

МИНИСТЕРСТВО СЕЛЬСКОГО ХОЗЯЙСТВА
И ПРОДОВОЛЬСТВИЯ РЕСПУБЛИКИ БЕЛАРУСЬ

Учреждение образования
«БЕЛОРУССКИЙ ГОСУДАРСТВЕННЫЙ
АГРАРНЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ»

Кафедра иностранных языков № 2

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АНГЛИЙСКИЙ ЯЗЫК

Учебно-профессиональное общение

*Рекомендовано Учебно-методическим объединением
по образованию в области сельского хозяйства
в качестве учебно-методического пособия
для студентов учреждений высшего образования,
обучающихся по специальности 1-74 01 01 Экономика
и организация производства в отраслях
агропромышленного комплекса*

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Учебно-методическое пособие предназначено для обучения студентов экономических специальностей различным видам речевой деятельности на базе материалов современного английского языка.

Пособие включает в себя аутентичные тексты экономического и сельскохозяйственного профиля, а также комплекс упражнений тренировочной и коммуникативной направленности, нацеленные на формирование умений и навыков иноязычного учебно-профессионального общения будущих экономистов агропромышленного комплекса (АПК).

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ПРЕДИСЛОВИЕ

Главной целью обучения иностранному языку является формирование иноязычной коммуникативной компетенции специалиста, позволяющей использовать иностранный язык как средство профессионального и межличностного общения.

Целью предлагаемого учебно-методического пособия является обучение студентов экономических специальностей различным видам речевой деятельности на английском языке на базе современных материалов.

Пособие включает следующие разделы:

- введение в специальность;
- заключение контрактов;
- деловая переписка;
- маркетинг, сельскохозяйственный маркетинг;
- менеджмент, сельскохозяйственный менеджмент;
- реферирование и аннотирование статьи по специальности.

Все разделы сопровождаются иллюстративным материалом и содержат комплекс упражнений тренировочной и коммуникативной направленности, нацеленных на формирование умений и навыков профессионального общения, что позволит обучаемым совершенствовать навыки монологической и диалогической речи. Тесты в конце разделов дают возможность контролировать усвоение материала.

Учебно-методическое пособие предназначено для студентов факультета предпринимательства и управления БГАТУ, а также может быть использовано специалистами, связанными с работой в области внешнеэкономических связей и коммерческой деятельности, при самостоятельном изучении языка для профессионального общения.

ВВЕДЕНИЕ В СПЕЦИАЛЬНОСТЬ



I. 1) Study the following economic terms.

Economics is the study of the way in which money, industry, and trade are organized in a society.

The **economy** of a country or region is the system by which money, industry, and trade are organized. The wealth obtained by a country or region from business and industry is also referred to as its economy: the national economy. Economy is also careful spending or the careful use of things to save money.

An **economist** is somebody who studies, works or is an expert in the field of economics.

If you **economize**, you save money by spending it very carefully. To economize means to reduce expenditure, or use resources less wastefully.

Economic means concerned with the organization of the money, industry, and trade of a country, region, or social group. A business that is economic produces a profit.

If someone is **economical**, they spend money carefully and sensibly. Economical also means using the minimum amount of something that is necessary.

Economic or economical?

The adjective economic denotes economics or the economy, and is concerned with "aspects of the supply of goods and structure of wealth": economic activity / theory / development/ planning / policy, a Nobel Laureate's economic theories, the economic effects of taxation. The adjective economical, on the other hand, has to do with economy specifically in its senses "making the best and most frugal use of resources" and "inexpensiveness": an economical cook / housewife / production process / budget.

2) Match the following economic terms with their definitions.

