 1990s.
- D The total return on property (rental income together with the change in property prices) touched a record low.
- E The preceding boom was financed by cheap and easy money. But a year after the credit crisis began, investors are still pulling back from risky assets like new offices.

- F City rents are tumbling, analysts expect they will drop by about 25% over the course of this year and this bodes ill for commercial-property prices
- G The City of London was planning a makeover — to build new skyscrapers the “Walkie-talkie” and the “Cheese-grater” to rival the “Gherkin”, but one by one the projects are being put on ice.
- H In the years when finance was booming demand for space rose sharply, yet little new space was coming on to the market.

Listening 13: CITIES AND GROWTH — LUMP TOGETHER AND LIKE IT

I. Listen to the third part of the article and decide if the following statements are TRUE or FALSE:

1. The unusual behaviour of the prime minister when nearly 200m Chinese were stuck on the move before the country’s new-year festivities amazed the world.
2. Over the next 30 years China and other newly urbanized economies will experience the enormous scale city growth by 1.6 billion.
3. Only some governments considered their economies to be too fragile to succeed in dealing with modern-scale urbanization.
4. The UN Population Division survey conducted in 2005 revealed that most of the poor countries feel ready to start to control the situation with the internal migration.
5. The third-world countries pursue the policy of spending billions on new super-cities to divert people away from the capitals basing on the middle of the last century world-wide experience.
6. According to the research of the World Bank the economic advantages the third-world capitals generate may be increasing.
7. The World Bank also argues that geographic location of the economic activity is as important as financial and fiscal policies.

II. Listen to the second part of the article and fill in the gaps with a word, word combination or a number:

- A The bank drew up a fresh index to get around the 1 _____ of defining “urban”; this new measure puts the world’s city-dwelling population 2 _____ in 2000. In fact it is impossible to pinpoint the proportion: the 3 _____ may be anywhere between 45% and 55%, depending on how you count.

- B The report's main point is that, whatever their exact dimensions, the Gotham Cities of the poor world should not be 4 _____ as a disaster simply on grounds that they are too big, too chaotic, too polluted and too unequal.
- C The average population of the world's 100 largest cities now exceeds 5 _____. In 6_____, it was only 700,000.
- D Between 1985 and 2005 the urban share of the population of developing countries rose by 7 _____. Between 1880 and 1900, the bank says, the urban share in then-industrialising Europe and America went up by about the same amount.
- E Over time, such cities as Santiago, Seoul, Lisbon and São Paulo have all followed similar paths, this path roughly 8 _____of a country from an agricultural to an industrial base.
- F As people move to the city, urban wages are typically 40-50% higher than 9 _____. But the income gaps of rich countries have narrowed, so living standards in the West today are roughly the same between town and country.
- G That 10 _____ is starting in poor countries, too: in poorer Malawi and Sri Lanka, _____ account for a much bigger share of consumption than of population.

III. Listen to the first part of the article and arrange the statements in the correct order:

- A. Establishing land markets and basic services (schools, streets, sanitation) will help cities grow which in turn is to fight underemployment in remote rural areas.
- B. An extraordinary fragmentation of production has made possible for the countries to sell each other intermediate products such as small details for hard drives.
- C. Governments have to focus more on transport and other sorts of infrastructure, as the key to development for poor countries is to link up lagging and fast-growing regions.
- D. Metropolises design, make and sell everything, especially services.
- E. The bank thinks that the multiplication of slums or congestion is not the real problem of urbanisation.
- F. The population of a little-known city in the Pearl River delta which was a collection of villages just 20 years ago has risen from tens of thousands 20 years ago to 7m today.

- G. The clustering together of particular stages in the production line, plus the fragmentation of production lines, plus cheap transport, equals higher productivity in the biggest cities.

Listening 14: MERIT-BASED HIRING

I. Listen to the article and arrange the statements in the correct order:

- A. If a wrong person is hired for a job the government may lose up to three times the employee's salary.
- B. New technologies redefine the content and methods of the work civil servants do.
- C. To gain a success an organization must hire highly qualified people.
- D. Increased turnover rate is due to the fact that merit based hiring principles are ignored.
- E. The Pendleton Act was to fight against the spoils system.
- F. In the 19th century the hiring principles of competence and qualifications were largely neglected.
- G. Unfortunately, the hiring process is often ignored by agencies and is being replaced by different flexibilities.
- H. Scientific analysis of personnel processes was introduced one hundred years ago.
- I. Good organizational performance and increased financial benefits depend on the selection of candidates according to their ability to work.
- J. The merit-based process has grown tremendously and now includes most of civil servants.

