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Н.Х. Фролова, И.А. Поваренкина

**Business Communication:  
the key to success**

Учебное пособие

По английскому языку

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**Рецензенты:**

**Емельянова Н.А.** – к. психол. н., доцент

**Малинина И.А.**- к.пед.н., доцент

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## Unit 1

### Communication

#### Article 1.

### **Beyond the suggestion box**

Nikki Tait

Three years ago, American Freight-ways, an Arkansas haulage company, had a little wooden "suggestions box". Its 13,300 staff dropped in about one offering a month. But things have changed. It now has a contract with an outsourced, telephone-based employee feedback service - and receives 200 calls a month from its work force. Suggestions have ranged from how to maintain equipment to the best way to bid for work on certain routes. "All people have to do is pick up a phone - it has been very beneficial," says Mr. John Sherman, vice-president for "people management". The person behind In Touch is Peter Lilienthal, a Minneapolis businessman. The concept is simplicity itself, yet clients as varied as Pillsbury, Chase Manhattan, Arthur Andersen Consulting and Coca-Cola have nothing but praise.

In Touch provides a freecall number, which the client's employees can dial at any time.

Messages are then transcribed verbatim and forwarded to the company's executives within one working day. For companies with 5,000 employees or more, In Touch will provide a monthly breakdown of calls, highlighting areas of concern, and so on. It can also provide some foreign-language services -Spanish, for example. It is successful, says Mr. Lilienthal, partly because the service is independent and, unlike typical in-house communication systems, callers can remain anonymous.

Having watched tens of companies implement the system, Mr. Lilienthal says it is almost impossible to predict what the response will be. But he notes that there is often a quiet interval at the outset, while employees wait to see whether messages will be taken seriously. That is followed by a period when minor, bottled-

up grievances emerge. Finally, once the system is established, the number of calls typically falls away, and their value increases. This, too, is confirmed by clients.

Pillsbury, which began using the service in the early 1990s, shortly after it was acquired by Britain's Grand Metropolitan, says it still receives about 50 calls a month.

Mr. Lilienthal has a couple of tips for anyone introducing the system. First, make sure the service is relatively unrestricted, and not advertised as a "complaint" line. Second, convince workers that calls will be taken seriously. American Freightways, for example, promises to get back to all employees who leave their name within ten days. Executives to whom the messages are forwarded are given five days to respond. Pillsbury makes a point of publicising the most relevant messages, together with responses, via its in-house newspaper or internal e-mail system.

(from The Financial Times)

Ex 1.

Agree or disagree with the saying «If dogs could talk, perhaps we would find it just as hard to get along with them as we do with people» (K. Capek)

Ex 2.

Match the columns.

An awareness of body language	Быть панацеей в решении проблемы
Free flow of information	Чувство собственного вклада
To build reciprocal alliances	Общаться неформально
Sense of personal commitment	Обмениваться важными обрывками информации
To be a panacea to the problem	Понимание (осознание) значения языка телодвижений
To interact in a casual way	Разрушить сеть личных взаимоотношений

To destroy the intimate social networks

Составить обоюдновыгодные сообщества

To exchange useful snippets of information

Свободный поток информации

Ex 3.

Find the following English equivalents.

Как о стенку горох, сорока на хвосте принесла, ходить вокруг да около, перейти прямо к делу, быть на одной волне, ввести в курс дела, говорить на профессиональные темы, быть в растерянности, вертеться на языке, поставить с ног на голову (не найти ни начала ни конца), говорить на одном языке, быть способным в, ладить с кем-то, говорить без подготовки.

Ex 4.

Translate from Russian into English.

1. Я случайно услышал (сорока на хвосте принесла), что наши конкуренты используют недостаток информации о стратегии компании в филиалах.
2. Необходимо ввести в курс дела всех исполнительных директоров нашей многонациональной корпорации для того, чтобы эта рыночная технология работала успешнее.
3. Во время неформального общения сотрудников компании вам не рекомендуется говорить на профессиональные темы.
4. Дело требует безотлагательного решения. Не будем ходить вокруг да около. Перейдем сразу к делу.
5. Когда я впервые пообщался с новым помощником шефа, я был в некотором замешательстве. Я почувствовал, что мы с ней не найдем общего языка.

6. У нас дружный коллектив. Мы уделяем большое внимание корпоративному общению. Мы настроены на одну волну.
7. Не могу вспомнить имя представителя из итальянского офиса. Оно вертится у меня на языке. Но лучше спросить еще раз, чтобы не задеть его чувства.
8. К совещанию нужно тщательно подготовиться. Секретарь оповестит всех сотрудников, а вы продумайте повестку дня заранее, чтобы не волноваться. Когда говоришь без подготовки, делаешь много ненужных комментариев и теряешь время.
9. Я не могу найти общий язык с нашей новой сотрудницей. У нее талант затевать ссоры. Не люблю, когда люди суют свой нос в мои личные дела.
10. Я пытался уговорить босса организовать обмен опытом среди сотрудников филиалов. Он проигнорировал мою инициативу. С ним бесполезно разговаривать (как о стенку горох). Он всегда отстаивает свою позицию.

Ex 5.

Make up the dialogue of your own using the following expressions.

(In other words..., Can you think of any examples..., Very briefly..., What I mean is..., And finally, How's everything going?, I am afraid he is not available now., What's going on?, There's so much going on at the moment., It slipped my mind., I see., The customers are really breathing down our neck., I can't let you jump the queue., Hold on. There's a solution., That's worth checking down., Can you give me some details?, Shall I call you back?. I'll be waiting to hear from you..Bye for now.

Ex 6.

Give a short talk on the following business topics.

1. What is important when making a skillful communicator?

- an attentive ear
- a good sense of humour
- 

2..What is important  
when dealing with your partners?

- addressing people by titles
- keeping an eye contact
- 

3..What is important  
when building strong relationships in a team?

- employing less than 200 people
- making up a free flow of information
- 

4. What is important  
when getting on with colleagues well?

- Trusting your mates
- Never letting others down
- 
- 

Ex 7.

Discuss the topic with your partner.