1. Economics	a) to reduce the amount of money, time, goods that you use
2. Economy	b) using money, time, goods carefully and without wasting any
3. Economist	c) concerned with the organization of the money, industry, and trade of a country, region, or social group
4. To economize	d) the cheapest type of seats in a plane
5. Economic	e) somebody who studies, works or is an expert in the field of economics
6. Economical	f) - the system by which money, industry, and trade are organized in a country or region; - careful spending or the careful use of things to save money
7. Economy class	g) the study of the way in which money, industry, and trade are organized in a society

3) Complete the following sentences with the appropriate economic terms from the list below.

economic *economics* *economize*
economical *economist* *economy* *economy class*



1. A business that is _____ produces a profit.
2. A small car is more _____ than a large one, because it uses less petrol.
3. Higher taxes encourage people _____ on fuel.
4. An _____ is a person who studies, teaches, or writes about economics.
5. A good manager is _____ in the use of his funds.
6. By using _____ in buying food and clothes, we were soon able to save money for the new car we needed.
7. _____ is a social science concerning behaviour in the fields of production, distribution, and exchange.
8. If you can _____ your time, you will get more done in less time.
9. In the long run, it is an _____ to buy good quality goods, even though they cost more.
10. In times of difficulties we all have to _____.
11. A small car is more _____ to run.
12. We flew _____.
13. The country is in a bad _____ state.
14. The country is in the period of _____ and industrial crisis.
15. The country's _____ has grown rapidly in the second half of the 20th century.

16. The _____ is a weekly journal published in London since 1843.
17. The loss of business was so great that they had to _____ on staff.
18. The science or principles of the way in which industry and trade produce and use wealth is called _____.
19. If someone is _____, they spend money carefully.



4) Find the economic terms.

c	f	a	p	g	a	i	m	g	o	o	d	s
d	u	b	r	y	x	b	a	n	k	s	s	t
p	n	c	o	m	m	u	n	i	c	a	t	e
r	d	q	f	o	o	s	a	m	n	t	p	n
o	p	t	i	o	n	i	g	k	a	i	o	q
m	r	r	t	m	o	n	e	y	r	s	l	u
o	o	e	s	e	p	e	m	w	g	f	i	i
t	m	t	u	u	o	s	e	z	e	y	c	r
i	i	a	i	r	l	s	n	f	e	l	y	y
o	s	i	t	o	y	n	t	r	e	p	a	y
n	e	l	e	t	r	p	m	a	r	k	e	t

II. Read the text “*What is economics?*” and answer the questions that follow it.

What is economics?

One of the things that people discover every day is that you can't have everything. You are reminded of it every time you shop. Although you may see twenty or thirty items that you would really like to buy, you know that you will have to limit your selection to one or two. Everyone goes through life having to make choices.

Every business, even sports teams, must choose from among the things they would like to have because they cannot have everything. Governments, too, cannot have everything. Every year the most important political debates concern questions about spending taxpayers' money.



Neither individuals nor societies can have all the things they would like to have. There is simply not enough of everything. Economists note that there is no limit to the amount or kinds of things that people want. There is, however, a limit to the resources, things used to produce goods and services, available to satisfy those wants. Once that limit is reached, nothing else can be produced. In other words, when nation's resources (all its workers,

factories, farms, etc.) are fully employed, the only way it will be able to increase the production of one thing will be by reducing the production of something else. Human wants are unlimited, but the resources necessary to satisfy those wants are limited. Thus, every society is faced with the identical problem, the problem of *scarcity*.

Since there is not enough of everything, everyone — individuals, business firms, and government — needs to make choices from among the things they want. In the process they will try to economize, to get the most from what they have. With this in mind, we can define economics (the word ‘economics’ derives from the Greek word ‘oikonomika’ that means household management) as the social science that describes and analyzes how society chooses from among *scarce* resources to satisfy its wants. Economics as a social science is concerned with the production, distribution, exchange and consumption of goods and services.

Economics deals with the problems of scarcity and choice that have faced societies and nations throughout history, but the development of modern economics began in the 17th century. Since that time economists have developed methods for studying and explaining how individuals, businesses and nations use their available economic resources. Large corporations use economists to study the ways they do business and to suggest methods for making more efficient use of their employees, equipment, factories and other resources.

1. What is the problem of scarcity?
2. What is the origin of the word ‘economics’?
3. How can we define economics?
4. What do economists do?

Vocabulary

scarce – скудный

scarcity – дефицит

III. 1) Read the text “*What is agricultural economics?*” and state the main idea.

What is agricultural economics?