II. Fill in the gaps with a word, word combination or a number, write the answers next to the number below the statements:

- 1. Accordingly, the overall purpose of a hiring system is to identify, attract, and hire the candidates who can best _____.
- 2. Specifically, a merit-based hiring process seeks to ensure that qualified individuals are recruited from all segments of society through fair and open competition, selection is based on relative ability, and applicants and employees receive _____.
- 3. _____ can result from taking shortcuts in: defining the needs of the job; recruiting from the best sources; or assessing candidates.

4. This “spoils system” led to problems with corruption in Government, incompetence in the workforce, and excessive _____ after each election.
5. To reduce the associated business costs, it is important to employ _____ that are based on merit and result in high-quality hires.
6. Act was a response to _____ the spoils system.
7. Therefore, it made sense to develop standardized systems _____ among civil service employees.
8. As the civil service makes its way through the information age, routine work is declining, _____ is increasing.
9. In a desire to eliminate perceived barriers, reduce the time to hire, and lower costs, agencies are _____ of the typical hiring process.
10. Some of these flexibilities _____, such as shortening the hiring process.

Listening 15: TYPES OF POLICY

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. For the recent years the enforcement of federal regulation has been reduced to a certain extent.
2. The Civil Aviation Board was set up in 1984 in an effort to regulate aviation industry.
3. The Supreme Court ruled against tobacco companies considering smoking one of the major health problems.
4. Both regulatory and distributive agencies often come into conflict with their clients.
5. Welfare support of the indigent population is a part of redistributive policy.
6. President Carter failed to reorganize federal personnel system.

II. Listen to the article and arrange the statements in the correct order:

- A. Capital gains proposal is generally considered to be unfair.
- B. The structure and policies of government agencies are specified by constituent policies.
- C. To make railway business transparent and competitive a special commission was set up at the end of the 19 century.
- D. The National Performance Review was created under President Clinton.

- E. When Clinton came to office he announced his intention to change the welfare program.
- F. Sometimes the government pays farmers to make them reduce their crops.

III. Fill in the gaps with a word, word combination or a number:

1. Another form of regulation focuses on American business and seeks to assure _____
2. The Food and Drug Administration (FDA) attempted to expand its jurisdiction to include one of the largest industries in the country, and certainly the industry with _____ on public health—tobacco.
3. Similarly, the federal government _____ to state and local governments for a variety of purposes.
4. The growth of veterans' benefits over the past several decades is an almost classic example of the operation of such a _____.
5. And, within the first six months of his term, President George W. Bush showed his administration's commitment to continuing this trend by advancing a \$1.3 trillion tax cut and encouraging Congress _____.
6. Presidents Reagan and Bush were more interested in matters of technical efficiency and _____.

Listening 16: INTERVIEW WITH DEPUTY CHAIRMAN VLADIMIR YAKOVLEV

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. The fact that banks are short of uncommitted funds hinders the development of mortgages.
2. The system of shady payments has been done away in Russia.
3. Families with average incomes can afford mortgages only by living on a very tight budget.
4. In the USA half of the population is living on loans.
5. In the housing market the supply exceeds the consumer demand.

II. Listen to the article and arrange the statements in the correct order:

- A. Mortgages here are already in use, but so far they are more public-social in nature – that is, the loans are processed through support from federal and regional budgets.
- B. The banking community has to understand how profitable mortgages are, and that these can develop only when they are a common phenomenon.
- C. The solution here is the use of federal budget funds for ordinary construction sites – naturally, those funds will be repaid.
- D. We have to remember that people here are not used to trusting the banks and prefer to keep their money “under the mattress”.
- E. If the basic laws are passed this year, then by next year we’ll be able to talk about real advances with mortgages.

III. Fill in the gaps with a word, word combination or a number, write the answers next to the number below the statements:

- 1. The law on mortgage securities regulates the system for the _____ of such _____, their collateral, redemption, etc.
- 2. Many families today could get bank loans with the apartment as collateral, but the impossibility of indicating the _____ they’ll be using – aside from the bank loan – is an obstacle for many of them.
- 3. There is a need for a range of legislative initiatives _____, to get rid of compulsory notarization of mortgage contracts and to improve the insurance mechanism for mortgages.
- 4. Many experts think that the banks don’t particularly want to give loans for housing construction because of the _____ lots with the needed communication facilities and engineering infrastructure.
- 5. The market consultants are saying that by 2005-2006 we can expect these figures _____.

***Listening 17: INTERVIEW WITH VLADIMIR SOKOLIN, HEAD OF THE
STATE STATISTICAL AGENCY***

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. In the greater number of UN states statistics is subject to the legislative branch.
2. The economic growth this year can be characterized by a high stability.
3. In Western societies the service sector accounts for the greater part of the GDP.
4. Japan had the second highest GDP among the world's leading economies if expressed by (in terms of) PPP for the year 1999.
5. The index of inflation for the last 11 months exceeded the government's forecast by 10.8 per cent.
6. The census revealed that the number of official marriages exceeds the number of not legally married couples ten-fold.
7. The increase of the pensionable age leads to the decline in the population's life expectancy.