Corporate culture and business culture tend to play a vital role in business matters. Discuss the situation and decide:

- What abilities can be used to improve communication?
- How to form common interests of the team players?

Unit 2  
International marketing  
Article 2.

## **Making brands work around the world**

No one contests the economic necessity of geographically extending a product - it is a source of economies of scale, of amortisation of rising research-and-development costs and of competitive advantage in local markets. But how far do we push the global idea? For example, the Mars brand is not absolutely global. The Mars chocolate bar is sold as an all-round nutritious snack in the UK and as an energiser in Europe (two different concepts and positioning for the same physical product). Nestle adapts the taste of its worldwide brands to local consumer expectations. The Nescafe formulas vary worldwide.

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

The aim of marketing globalisation is not to maximise sales but to increase profitability. In the first place, it cuts out duplicated tasks. For example, instead of bringing out different TV advertising for each country, a firm can use a single film for one region.

The McCann-Erickson agency is proud of the fact that it has saved Coca-Cola \$90 million in production costs over the past 20 years by producing films with global appeal.

Globalisation allows a firm to exploit good ideas, wherever they come from. Timotei shampoo was developed in Finland and spread to other European countries. The beverage Malibu, which is sold worldwide, was created in South Africa. In drinking Coca-Cola, we drink the American myth - fresh, open, bubbling, young, dynamic, ail-American images. Young people in search of identity form a particular target. In an effort to stand out from others, they draw their sources of identity from cultural models provided by the media. Levi's are linked with a mythical image of breaking away down the lonely open road - an image part James Dean, part Jack



Kerouac, tinted with a glimpse of a North American eldorado. Nike tells young people to surpass themselves, to transcend the national confines of race and culture.

(from The Financial Times)

Ex 1. Agree or disagree with the saying “Think global, act local”

Ex 2.

Learn the following words and word combinations.

1. Upmarket **a)** to offer so much of a product for sale that there is than people want to buy
2. Endorse **b)** to gain control of the whole supply of a particular kind of goods
3. Wholesaler **c)** too expensive and wasting a lot of money
4. Saturate **d)** to say in an advertisement that you use a particular product and like it
5. Intermediary **e)** official rules that seem unnecessary and prevent things from being done quickly and easily
6. Corner the market **f)** a person or company that helps to arrange business deals between other people
7. Red tape **g)** connected with people who belong to a high social class
8. Exorbitantly costly **h)** a person or company that sells goods in large quantities to other businesses

Ex 3.

Find the following Russian equivalents

As a contrast, the advent of Internet, existing local preferences, consumer tastes, differentiating features, regardless of, in contrast, customize a product to every market, provide inputs for global products, product development schedules, launch strategies, sequentially, premium positioning, advertising message.

Ex 4.

Find the following English equivalents.

Объединять замыслы товара, овладеть рынком, предлагать новый товар, приводить товар в соответствие с рынком, чрезвычайно дорого, неустойчивый рынок, бюрократия, прогнозировать реакцию, приспособлять товар к, вялый рынок, модели потребления, цена с надбавкой, посредник, рост занятости.

Ex 5.

Translate from Russian into English.

1. После выбора общей стратегии достижения конкурентных преимуществ компания может перейти к детальному планированию маркетингового комплекса. Маркетинговый комплекс – одно из ключевых понятий современного маркетинга.

2. Предназначением фокус-групп является углубленное, расширенное изучение предмета, а не сбор о нем краткой количественной информации.

3. Синдикат пытался овладеть рынком серебра.

4. После покупки потребитель испытывает либо чувство удовлетворения, либо неудовлетворенности. У него наступает реакция на покупку. Если товар не оправдывает ожиданий, то покупатель не удовлетворен; если товар им соответствует, покупатель удовлетворен; если товар превосходит ожидания, то покупатель более чем в восторге.

5. Многим знаменитостям платят за их слова в поддержку товаров.

6. Необходимо напомнить, что предприятия должны угождать потребителям, если они хотят зарабатывать прибыль.

7. Прежде чем принять решение о том, стоит ли начинать дело в какой-то конкретной стране, следует рассмотреть по меньшей мере четыре политико-правовых фактора: отношение к иностранным предпринимателям, политическая стабильность, монетарные правила и правительственную бюрократию.

8. Специалистам по маркетингу рекомендуется точно определять различия между национальными рынками, производить товары и оказывать услуги, подходящие местным вкусам и предпочтениям.

9. Большинство крупных компаний исследуют модели потребления, чтобы узнать: что, где, как и сколько, когда и почему покупают потребители.

10. Оптовый торговец имеет больше связей и зачастую пользуется большим доверием покупателя, чем более отдаленный от него производитель. Оптовые торговцы в состоянии подобрать подходящие виды товаров и сформировать из них такой ассортимент, который необходим потребителю, избавляя тем самым клиента от лишних забот.

Ex 5 Make up a dialogue of your own using the following expressions.

(Brainstorm ideas., Carry out promotional activities., Be success from the start., Come up with ideas., Fire away., Budget constrains., It's starting big., Just in case..., On-line promotion., Direct mailing., Yes, we should definitely do some of that., We've had some good response rates., Teaser campaign., Going back to..., That's a good idea., The ones we can count on., Get the press in., I hadn't thought of that for this but..., I'm going to wrap the meeting up now., We are scheduled for three week's time.)

Ex.6 Give a short talk on the following business topics

1. What is important when promoting a new product?

- . Potential customers
- . Unique features
- 

2. What is important when entering overseas markets?

- . Intermediary
- . Licensing
- .

3. What is important when..?  
developing existing products

- . Market surveys
- . Advertising
- .
- .

4. What is important when  
managing the international marketing mix?

- . Consumer tastes
- . Launch strategies
- .
- .