Agricultural economics is the study of applying economic management principles to food farming. The result, ideally, is an agriculture industry that better understands efficiency, sustenance and market demand. The field of agricultural economics looks at all elements of food production and applies rational thought and planning as a whole. From crops, livestock, land usage and soil content, all aspects of farm life are examined, including how its connection to one another can be strengthened. Many times this involves learning about the latest technology to help crops or livestock, but it also might require knowledge of what has and has not worked in the past.

Agricultural economics is a relatively new field, considering the countless years that people have been farming. Interest began to mount in the early 1900s, when many economic thinkers around the globe began focusing attention to agriculture. Noting that the act of planting, harvesting and distributing crops and livestock was inefficiently performed, academics believed that farms around the world could see greater yields and profits with a change of thought. Additionally, many universities and colleges opened agricultural economics programs with the intent of preparing students for a career in this field.

Careers in economical agriculture are as wide ranging as the crops produced around the world. The principles of farm economics, agricultural production and management can be directly applied to being a successful farmer, but there is a multitude of other options. Seed and chemical companies utilize agricultural economics in their production and development, grain elevator companies and equipment manufacturers must understand the economic landscape for each crop in order to stay relevant and

salesmen use agricultural economics to better serve their clients with the products they demand.

Since its inception, agricultural economics has helped further the science behind farming, too. Advances in food preservation and shipping techniques have allowed a myriad of fruits, vegetables and meat to reach grocery stores. Currently, many economists see the implementation of microcomputers in agriculture as another step towards streamlining farmland economics.

Agricultural economics is not a term that fits neatly within a single definition. It is the accumulation of many schools of thought on practically every aspect of agriculture, from planting a seed to serving food on a dinner table. It contains many different careers and needs that are constantly evolving as technology and economic thought grow.

2) Fill in the gaps with the words and expressions from the text.

1. Agricultural ... is the study of applying economic management principles to food farming.
2. The field of agricultural economics looks at all elements of food production and applies rational thought and ... as a whole.
3. From crops, ..., ... and ..., all aspects of farm life are examined.
4. Agricultural economics is a relatively new field, considering the countless years that
5. Noting that the act of planting, harvesting and distributing crops and livestock was ... performed.
6. Many universities and colleges opened agricultural economics programs with the intent of preparing students for a career in this field.
7. Careers in ... are as wide ranging as the crops produced around the world.

8. The principles of ..., ... and ... can be directly applied to being a successful farmer.

9. ... companies utilize agricultural economic thought in their production and development.

10. Advances in ... and shipping techniques have allowed a myriad of fruits, vegetables and meat to reach grocery stores.

11. Many ... see the implementation of microcomputers in ... as another step towards streamlining farmland economics.

12. ... is the accumulation of many schools of thought on practically every aspect of agriculture.

3) Answer the questions.

1. What is agricultural economics?
2. Agricultural economics is a new field, isn't it?
3. What aspects of farm life are examined?
4. What did universities and colleges open?
5. What principles can be directly applied to being a successful farmer?
6. Has agricultural economics helped further the science behind farming?
7. Is agricultural economics the accumulation of many schools of thought on practically every aspect of agriculture?
8. What contains many different careers and needs?

4) Read the text "What is agricultural economics?" more carefully and retell it using the questions as a plan.

5) Write a resume of the text.

6) Discuss with your partners all aspects of agricultural economics.

IV. 1) Read the text "What do economists do?" and summarise it in about 70 words.

What do economists do?

Economists find many career opportunities in business and government. Many economists teach and do research at colleges and universities.

Economists may specialise in one or more areas of economics. Industrial economists study various forms of business organisation. They analyse production costs, markets, and investment problems. An agricultural economist specialises in the study of such areas as farm management and crop production. A labour economist is concerned with wages and hours, labour unions, and government labour policies. Other fields of economics include taxes, banking and finance, international trade, economic theory, and comparative economic systems. In addition to professional economists, thousands of people do statistical and clerical work in connection with economic problems.

A college degree in economics, business administration, or mathematics is desirable for a career in the field of economics. College students who major in economics take several general courses in their subject. In addition, they take certain special courses. Such special courses may include those in labour problems, income distribution, public finance, and money and banking. Students of economics also take courses in such related fields as history, political science, and statistics.