II. Listen to the article and arrange the statements in the correct order:

- A. It is clear that cohabitation outside of marriage has become economically more advantageous than during the Soviet era.
- B. Maintaining the current level of the population requires 2.13 children per woman.
- C. There are specific national problems which can be studied outside the framework of international standards, but not issues such as the GDP, the labor market, the price index and industrial production
- D. The market rate of exchange does not reflect the real value of the economy.
- E. If you look at the age and gender breakdown of the population, you'll see that "children under 15" form the narrow end of the cone.
- F. There is a constant rise in the level of the service sector and a decline in the so-called real sector, by which we mean industry, construction and agriculture.
- G. The elements of the index of inflation that we use in our methodology are fully in keeping with those used by the European and American statistical services.

II. Fill in the gaps with a word, word combination or a number:

1. And there are very strict laws in place which _____ the statistical service a _____.
2. I'm not sure that the other branches of the economy will be able to provide for a _____.
3. To resolve the problem of the comparison of macroeconomic indicators of various countries there is the UN Program on Payments, based on the _____ of national currencies.
4. During the census 18 million people said that their _____ was their land plot.
5. For the first time it (the census) included a category of individuals for whom the primary source of income are _____ - 400,000 people.
6. There are also reasons for concern- nearly 50 million citizens indicate as a source of income various kinds of _____: _____, pensions for meritorious service, for disability, for loss of breadwinner.
7. For these indicators we look better than the countries of Western Europe but, judging by the trends, we are quickly _____.

Listening 18: INTERVIEW WITH OLEG IUDIN, DEPUTY CHAIRMAN OF THE CENTRAL BANK.

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. The actual growth of the gold value reserves exceeded the official estimates 2 fold.
2. One of the main reasons for a significant inflow of capital into Russia was the low interest rates on the world financial markets.
3. The government financed the budget through long-term foreign borrowings.
4. The overvaluation of the national currency leads to the slow down of the economic growth.
5. By keeping interest rates low the US tries to shake the European economy.
6. Russia hasn't suffered serious losses due to the ruble to euro decline.

I. Fill in the gaps with a word, word combination or a number:

1. The figure you are citing is taken from the so-called moderate scenario, in which the average annual price for oil was as _____ according to the government's plan was 20.5 dollars per barrel.
2. The fall of the dollar on the world market, which was extremely difficult to foresee, particularly on the scale it occurred on, has a _____ the Russian economy.
3. The Central Bank can be a bit off mark – in the sense that it can show a certain kind of flexibility in current policy if the forecasts for _____ are off.
4. In order to get foreign funds onto the _____ the Central Bank undertook to support the so called corridor.
5. Foreign competitors start take advantage if the fact that their _____ are significantly lower and start _____ national production and stepping up export.
6. When the “bubble” burst and _____, America was faced with a serious threat.

III. Listen to the article and arrange the statements in the correct order:

- A. There was a “financial bubble” in the US on the stock market when American housewives spent a significant part of their savings through buying various stocks.
- B. A budget deficit and its financing through Central Bank credits means that money with no backing is first issued and then paid out to the state finance and budget staff.
- C. In addition, when calculations were done, an assumption was made regarding the inflow and outflow of the capital.
- D. The US financial authorities gave everyone, and first of all their citizens, unlimited credit, saying, you've lost your money, now take it practically for free.
- E. Last year people sold currency to the tune of some 5-6 billion dollars.
- F. In that case the “credit” for the default was shared equally, since this was the result of the activities of the government and the Central Bank.

Listening 19: INTERVIEW WITH THE ECONOMIST SERGEI GLAZ'EV.

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. The economic objectives laid down in the Presidential message are unattainable within the framework of the policy pursued by the government.
2. Raising rates of economic growth to 10 % per year is absolutely unrealistic.
3. The profitability of the electrical industry runs to 60%.
4. Russian economy has a good chance for the economic breakthrough if such areas as biotechnology and aviation-space complex are developed.
5. Following suit of the developed countries the Russian government has departed from the policy of saving money on people.
6. In the world leading economies the state is taking on half of expenditures on the science.