Ex.7 Discuss the topic with your partner

Your company is considering making the best-selling brand a global one.  
You have been asked to give your opinions on the strategy.  
Discuss the situation and decide:

- . Whether your product needs a new name and design
- . How to compete against similar products
- . What promotional activities should be carried out

### Unit 3

#### Building relationships

#### Article 3.

### **The trend is ally or die**

#### **Charles Wang**

Of all the trends sweeping across the business landscape, few will have more of an impact on companies than strategic partner-5 ships. We have all seen the power of 'partnering' in almost every industry. The revival of the US automotive industry, which was partly the result of co-operative agreements with Japanese car makers, is a good example. We have also witnessed the disastrous effects of 'going it alone' - the US steel industry almost collapsed because it failed to ally itself with strategic players. The information technology (IT) industry is no exception. Not only does it encourage business relationships, it also develops tools, such as Electronic Data Interchange (EDI) technology, that facilitate business partnerships in other

markets. Strategic partnerships also promote the development of technologies that would not, or could not, be developed by manufacturers working independently. Strategic alliances will create new playing fields for enterprises. Those companies involved in strategic alliances will benefit greatly from the standards and economies of scale that result. On the other hand, industries that insist on keeping a 'hands-off' relationship between suppliers, customers and competitors will be left behind.

Why is all this good for the client? Because strategic alliances enable user organisations to develop critical standards, create new markets, jointly fund large efforts in their common interests, quickly respond to new opportunities, and share information. Customers today are not well served by vendors operating in a vacuum, and increased competition has made users much more demanding.

Consider the IT industry: from the early 1960s through the 1980s, account control was the name of the game. Clients were locked into a particular supplier's systems. Their choices were limited, and they had little, if any, control over price increases. Eventually, computer users rebelled. The world of open systems, in which customers became empowered to exercise much wider freedom in selecting hardware and software vendors, killed the practice of account control forever.

But open systems were a two-edged sword. On the upside, freedom of choice presented great opportunities for large-scale savings. On the downside, clients had to become in-house systems integration experts as they tried to cope with multiple IT providers who rarely, if ever, talked to one another.

Over time, users began insisting that vendors co-operate among themselves to guarantee that computer systems, networks, applications and databases could be managed together. They needed to be certain that the hardware and software they licensed operated together flawlessly.

In the end, systems integration became such a daunting task that many customers began relying on a few, loyal, hand-picked vendors. In return, the best hardware and software suppliers transformed their relationships with clients into much more than buying/selling agreements. They formed complex, strategic partnerships with their fellow suppliers.

(from The Financial Times)

Ex 1.

Agree or disagree with the saying «Manners maketh (make) the man »

Ex 2.

Match the columns.

To take a good deal of effort

To establish relations

To disrupt relations

To jeopardise

To retain customers

To boost sales

To have a successful outcome

To cause stormy relations

Free word of mouth

Подвергать риску

Поднять уровень продаж

Вызывать бурные отношения

Бесплатная реклама из уст в уста

Разрушить отношения

Сохранять (удерживать) покупателей

Приложить массу усилий

Установить отношения

Закончиться хорошо, иметь удачный выход

Ex 3.

Give the following Russian equivalents.

To boost sales, find out intentions, to terminate the contract, rely on, to call off the meeting, to meet the deadlines, to fix an appointment, straightaway, by chance, call back, to establish an area of common interests, humdrum side of a business, bonus scheme, potential revenue, to pay smb a compliment, to make friend with, to cause offence.

Ex.4

Find the following English equivalents.

Привлекать потребителей, сохранять покупателей, найти посредника, пожать руку, обнять, звучать удивительно просто, подсчитать финансовые значения, просмотреть (упустить), побить (опередить) конкурентов, сохранить заказы, быть увлеченным (заносить), воспринимать, подсчитывать, средняя компания, постоянно меняющийся рынок, упущенные возможности, сократить, огромная разница,

относиться серьезно, предсказуемый, при первом посещении, быть преданным, высокая степень, связь, давать рекомендации, рекламировать из уст в уста, превратиться, убеждать, долгосрочная преданность.

Ex5. Translate from Russian into English.

1. Ползут слухи о том, что наша компания теряет приверженность (лояльность) потребителей из-за низкого качества обслуживания и постоянных жалоб на качество товара. Если мы не примем меры безотлагательно, большие финансовые потери неизбежны.

2. Для того чтобы улучшить отношения среди сотрудников и представителей управления, необходимо разработать меры по формированию корпоративной культуры. Совместные мероприятия и общие интересы укрепляют (цементируют) отношения.

3. Согласно современным данным исследований, на удержание лояльных потребителей уходит меньше средств и усилий нежели на приобретение нового контингента покупателей.

4. Некоторые инновации в сфере работы персонала с потребителями, такие как создание клубов, разработка специальных предложений, скидки и т.д., поднимают не только уровень продаж, но и повышают устную рекламу (из уст в уста) среди знакомых и соседей.

5. Для привлечения новых потребителей многие компании устраивают рекламные акции, предлагают скидки и сезонные распродажи.

6. Время от времени в любом коллективе возможны споры и выяснения отношений. Задача управляющего не допустить изменений в производительности и сгладить последствия конфликта.

7. Когда производственные отношения среди сотрудников перестают быть деловыми, т.е. появляются неформальные отношения, это может негативно отразиться на работе всего коллектива, поэтому в уставе многих компаний установление таких личных связей запрещается.

8. Для того чтобы заручиться доверием поставщиков, не обещайте того, что невыполнимо. Нарушенные обещания ослабят или разрушат ваши взаимоотношения.

9. Личный контакт при работе с людьми нельзя недооценивать. Важно добиться взаимопонимания и уважения. Некоторые компании имеют дело только со знакомыми, друзьями или родственниками, в которых они уверены и которые не смогут подвести.

10. Говорят, что хорошие манеры- это хороший бизнес. Это означает, что пожать руку при встрече, вместе позавтракать, провести выходные с коллегой помогают узнать партнеров поближе, установить неформальные связи и заслужить доверие. А это – залог успеха.

Ex 6. Make up a dialogue of your own using the following expressions.

What are the key factors of...?, There is nothing worth ..., The first thing is...,So that...,What advise would you give...?, How is it going in..., I must be going..., I've put it off far too long...,All the best., Speak to you soon., I was given your name by...,Try to hold on..., I see you are with BBC?, That's right., I hope you don't mind me phoning?, Is it a convenient time to ring or could I call back later?,It sounds interesting...)