Some companies and government agencies require graduate training in economics. Generally, people who want to teach economics at a college or university must have obtained at least a master's degree. Many colleges and universities require their economics professors to have a doctor's degree.

2) Study the information about the first economists and do the test.

Adam Smith (1723-1790)

Scottish economist often regarded as the founder of political economy. His "The Wealth of Nations" (1776) defined national wealth in terms of labour.

David Ricardo (1772-1823)

English economist, the author of "Principles of Political Economy". Among his discoveries were the principle of comparative advantage and the law of diminishing returns.

Thomas Malthus (1766-1834)

Malthus proposed a pessimistic theory of economics, focusing on the storage of resources and the growth of population. Malthus believed that human population grew exponentially (1, 2, 4, 8,...) but resources, particularly agricultural resources, grew only arithmetically (1, 2, 3, 4,...) so that eventually food shortages had to reduce the majority of people to starvation. He advocated moral restraint, specifically suggesting that people marry late and have small families.

John Stuart Mill (1806-1873)

British philosopher-economist who had a great impact on the 19th-century British thought, not only in philosophy and economics but also in the areas of political science, logic, and ethics.

Karl Marx (1818-1883)

German philosopher, economist, and social theorist. His "Capital" is the fundamental text of Marxist economics, and his systematic theses on *class struggle, history, and the importance of economic factors in politics* have exercised an enormous influence on later thinkers and political activists.

William Stanley Jevons (1835-1882)

British economist who introduced the concept of marginal utility: the increase in total utility (satisfaction or pleasure of consumption) relative to a unit increase of the goods consumed.

Carl Menger (1840-1921)

Austrian economist who put forward a theory of value based on marginal utility which contributed to the development of neoclassical economics. In recent times the Austrian School has been identified with advocating nonintervention by governments in economic decisions.

Leon Walras (1834-1910)

French economist, who attempted to develop a unified model for general equilibrium theory (a hypothetical situation in which demand equals supply in all markets). He also originated the theory of diminishing marginal utility of a good (the increased value to a person of consuming more of a product).

Alfred Marshall (1842-1924)

English economist, professor of economics at Cambridge University. He was a founder of *neoclassical* economics, and stressed the power of supply and demand to generate equilibrium prices in markets, introducing the concept of elasticity of demand relative to price. His "Principles of Economics" (1890) remains perhaps the chief textbook of neoclassical economics.

John Maynard Keynes (1883-1946)

English economist, whose "The General Theory of Employment, Interest, and Money" proposed the prevention of financial crises and unemployment by adjusting demand through government control of credit and currency. He is responsible for that part of economics now known as macroeconomics.

Lionel Robbins (1898-1984)

English economist who is best known for his work on the nature of economic analysis. He stressed the role of scarcity and constraints in economic decision-making, and distinguished positive and normative economics.

ARE YOU GOOD AT THE FIRST ECONOMISTS? TEST YOURSELVES



a) A. Smith	b) D. Ricardo	c) T. Malthus
d) K. Marx	e) A. Marshall	f) J. M. Keynes
g) C. Menger	h) L. Walras	i) L. Robbins

1. A founder of neoclassical economics.
2. The author of "Capital".
3. The author of "Principles of Political Economy".
4. He is a discoverer of the pessimistic theory of economics.
5. The Founder of economics.
6. He proposed the prevention of financial crises and unemployment.
7. He introduced the concept of elasticity of demand.
8. He put forward a theory of value.
9. He stressed the role of scarcity and constraints in economic decision-making.
10. He originated the theory of diminishing marginal utility of a good.

ЗАКЛЮЧЕНИЕ КОНТРАКТОВ



I. 1) Study the following economic terms.

Acceptance – the unconditional agreement to an offer. This creates the contract.

Arbitration – using an independent third party to settle disputes without going to court. The third party acting as arbitrator must be agreed by both sides.

Comfort letters – documents issued to back up an agreement but which do not have any contractual standing. They are often issued by a parent or associate company stating that the group will back up the position of a small company to improve its trading position.