II. Fill in the gaps with a word, word combination or a number:

1. While earlier the President had simply said, well, the government is not working on _____ - and those were the arguments within the "inner circle" it is now clear that the cabinet of ministers cannot _____.
2. The tax and budget reform must be carried out by lowering taxes on labor and production, and by _____ going to investment; excess profits from the use of natural resources should become _____.
3. The major driving forces for growth, according to economic theory and forecast projections, are areas _____ which produce goods with _____, combining the competitive advantages of Russian producers with sales to the entire global market.
4. We could have _____ to 1000 rubles a month, including ____ for children and student scholarships; we could have _____ all the _____ of the federal laws for financing education, health care and science.
5. If the state undertakes _____ for bank ruble deposits, through the existing savings potential it will be possible to triple _____ in the development of production.
6. And that forms the basis for modern economic growth: private initiative can _____ in production and _____ only within a

positive information and up-to-date investment climate created by the state.

III. Listen to the article and arrange the statements in the correct order:

1. As long as there is still the possibility of harnessing the new wave of technology which today is gaining momentum in the global economy, we have a chance to forge ahead.
2. One of the key areas of the program of the People's Patriotic Forces is a combination of social justice and economic growth.
3. Maintenance of the rates of growth of 3 years ago would have required stopping the spiraling rise of tariffs on servicing natural monopolies, and freezing them for a year.
4. The foundation of the investment climate – one way or another – is income, and people's personal savings.
5. The leaders of the monopolies are simply enriching themselves through the impoverishment of everyone else.
6. Two years ago we both proposed and put through the State Council a program of socio-economic development with the very same indicators.

Listening 20: V.I. RESIN, FIRST DEPUTY PREMIER, MOSCOW CITY ADMINISTRATION, RUSSIAN- AMERICAN INVESTMENT SYMPOSIUM (HARVARD UNIVERSITY, BOSTON, USA)

I. Listen to the text and decide if the following statements are TRUE or FALSE:

1. In spite of the serious economic crisis Moscow has not rejected its financial obligations to foreign partners.
2. Investment activity in Moscow reached its peak in 1997.
3. In the last decade due to the unstable political situation quite a lot of foreign investors left the Moscow market.
4. The recent economic upsets in Russia caused the substantive drop in all sectors of the economy, except the construction field.
5. Moscow has never been financed in full from the state budget.
6. Taking credit from commercial banks has proved to be a costly source of satisfaction.

II. Listen to the article and arrange the statements in the correct order:

- A. Everything is right at hand in Moscow: the authorities, and the leading banks of Russia, the countries of the CIS, and the foreign banks.
- B. Confidence in the effectiveness of cooperation stems from the specific features and potential of Moscow.
- C. Any city implementing a plan for major changes cannot make do with only its own resources; it always needs external finances.
- D. Attracting foreign capital and investments is one of the major areas of our municipal policy.
- E. Living within one's means today is the basic law governing the economy.
- F. There is every reason to assert that there have been positive solutions to these problems in Moscow, and this has been attested by the experience of numerous foreign investors.

III. Fill in the gaps with a word, word combination or a number:

1. Moscow is producing its own plan for a favorable investment climate, taking into account the need for:
 - First: solid guarantees
 - Second: - the establishment of _____.
2. Western investors are concerned about the degree of risk to their investments, and they are right on counting on a stable political situation in the country, on being guaranteed _____ for their investments, on acceptable norms of legislation, etc.
3. Moscow is indeed a major metropolis by world standards, with significant _____.
4. With the _____, this formerly broad flow of state investments was reduced to a trickle, but the city is actively building.
5. The modern investment potential of Moscow now is marked by power and mobility, careful _____, financial stability and openness to foreign investors and builders.
6. All these factors create a good basis for successfully _____.

Listening 21: INTERVENTION AT A MEETING OF THE DIRECTORS OF THE WORLD BANK AND ECOSOS.

I. Fill in the gaps with a word, word combination or a number:

1. The problem of financing was further exacerbated by the _____, for not only are foreign investors displaying understandable caution, but there are also very limited possibilities for mobilizing _____ for development.
2. The resolution on the financial crisis faced the United Nations with the problem of analyzing the possibilities for improving the _____, for preventing and for responding in a timely manner to the _____ of financial crisis.
3. In Russia, one of the major problems which the government is trying to resolve is that of the mobilization of _____, in order to develop the production sector of the economy.
4. There is a particular problem because the financial crisis has _____ in our banks.
5. Speaking at the World Economic Forum in Davos, the Russian Prime Minister suggested _____ in the Russian market for this purpose.

II. Listen to the article and arrange the statements in the correct order:

- A. Finding resources to finance development has always been a difficult problem, especially during the last few years, when there was the beginning of a trend towards a reduction in voluntary contribution to the operational activities of the UN.
- B. Favorable conditions for providing needy countries with resources for development can be fully realized if the financial crisis is overcome.
- C. A similar idea was also included in the resolution of the integration of countries with a transition economy into the world community.
- D. According to various expert assessments, these sums run into many billions of dollars.

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