Ex.7

Give a short talk on the following business topics.

1.What is important when increasing profitability of the company?

- Attracting new customers
- Retaining loyal ones

–

2.What is important when promoting the products?

- Free word of mouth
- Expensive eye-catching ads

–

3 What is important when retaining your customers?

- making them loyal
- giving them special offers

–



4. What is important when attracting new customers?

- running an advertising campaign
- offering free samples
- 

Ex.8

Discuss the topic with your partner.

Relationship marketing matters a lot. Discuss the situation and decide:

- What are the strategies and possible ways to promote customer loyalty?
- How to attract target group?
- 

## Unit 4 Success

### Article 4.

#### **Successful Japanese companies are the ones with a strategy**

Ten years ago, the threat of competition from Japan was the worst nightmare of every chief executive and head of state. Today, however, as one remedy after another fails to revitalise the world's second-largest economy, it is clear Japan's problems are not merely a question of getting consumers to spend more, recapitalising the banking system, or abolishing life time employment. The malaise goes beyond any single practice. It is rooted in how Japan competes.

Japan's share of world exports peaked in 1986, well before the bubble burst, and the profitability of Japanese companies has been chronically low. Japan's style of competing on total quality and continuous improvement - on doing the same thing as rivals but doing it better - did lead to success in the 1970s and the first part of the 1980s. But in today's global economy, best practices spread rapidly. By the mid to late-1980s, western companies began to close the productivity gap by adopting Japanese practices. Then they surged ahead, capitalising on Japanese weaknesses in white collar productivity and information technology.

The missing link in Japanese management is strategy. Strategy requires establishing a unique position by creating a different mix of value than competitors. In Japan's personal computer industry, for example, imitation is rampant and no

company has registered attractive financial returns. Contrast that with the success of Dell and Apple, the US computer makers, each with a distinctive strategy. Advantages that come from best practice alone can be imitated away. Advantages that come from strategy are far more sustainable. That is as true in Japan as it is in the rest of the world.

Sifting through the performance of hundreds of Japanese companies bears this out. Having a strategy is the exception in Japan rather than the rule. Where Japanese companies stake out unique positions, they achieve sustained profitability. Japan's video-game makers are one example, as are companies such as Nidec in disk-drive micro-motors, Rohm in the silicon-chip sector, and Shimano, the bicycle-components maker. In vehicle manufacture, the most profitable company is Honda. Honda makes no trucks; it aims to build higher performance vehicles with innovative engines, embodying its own distinctive styling philosophy. Can Japan compete? Many of its practices have become weaknesses, and deeply ingrained cultural norms and attitudes towards competition seem inconsistent with innovation, entrepreneurship and risk-taking. Yet Japan has done well where it has embraced competition.

(from The Financial Times)

Ex 1. Agree or disagree with the saying “Life is truly a boomerang. What you give, you get.”

Ex 2.

Learn the following words and word combinations.

- |                |  |
|----------------|--|
| 1. Nepotism    | <b>a)</b> a written promise that a company gives to a customer                           |
| 2. Downsize    | <b>b)</b> to stop smth from happening or developing                                      |
| 3. Stamina     | <b>c)</b> easy to operate  |
| 4. Warranty    | <b>d)</b> to reduce the number of employees and levels of management that a company has  |
| 5. Outstrip    | <b>e)</b> to make smth happen  |
| 6. Stifle      | <b>f)</b> to do smth better than someone else  |
| 7. Bring about | <b>g)</b> the practice of giving the best jobs to members of your family when you are in |

8. Userfriendly

a position of power

**h)** physical or mental strength

Ex 3.

Find the following Russian equivalents.

As a contrast, the advent of Internet, existing local preferences, consumer tastes, differentiating features, regardless of, customize a product to every market, provide inputs for global products, product development schedules, launch strategies, sequentially, premium positioning, advertising message.

Ex 4.

Find the following English equivalents.

Объединять техническое мастерство, обгонять (опережать) конкурентов, оправдать ожидания, не обращать внимания на прогнозы, компенсировать падающие цены, сдерживать (подавлять) культуру, быть во главе инновационного процесса, приспособливать товар к рынку, прибыльный контракт, двенадцатимесячная гарантия, последний взнос, существенные изменения, распространять слухи, разработка товаров, стратегия вывода товаров на рынок.

Ex5.

Translate from Russian into English.

1. Служащие заговорили о семейственности, когда инструктор производственного обучения выбрал своего племянника для прохождения курсов менеджмента.

2. Привлекает ли вас идея работать за рубежом?

3. В большинстве отраслей есть общепризнанный лидер, который обладает наибольшей долей рынка и обычно опережает своих конкурентов по ценовым изменениям, введению на рынок новых товаров, охвату зоны распределения товаров и затратам на стимулирование сбыта.

4. Компании, стоящие во главе инновационного процесса, стараются не обращать внимания на прогнозы о том, что в скором времени конкуренты будут наступать им на пятки, пытаясь вытеснить их с лидирующих позиций.

5. Ему не удалось выполнить свое обещание урезать бюджетный дефицит.

6. Чтобы компенсировать падающие цены компании, необходимо захватить такую долю рынка, которая обеспечит снижение издержек за счет роста объема сбыта.

7. Конкуренция в форме соперничества между командами может вызвать положительный эффект, так как заряжает их членов энергией и способствует более производительному труду.

8. Менеджер должен обладать большим запасом жизненных сил, чтобы вывести компанию из кризиса.

9. Сотрудники организации далеко не всегда придерживаются норм и принципов, принятых в корпоративной культуре.

10. Кадровая политика компании требует значительных изменений.

Ex 6.

Make up a dialogue of your own using the following expressions.

(Know the job thoroughly., Have a good vision., In terms of..., You all share in the success of the business., Work/life balance., Take yourself away from work., Be familiar with., Be regarded as examples of., Have been in existence for quite some time., Learn from., Could you go over that again please?, Let me make a suggestion., Why don't you..., I'm not sure I follow you., Do you mean that..., I've got a question for you now., Could you clarify one point for me?, It's about...