Company seal – an embossing press used to indicate the official signature of a company when accompanied by the signatures of two officers of the company.

Conditions – major terms in a contract. Conditions are the basis of any contract and if one of them fails or is broken, the contract is breached.

Contract – an agreement having a lawful object entered into voluntarily by two or more parties, each of whom intends to create one or more legal obligations between them.

Contract theory – the body of legal theory that addresses normative and conceptual questions in contract law.

Employment contract – a contract between an employer and an employee. This differs from other contracts in that it is governed by employment legislation – which takes precedence over normal contract law.

Franchising – commercial agreements that allow one business to deal in a product or service controlled by another.

Warranties – promises made in a contract, but which are less than a condition.

2) Match the following economic terms with their definitions.

1. Employment contract	a) promises made in a contract, but which are less than a condition
2. Franchising	b) the body of legal theory that addresses normative and conceptual questions in contract law
3. Contract	c) the basis of any contract
4. Company seal	d) the unconditional agreement to an offer
5. Arbitration	e) documents issued to back up an agreement but which do not have any contractual standing
6. Conditions	f) an agreement having a lawful object entered into voluntarily by two or more parties
7. Acceptance	g) using an independent third party to settle disputes without going to court
8. Comfort letters	h) an embossing press used to indicate the official signature of a company when accompanied by the signatures of two officers of the company
9. Contract theory	i) a contract between an employer and an employee
10. Warranties	j) commercial agreements that allow one business to deal in a product or service controlled by another

II. 1) Study the following words on the topic “Contracts”.

- a transaction** – сделка
- to draw up a contract** – составлять контракт
- to fulfill obligations** – выполнять обязательства, гарантии
- to alter** – изменять, перерабатывать
- to supplement** – дополнять
- marking** – маркировка
- insurance** – страхование
- a purchase** – покупка; закупка; приобретение
- specific goods** – конкретные товары
- to quote a price** – назначать цену
- a delivery schedule** – график, расписание; план поставок
- an enclosure** – приложение
- to be in conformity with** – соответствовать
- to undertake** – предпринимать, брать на себя
- at smb’s own expense** – за свой собственный счет
- seaworthy packing** – зд. подходящий для транспортировки по воде
- consumer goods** – потребительские товары
- for the full value** – на полную стоимость
- to cancel the contract** – аннулировать; отменять контракт

2) Complete the chart.

NOUNS	VERBS
1.	to fulfill
2. marking	
3. insurance	
4. delivery	
5.	to cancel
6. a transaction	
7.	to alter
8.	to quote
9. an enclosure	

3) Complete each sentence by using a word from the box.

Purchasing, enclose, transaction, to cancel, specific goods, marking, alter, ensures, supplement, quote, expense.

1. We can _____ our best prices.
2. We are interested in _____ the Model R9000 computers from you.
3. If any defects are found during the guarantee period you are to correct them at your _____.
4. We also _____ our current CIF price-list.
5. This kind of packing _____ safe delivery of the goods.
6. We are going to make a foreign trade _____.
7. _____ should be made with indelible paint.
8. In what case does the buyer have a right _____ the contract?
9. Negotiating parties may _____ and _____ some articles of the contract.
10. The unit of measure for _____ is indicated in the contract.

4) Combine the words with the preposition *of*.

1. intentions	a) clauses
2. terms	b) measure
3. period	c) a force majeure
4. clauses	d) consumer goods
5. a number	e) payment
6. the unit	f) delivery
7. the duration	g) the contract
8. in case	h) the partners

5) Read the text “*Contracts*” and answer the questions that follow it.

Contracts

In foreign trade transactions a contract is drawn up to give legal expression to the intentions of the partners and to guarantee that the obligations contained in the contract will be fulfilled.

By law contracts are made in writing. Standard contracts are not a must. Some articles may be altered and supplemented. According to the purpose and contents, contracts can cover: goods, services, licences, patents, technology and know how.

As a rule the contract contains a number of clauses, such as: Subject of the Contract, Price, Terms of Payment, Delivery, Inspection and Test, Guarantee, Packing and Marking, Arbitration, Transport, Insurance and other conditions.

Subject of the contract names the product for sale or purchase. It also indicates the unit of measure for specific goods, such as oil, wheat, etc.

The price stated in a contract may be firm, fixed or sliding.

Firm prices are not subject to change in the course of the fulfillment of the contract.

Fixed price is the price governing in the market on the day of delivery or for a given period.

Sliding prices are quoted for machinery and equipment which require a long period of delivery.

The contract also names *the terms of delivery* and delivery schedule which is usually given in the enclosure to the contract.

One of the essential clauses of the contract is *the Guarantee Clause*. It says that the supplied equipment and technological process should be in conformity with the latest technical achievements and in full conformity with the technical documentation, technical specifications and conditions of the Contract. If during the guarantee period the equipment supplied by the Seller proves to have some defects the Seller undertakes

to correct these defects or to replace the defective equipment at his own expense.

The contract names *Packing and Marking*.

Packing goods for export is a highly specialized job. The equipment should be shipped in export seaworthy packing. If the goods are improperly packed and marked, the carrier may refuse to accept them. Packing can be external (outside) (crate, bag) and internal (inside) (box, pack, flask).

In case of consumer goods packing has a double function. On the one hand it is for protection. On the other – it is for advertising.

The Seller should be responsible for any damage or breakage of the goods caused by improper packing.

Marking should be made with indelible paint in two languages on three sides of the case.

Every contract names *Insurance of Goods*. All sensible businessmen now insure goods for the full value in order to obtain indemnity in case of damage or loss. Insurance is against such risk as fire, burglary, pilferage, damage by water, breakage or leakage.

Every contract contains a *Force Majeure (Force Major)* clause. Force Majeure is a force against which you cannot act or fight. It usually includes natural disasters such as an earthquake, flood, fire, etc. It also names such contingencies as war, embargo, and sanctions. The duration of a force majeure is, as a rule, 4 or 6 months. After that the Buyer has the right to cancel the contract. The Seller in this case has no right to claim any compensation for his losses.

1. Why is a contract drawn up in foreign trade transactions?
2. Is a contract made in writing or orally?
3. Must a contract have a standard form?
4. May any article be altered or supplemented?
5. What are the main clauses of a contract?
6. What does the subject clause of a contract name?

7. What kinds of prices may be stated in a contract?
8. Where is a delivery schedule usually given?
9. What does the Guarantee clause usually say?
10. Why is packing goods for export a highly specialized job?
11. Who is responsible for any breakage or damage of goods caused by improper packing?
12. How should marking of goods be made?
13. Against what risks do all sensible businessmen insure goods?
14. Why does every contract contain a Force Majeure Clause?

III. 1) Study the following words on the topic “A draft contract”.

hereinafter referred to as – называемый в дальнейшем

with residence – с местонахождением

to agree in concluding and signing the contract – договориться о заключении и подписании контракта

a plenipotentiary representative – полномочный представитель

to involve provision – содержать положение

to be obliged to deliver – быть обязанным поставить

FOB conditions – FOB условия

to undertake taxes and duties – брать на себя оплату налогов и сборов

to refund losses – возместить убытки

to indemnify losses – возместить убытки

a delay of payment – задержка платежа

disputable questions – спорные вопросы

Arbitrage Court – арбитражный суд

in duplicate – в двух экземплярах

equal juridical validity – одинаковая юридическая сила

on behalf of – от имени

to sue – предъявлять иск

Letter of Credit (L/C) – аккредитив

- 2) Read the text “*A draft contract*” and put ten questions.
Ask them to your groupmates.

A draft contract

Manchester February 24, 2012

GreenGlass Ltd, hereinafter referred as: “Seller”, with residence in Manchester, U.K., represented by Managing Director Mr.Goldsmith, and Food plant “Ukrhlib”, hereinafter referred to as: “Buyer” with residence in Kyiv, Ukraine, represented by General Director Mr.Vodas.

Both parties recognising plenipotentiary representatives of the firms agreed in concluding and signing the contract which involves the following provisions:

1. Subject of the contract

The Seller shall sell and the Buyer shall purchase the new technological line for food processing industry, Model ZX 245.