Ex.7. Give a short talk on the following business topics

1. What is important when making product innovations successful?

- Class association
- Using paradigm
- 

2. What is important when defining a successful business person?

- Work/life balance

- Personality make-ups

–

3. What is important when making a successful company?

- Strong management team
- efficiency

–

4. What is important when defining successful countries?

- Entrepreneurial flair
- Access to capital

–

Ex.7 Discuss the topic with your partner

Your company has decided to introduce an Employee of the Year award.

You have been given the task of organising this scheme.

Discuss the situation and decide:

- What criteria should be used to select the winner
- Which people inside and outside the company should be asked to help choose the winner

- What kinds of rewards would be the most suitable for the winner

–

## Unit 5

### Job satisfaction

#### Article 5.

### **What price a job change?**

**Bosses think workers are slackers, and employees think too much is asked of them. Whatever happened to loyalty?**

It used to be simple. Employees were loyal to their bosses, and in return, a job was for life. Things have certainly changed, and two recent studies, one from Malpas HR Services and the other from the Chartered Institute of Personnel and Development, have concluded that there now exists a considerable discrepancy in expectations between worker and boss.

Malpas, the UK's largest provider of personnel training, interviewed 180 general managers and personnel practitioners, and the results are intriguing. For instance, more than half of employers felt that their staff performed little more than

was required of them, whereas in fact 80% of employees were working well beyond what their employment contract dictated. Staff also underestimated how solidly they were required to perform during working hours: 66% of employers thought it fair that staff should work solidly for between 75% and 95% of their total hours, but only 46% of employees considered this to be a fair expectation.

'The survey reveals considerable discrepancies between what each side believes the other is contributing to the psychological contract, the unspoken assumption between an employer and an employee relating to issues of job satisfaction, fair and honest treatment, job security and loyalty to a job. In a competitive recruitment market, it is vital that HR people and employers develop a full understanding of employees' expectations and aspirations/ says director of Malpas, Margaret Malpas. So are employers being plain greedy or are workers a bunch of slackers? 'It seems that employees have higher expectations than they used to,' says Malpas. 'We have the media giving us lots of examples of what it means to have a nice lifestyle, we've got things like the National Lottery making us believe we can be instant winners. It all leads to great expectations of wanting rather a lot and wanting it now. 'Because people want a tremendous amount, they are prepared to push themselves harder to get it.

Currently it's an employees' market, and the workforce is far more mobile than it has ever been. They are prepared to move to get what they want from the right employer,' she adds. So does this mean that a job for life is a thing of the past? 'I don't think it has to be, but it won't be viable in the way that it used to be for a large mass of the population. A lot of people have given up on that and they now want more flexibility over security/ argues Malpas.

Tricia Phillips, regional manager of recruitment consultancy Adecco, agrees. 'Good, skilled people can always call the shots, especially when unemployment is low, but candidates should be careful when jumping from one job to another. Employers do look at staff for commitment, and in a buoyant market, employees may be tempted to move for a rise in salary. But beware when there is a change in

the market, employers will look at their staff to see which of them have demonstrated loyalty in their career history.'

(from The Guardian)

Ex 1. Agree or disagree with the saying . «Variety is the spice of life.»

Ex 2.

Match the columns.

Threat of redundancy	Свалить обузу с плечь
To burn out at work	Иметь значительное влияние на
To take the load off one's shoulders	Стиснуть зубы
To fill leisure hours	Сочетание успеха на работе и дом
To set the standards to employees	Угроза увольнения
Work/life balance	Посвятить всю жизнь а
To sever one's entire life	Заполнить часы досуга
To fix one's teeth	Ставить стандарты для работников
To have a significant impact on	Сгореть на работе

Ex3. Find the following English equivalents.

Overlook, financial implication, the ladder of customer loyalty, humdrum, customer retention, nurturing, trust, marketing effort, predictable, successful outcome, call off, straightaway, network at a conference, to track smb down, by chance, distribution network.

Ex4

Translate from Russian into English

1. Удовлетворение от работы во многом зависит от взаимоотношений с коллегами и начальством.
2. Элемент конкуренции за продвижение по службе существует в каждой организации. Однако чрезмерно честолюбивые побуждения некоторых людей могут нанести серьезный вред взаимоотношениям в коллективе.

3. Менеджеры должны быть в курсе отношений подчиненных внутри коллектива. Активные работники должны поощряться как материально, так и повышением по служебной лестнице (изменением в статусе).
4. Работники института САС уверены, что их ценят и ими дорожат. Их вознаграждение – это не просто чек за оплату труда, но и удовлетворение от полученных результатов труда.
5. Карьеристами, как правило, движут два основных мотива. Первый – желание заработать больше денег, а второй – это достижение определенного уровня авторитета и власти то, что не совсем точно называется «статусом».
6. Желание увеличить доход вполне естественно, т.к. в наше время богатству и тому, что на эти деньги можно купить, придается особое значение.
7. Деятельность работника должна быть рассмотрена с точки зрения длительной преданности компании и личного роста.
8. Угроза увольнения, штрафы, порицания не являются такими же мощными стимулами для увеличения производительности труда, как похвала, социальная защита и возможности карьерного роста.
9. Каждый из нас хочет, чтобы его вклад в работу компании был оценен. Желание почувствовать себя востребованным в какой-то области и быть признанным со стороны руководства является важным шагом на пути к получению удовлетворения от своей работы.
10. Если у работника есть знания, способности и необходимый опыт, если его цели совпадают с задачами организации, то он будет хорошо работать и получать удовлетворение от проделанной работы.
- 11.

Ex.5 Make up a dialogue of your own using the following expressions



(To carry out research., To make sense., What makes people happy at work?, I was about to call you., The notion of a job for life., We are going to reschedule things., I've got to cover for her., Job insecurity., He just doesn't listen to a word I say., I know what you mean. ,To look across., To do well., I am up to my eyes., That is a big blow., Right., To pull down the satisfaction with work., This is obviously the situation we'll have to deal with., To look at the data.

Ex.6.

Give a short talk on the following business topics

1. What is important

when motivating people?

- Threat of redundancy
- Promotion opportunities

–

–

2. What is important

when creating a feeling of job satisfaction among employees?

- Decent job titles
- Perks or fringe benefits

–

Ex.7.

Discuss the topic with your partner.

1. Corporate culture and business culture tend to play a vital role in business matters. Discuss the situation and decide:

- What abilities can be used in improving communication?
- How to form common interests of team players?

–

2. An employee got his job due to his relationships with top manager. You are sure that he owes his success to nepotism. Discuss the situation and decide:

- Is it an ethical behaviour?
- Does he really deserve this post?

–

Unit 6

Risk

Article 6.

### **Fraud and developing countries**

A survey of 121 European and American firms last year by Control Risks Group (CRG), a security consultancy, found that two-fifths had recently held back from an

otherwise attractive foreign investment because of the country's reputation for corruption. Western firms are tempting targets for local crooks, who may feel it is less morally reprehensible to steal from foreigners. Besides the risk of robbery, there is the risk of embarrassment from (sometimes unwitting) association with mobsters, as when the Bank of New York was apparently used to launder Russian Mafia money. According to John Bray of CRG, fraud is the biggest risk of doing business in emerging markets, but most firms have no training programme to prevent it.

Before investing, firms should investigate prospective local partners to make sure that they are not crooks. In many poor countries, investors will be asked for bribes in return for a swift issue of necessary permits. Until recently, such expenses were tax-deductible for firms from many European countries. Now, however, an OECD (Organisation for Economic Co-operation and Development) anti-bribery convention has come into force for all rich countries. These days, bribery can lead to bad publicity and even to prosecution at home, so firms increasingly refuse to grease the palms held out to them.

Even if top managers are clean, locally hired middle managers may not be. Such reputable American banks as Citibank and American Express have discovered that they had local managers with links to mobsters. And, faced with American-style sales targets, the temptation to clinch deals through bribes may be irresistible. Local managers are also more vulnerable to threats; they cannot fly home to France or Canada. So firms should teach them how to refuse demands for bribes without getting hurt. Techniques include insisting that somebody else is responsible for the decision in question and never going alone to meetings with people who may demand bribes. Most important, firms should make sure that all accounts are scrupulously transparent. Fortunately, accountants are exceptionally mobile. All it takes for a big accounting firm to set up an office in Brazzaville or Vladivostok is for a partner to move there, so one can find a competent bookkeeper almost anywhere.

(from The Economist)

Ex 1. Agree or disagree with the saying “All business is built on risk”

Ex 2.

Learn the following words and word combinations.

- |                     |   |
|---------------------|---|
| 1. Extort           | <b>a)</b> to completely get rid of smth that is unnecessary or unwanted     |
| 2. Fraud            | <b>b)</b> to deal with  |
| 3. Political unrest | <b>c)</b> to produce or create smth   |
| 4. Eliminate        | <b>d)</b> a method of illegally getting money from a person or organization |
| 5. Volatile         | <b>e)</b> a list of subjects to be discussed at a meeting                   |
| 6. Handle           | <b>f)</b> changing quickly and suddenly                                     |
| 7. Agenda           | <b>g)</b> to illegally force someone to give you money by threatening them  |
| Generate            | <b>h)</b> a situation in which people protest and tend to behave violently  |

Ex 3.

Find the following Russian equivalents.

To handle a growing number of threats, volatile global marketplace, assessment of risks, precipitate significant concerns, internal fraud, to exacerbate high-impact risks, driving force, apprehension about a plethora of risks, significant majority, generate risk for investors, the challenge of reputational risk, be put on the agenda, consider risks to be static, hold a similar view, prime source of risk.

Ex 4.

Find the following English equivalents.

Справляться с угрозами, оценка рисков, быть поставленным на повестку дня, вызывать огромное беспокойство, усиливать напряженное состояние, движущая сила, опасения относительно большого количества рисков, ни малейшей надежды, предусмотрительный руководитель, терять привлекательность, передовой имидж, изменчивый рынок, сталкиваться с трудностями, основной источник риска, налоговое мошенничество.

Ex 5.

Translate from Russian into English.

1. Большинство компаний предпочитают работать в стабильных с политической точки зрения странах, однако регионы с нестабильной обстановкой нередко предоставляют наибольшие возможности для роста.
2. При поставке товаров на экспорт компании сталкиваются с множеством рисков, связанных с перемещением товаров на большие расстояния, с зарубежным и внутренним законодательством, иностранной валютой и, конечно же, культурой.
3. Многонациональные корпорации привлекают к себе повышенное внимание общественности во всем мире и вызывают большие опасения относительно огромного количества рисков. В рамках их “империй” из страны в страну перемещаются большие капиталы, что оказывает воздействие, как на национальную экономику и политику, так и на культуру.
4. Фирма, предпочитающая действовать на домашнем рынке из соображений безопасности, может не только потерять шансы выйти на другие рынки, но и рискует ослабить свою репутацию на внутреннем рынке.
5. Потребность компаний в выходе за рубеж сегодня больше, чем в прежние времена. То же самое можно сказать и о степени риска. Менеджеры должны предвидеть риски и возможные препятствия их работе на внешних рынках. Компании, пытающиеся выйти на международный рынок, сталкиваются с несколькими серьезными проблемами.
6. Проблема распространения мошенничества и вымогательства в ряде стран, где чиновники часто отдают предпочтение давшему большую взятку, а не претенденту, предлагающему самую низкую цену, также представляет собой дилемму для бизнесменов.
7. Вопрос о разработке четких инструкций для персонала, который ведет дела в странах, где существует проблема коррупции, должен быть поставлен на повестку дня.

8. Как и во всех остальных видах маркетинговой деятельности, вероятность успеха будет более реальной, если компания способна правильно оценить риски и справиться с угрозами, препятствующими ее деятельности.

9. Фирма может сохранить свой передовой имидж в соответствующей стране, создавая новые рабочие места.