2. Terms of delivery and payment

The Seller is obliged to deliver the new processing line, Model ZX 245 within 30 working days after the signing of the contract if the payment was realised by the Buyer in the form of irrevocable, confirmed, indivisible letter of credit, to the account of the Seller not later than in 10 banking days after the contract was signed to the amount stipulated in the Supplement to the Contract.

3. Transportation

The line shall be shipped and delivered on FOB conditions to the port indicated by the Buyer. The Seller shall be in charge to pay all the expenses connected with transportation up to the frontier, and then the Buyer shall undertake all the taxes and duties existing on the territory of Ukraine.

4. Insurance

The line is insured by the Seller to the amount of 1 000 000 USD. In case of any damage during the transportation the losses shall be refunded to the Buyer.

The Seller shall provide the Buyer with 1 year guarantee for the line and all the necessary technical documentation. In the case of breakdown the specialist of the Seller shall be ready to assist to the Buyer free of charge within 2 years after the date of purchase.

5. Penalty

In the case if the Seller couldn't deliver the line in the mentioned above terms without any particular reason, the Seller should indemnify the Buyer all possible losses including 0.5 % penalty every day of the shipment delay, and the Contract should be considered annulled. In the case the Buyer failed to pay the contract within the term stipulated by the Contract, the Buyer should indemnify the Seller all the possible losses including 0.5 % penalty every day for the delay of payment.

6. Arbitration

All disputable questions should be presented to the Arbitrage Court of Great Britain or Ukraine by the agreement of the Seller and the Buyer.

7. Force major

In the case of the war, earthquake, flood or changes in the legislation or any other reasons which arise in the countries and couldn't be overcome by the parties because they are force major and last more than 30 days the parties have the right to inform each other about these conditions and not to fulfil their obligations under the Contract.

The Contract was done in duplicate. Both copies have equal juridical validity.

3) Draw up a draft contract for the negotiations.

The topic: purchasing contract.

Goods: a) chemical equipment for a new plant; b) the latest model of compressors for a new plant; c) the latest model of pumps for a new plant. You are the representative of the Buyer.

Use the above text to help you.

IV. 1) Read the text “An agricultural production contract” with a dictionary. Make a list of new words and expressions.

An agricultural production contract

Contracts are an increasingly important aspect of agricultural production and marketing.

An agricultural production contract is a contract by which a producer (sometimes called a “grower”) agrees to sell or deliver all of a designated crop raised in a manner set forth in the agreement to a contractor (sometimes called a “processor”) and is paid according to a formula established in the contract; or agrees to feed and care for livestock or poultry owned by the contractor until such time as the animals are removed, in exchange for a payment based on a formula typically tied to the performance of the animals. A production contract usually specifies in detail the production inputs to be supplied by the contractor, the quality and quantity of the particular commodity involved, the production practices to be used, and the manner in which compensation is to be paid to the producer.

Agricultural production contracts are not new. Seed contracts, vegetable contracts and even hog contracts have been used in agriculture for several years.

There are several potential advantages for producers who may consider a production contract. Such contracts may provide for a more stable income for the producer by reducing traditional marketing risks. Such contracts may allow a producer to benefit from technical advice, managerial expertise and access to technological advances provided by the contractor. An agricultural production contract may provide the producer with a guaranteed market, provided that the commodities are produced in accordance with the contract. Finally, such contracts may allow a producer to increase the volume of his business with limited capital since

the contractor may often supply the necessary production inputs. However, by entering into a production contract which establishes a formula for compensation, the producer may lose the potential for increased profits due to market conditions. In addition, since such contracts are often very specific in their requirements and in limiting the producer's interest in the commodities produced, the producer may become a mere provider of production services for a fee.

From the contractor's perspective, production contracts may provide an orderly flow of uniform commodities so as to allow the contractor to control production costs. And such contracts may allow contractors to better respond to changing market conditions. The use of such contracts may allow a contractor to protect its investment in genetics and other intellectual property associated with a particular commodity.

2) Answer the questions.

1. What is an agricultural production contract?
2. What does an agricultural production contract specify?
3. What are the advantages for producers who may consider a production contract?
4. Are there any disadvantages of production contracts? Name them.
5. Are production contracts new?