10. Для того, чтобы не потерять привлекательность, сегодняшние рекламные объявления должны лучше продумываться, быть богаче с художественной точки зрения, должны быть развлекательными и вознаграждать терпение потребителей

Ex.5 Make up a dialogue of your own using the following expressions

(End up with, Consignment of stock, On the guarantee side of things, Catch up in, Cope with, Have smth. at your finger tips, Act on risk, Harness support, Take swift action, Go bust, Be sold off at auction, Does anybody have any strong feelings about..., Abandon plans for, Well, hold on, I'm not sure if I agree with that., I think that those are both really valuable ideas and that there's a lot of potential in them., I think I'd agree with you there., Money allocated to the budget., So I would say... I said last time, and I keep going on about this)

Ex.7. Give a short talk on the following business topics

1. What is important when managing risk?

- Reliable information
- Communication lines
- 
- 

2. What is important when eliminating bribery and corruption?

- Bad publicity
- Transparent accounts
- 

3. What is important when improving profits?

- Financial control
- Risk-taking
-

4. What is important when dealing with political risk?
- Political agenda
  - Reliable management team
  -

Ex.7. Discuss the topic with your partner

Your company is concerned about the threat of takeover. You have been asked to put forward some suggestions for improving the situation. Discuss the situation and decide:

- what actions you must take to avoid the threatened takeover
- how you can improve the performance of your company
- whether overall business strategy should be revised

## Unit 7

### Article 7.

#### E-commerce

### **Europeans must get a foot in the virtual shop door**

Patrick Forth and Neil Monnery

How often in business do you find a market growing at more than 200 per cent a year, where few of the participants have any form of 5 dominance? This is exactly the scenario in western Europe's online retail market. With online sales accounting for only two-tenths of a per cent of the entire retail market, the field is wide open - but it will not be for long. Many established European retailers and Internet start-ups are already laying claim to this valuable online territory.

Already, US groups have some 20 per cent of the European online market. Europe's battle for the online consumer will be fought quickly and won decisively by a few big online retailers. European retailers have more than a fighting chance to be among them but will have to move swiftly and strategically on several fronts.

First, retailers must move quickly to secure space on the online consumer's virtual shelf. Consumers are becoming familiar with online retail brands and are concentrating their spending on sites they recognise and trust.

Second, retailers need to exploit the interactivity of the Internet to understand and cater for customers. European online retailers know surprisingly little about

their customers. More than half do not track the number of unique visitors to their sites, and only one-third know the number of repeat buyers.

Third, European retailers need to build international scale while preserving local touch. The challenge for European online retailers is to scale their businesses to international levels while continuing to cater to diverse local markets. Their ability to do this will give European retailers a clear advantage over US competitors, whose formidable online retailing experience has been tested only in the relatively homogenous North American market. European companies have the home advantage of being more familiar with local consumer profiles, preferences, cultures and languages.

Finally, retailers must strive for flawless fulfillment and customer service. European online retailers are still struggling to get this right. As online consumers become more demanding and less tolerant of online purchase failures, the big winners in the battle for online market share in Europe will be those businesses that successfully and consistently deliver a satisfying, end-to-end purchase experience. The losers will be those that promise a better online purchase experience than they can deliver.

(from The Financial Times)

Ex.1. Agree or disagree with the saying «You never know what you can do till your try.»

Ex.2.

Match the columns.

Topsite	Локальная сеть
Intranet	Внешняя сеть для внутреннего пользования
Extranet	Главная страница (сайт)
To associate with	Связать с кем-то
To move orders	Показать на экране компьютера
To link to	Соотносить с
To display via PC	Предлагать полный ряд услуг





4. В наши дни люди используют Интернет в повседневных делах для того, чтобы сделать заказ, оценить перспективы поиска работы, перевести деньги, купить или взять в аренду производственные площади.

5. Финансовый директор этого филиала использует преимущества новых технологий при ведении финансовых операций. Оплата счетов ускоряется, а бумажная работа сокращается.

6. Поиск нового места работы в крупных городах мира стал возможным для всех жителей. Вы просматриваете сайты с объявлениями о вакансиях, регистрируетесь, заполняете анкету. Если работодатель вами заинтересуется, вам перезвонят или отправят электронное сообщение, запрашивая дополнительную информацию или рекомендательные письма.

7. Многие новички в сфере электронного бизнеса компании находятся под постоянной угрозой разорения или провала, так как игнорируют три вещи. Первое – хороший бизнес план, в котором используются новые технологии, второе – команда профессионалов и третье – необходимые ресурсы.

8. Смартворк (Smartwork) является лидером среди компаний, обеспечивающих сервис посредством Интернет. Они занимаются подбором высококвалифицированных фрилансеров для крупных и мелких компаний, нуждающихся в работниках, обладающих определенными навыками.

9. Наш исполнительный директор отказывается работать в сфере электронного бизнеса. Он считает, что это временный интерес общества. Скоро люди насытятся Интернет (.com) компаниями и станут вновь совершать покупки в магазинах. Они придут в чувства (come to senses).

10. Широко распространившееся увлечение компьютером имеет ряд подводных камней. Когда подростки сидят, часами прильнув к экрану компьютера, это негативно отражается на их эмоциональном состоянии и увеличивает риск потери зрения. Надо взглянуть на проблему в широком смысле.

Ex 5.

Make up a dialogue of your own using the following expressions.

(A wide community of consumers, That is a tremendous community to be a part of...I guess...,You really need to have strong business proposition...To put simplistically..., I think you need a management team., In blunt terms..., Are there any downturns to e-commerce?, in terms of changes, Internet-based solutions, I should start off...)

Ex 6. Give a short talk on the following business topics

What is important  
when providing successful e-commerce business?

- hiring professionals to support a web site
- To organizing on-line merchandising
- 

What is important  
when using the Internet?

- keeping in touch with your overseas partners
- browsing through on-line ads daily

Ex 7. Discuss the topic with your partner

E-commerce is a promising field nowadays. But before starting up an e-business you should consider pros and cons. Discuss the situation and decide:

- What are the key success factors in e-commerce?
- Are there any downsides into it in your view?
- 

## Unit 8

### Team building

#### Article 8.

### **Pioneering venture takes fledglings a step further**

Adaptive Venture Managers has already scored one success and is intent on extending its reach

A new type of business incubator is soon to spread across northern Britain. It is pioneered by Adaptive Venture Managers, a company based near Edinburgh that specialises in setting up and running businesses for people who create new products centred on established technology. Most business incubators - there are now about 100 in the UK - select fledgling companies and give them a place to operate, help them gain specialist advice and in some cases supply them with investment capital. Adaptive Venture Managers goes a step further: in addition to providing its three

client companies with office space in its premises at Livingston, it also manages them, for which they pay £10,000 a month.

AVM this month joined the Alternative Investment Market in a £1.4 million placing and is seeking up to £1.1 million from private client stockbrokers and individuals. The proceeds will enable it to invest in more companies (usually about £300,000 each over two years) and create up to three more centres. It hopes to have an office in every principal regional centre in the UK. AVM intends to sell off or float its client companies within about five years, to the benefit of itself, the client company's founders and the business angels it has brought in as co-investors.

The company was formed in 1995 by Richard Muir-Simpson, managing director, a specialist in development capital; Walter Jacobs, an electronic engineer; and Jeremy Scuse, a marketing specialist. In assessing companies, Mr Jacobs examines a potential client's technology and whether the product can be made cheaply and in large quantities. Mr Scuse studies its potential market with major customers, while Mr Muir-Simpson determines whether the project can be financed and how best to do it.

AVM's most successful client is Hearing Enhancement. It produces a mini-loop system that was invented by a retired sound engineer and is used by retailers such as Marks & Spencer to improve the quality of sound received by customers wearing hearing aids. Turnover in the first half of this year was £360,000, double that for the previous year. Its shares on Ofex, a London stock market for new companies, have nearly trebled this year.

Its other two companies, both at earlier stages of development, are Safedip, which has developed safe and environmentally friendly biocides for human and animal conditions, and D.C. Heat, which is developing markets for portable heating systems based on a new type of plastic.

(from the Financial Times)

Ex 1. Agree or disagree with the saying “ It’s important to have a great team of minds, rather than a team of great minds. “

Ex 2.

Learn the following words and word combinations.

- |                    |   |
|--------------------|---|
| 1. Nook and cranny | a) for several short periods in that time but not continually   |
| 2. By and large    | b) there is a serious risk that smth bad could happen   |
| 3. Give and take   | c) fixed and that you cannot change   |
| 4. On and off      | d) every part of a place  |
| 5. Ups and downs   | e) to entertain someone well with a meal  |
| 6. Touch and go    | f) the mixture of good and bad experiences that happen in any situation   |
| 7. Wine and dine   | g) generally  |
| 8. Hard and fast   | h) a willingness between two people or groups to understand each other, and to let both of them have some of the things they want |

Ex 3.

Find the following Russian equivalents.

To infiltrate every nook and cranny, to achieve the synergies, frequent arguments between team members, to assign tasks to smb., to get the most out of the team, fear of retribution, be kept within the confines of smb. ,to make no sense, to add one's thoughts to discussion, consequently, explicit rules, to tackle disagreements, play to individual's strengths, compensate for weaknesses, to deliver a range of outsourcing solutions to the public, provide constructive feedback.

Ex 4.

Find the following English equivalents.

Проверить успешность достижения целей, время от времени, улаживать разногласия, компенсировать слабые стороны, заставить замолчать, четкие правила, развивать сильные стороны, подсознательно, держаться в рамках команды, заимствованные решения, задеть чьи-л. чувства , страх возмездия, хвастливый, улучшения и ухудшения, в целом, взаимные уступки.

Ex 5.

Translate from Russian into English.

1. Для оздоровления компании мы должны наметить пути и способы, как справиться с возникшими проблемами и разногласиями.
2. Огромное влияние на командные процессы и эффективность труда могут оказать такие факторы, как объем знаний и навыков, установки, умение держаться в рамках команды.
3. Являясь частью организационной структуры компании, специальные группы обладают рядом преимуществ. Во-первых, они позволяют членам организации обмениваться информацией. Во-вторых, они генерируют идеи по координации деятельности отделов и проверяют, насколько успешно достигаются цели. В-третьих, они способствуют развитию новых методов организационной практики и политики.
4. Когда команда добивается успеха и признания со стороны других сотрудников организации, самооценка ее членов повышается, возрастает их приверженность коллективу.
5. Один из путей достижения синергизма - улучшение взаимоотношений с поставщиками, другой – создание стратегических альянсов.
6. Устранение барьеров, делегирование полномочий, стимулирование творческих и интеллектуальных способностей работников, развитие их сильных сторон и устранение недостатков – все это способствует обучению и решению проблем в организации.
7. При всей своей гибкости виртуальные команды подчиняются ряду строгих правил.
8. Сотрудники организации далеко не всегда восприимчивы к изменениям. Определенное сочетание факторов может привести к отрицанию перемен вплоть до открытой критики менеджмента, что в свою очередь может сильно задеть чувства управленческого персонала.
9. В работе команды должен быть некоторый компромисс.
10. Невербальные коммуникации осуществляются большей частью на бессознательном уровне, и в тоже время они составляют немалую часть всех получаемых и отправляемых нами сообщений.

Ex 5.

Make up a dialogue of your own using the following expressions.

( end up with, on the guarantee side of things, cope with, take swift action, go bust, be sold off at auction, Does anybody have any strong feelings about...? abandon plans for, I'm not sure if I agree with that., I think that those are both really valuable ideas and that there's a lot of potential in them., I think I'd agree with you there, Yes, I would agree with that, do well on the back of a very simple product)

Ex 6. Give a short talk on the following business topics

1. What is important when..?

creating an effective team

- . Size
- . Member roles
- .

2. What is important when..?

managing team conflict

- . Collaboration
- . Compromise
- .

3. What is important when..?

building a common bond

- . Training courses
- . Outside activities
- .

4. What is important when..?

working in a team

- . Skills
- . Freedom
- .

Ex 7. Discuss the topic with your partner.

Your company has found that ineffective team-work is one of the major problem areas through the workforce.

You have been asked to put forward some suggestions for improving the situation.

Discuss the situation and decide:

- . What action you should take
- . How you will build on the team's strengths
- . Whether you should remove one of the team. If so, who?

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