3) Read the text “An agricultural production contract” more carefully and retell it using the questions as a plan.

4) Write a resume of the text.



ARE YOU GOOD AT CONTRACTS? TEST YOURSELVES



1. Fill the gaps in the sentences, using the words from the list.

Warranty, conditions, firm prices, acceptance, franchising, arbitration, marking, transaction, consumer goods, force majeure

1. Before ..., any offer can be withdrawn.
2. ... means using an independent third party to settle disputes without going to court.
3. If one of the ... fails or is broken, the contract is breached.
4. Commercial agreements that allow one business to deal in a product or service controlled by another are called
5. Failure of a ... results in liability to pay damages but will not be a breach of contract.
6. A ... is a business deal.
7. ... are not subject to change in the course of the fulfillment of the contract.
8. In case of ... packing has a double function.
9. ... should be made with indelible paint in two languages on three sides of the case.
10. In the case of a ... the Seller has no right to claim any compensation for his losses.

2. Use the correct preposition.

1. The Contract was done ... duplicate.
2. All disputable questions should be presented ... the Arbitrage Court.
3. The line shall be shipped and delivered ... FOB conditions.
4. The Seller should be responsible ... any damage or breakage of the goods caused ... improper packing.
5. The supplied equipment and technological process should be in conformity ... the latest technical achievements.

ДЕЛОВАЯ ПЕРЕПИСКА



I. 1) Study the following business terms.

Correspondence is in general usage, non-concurrent, remote communication between people, including letters, e-mail, newsgroups, Internet forums and blogs.

Letter (message) is a form of written communication.

Business letter is the most formal method of communication following specific formats. It is addressed to a particular person or organization. Official letters can be handwritten or printed.

A **letter of inquiry** is when you are approaching a company speculatively, that is you are making an approach without their having advertised or announced a vacancy.

A **claim letter** states the basis for the claim. Often it is for money owed in a certain circumstance. A claim letter is a letter written and sent for claiming or demanding something as the claimer's own or due.

A **complaint letter** is one where you tell the reader that something or some action taken is incorrect or doesn't work as expected and asking for it to be fixed.

A **letter of application**, also known as a cover letter, is a document sent with your resume to provide additional information on your skills and experience. A letter of application

typically provides detailed information on why you are qualified for the job you are applying for. Effective application letters explain the reasons for your interest in the specific organization and identify your most relevant skills or experiences. Your application letter should let the employer know what position you are applying for, why the employer should select you for an interview, and how you will follow-up.

A **sales letter** is a piece of direct mail which is designed to persuade the reader to purchase a particular product or service in the absence of a salesman. It has been defined as a form of direct mail in which an advertiser sends a letter to a potential customer. It is distinct from other direct mail techniques, such as the distribution of leaflets and catalogues, as the sales letter typically sells a single product or product line, and further tends to be mainly textual as opposed to graphics-based.

A **reference letter** is usually written to testify to a person or a company's skills, character and/or achievements. Sometimes a reference letter is known as a recommendation letter. It is a formal document, and should be typed and written in a serious and business-like style.

An **offer** expresses the wish of the Seller to sell the goods. The offer usually quotes the price and stimulates terms of delivery and some other necessary details. **Voluntary (free) offer** is formally called without obligation. This kind of offer does not bind the seller and therefore may be made to several potential buyers. A **firm offer** is made by the Seller to one potential Buyer only and usually indicates the time during which it will remain open for acceptance.

2) Match the following business terms with their definitions.

1. Letter	a) communication between people, including letters, e-mail, newsgroups, Internet forums, blogs
2. Business letter	b) a form of written communication

3. Claim letter	c) the most formal method of communication following specific formats
4. Letter of application	d) a letter written and sent for claiming or demanding something as the claimer's own or due
5. Sales letter	e) a cover letter, a document sent with your resume to provide additional information on your skills and experience
6. Reference letter	f) a piece of direct mail which is designed to persuade the reader to purchase a particular product or service in the absence of a salesman
7. Offer	g) a recommendation letter which is written to testify to a person or a company's skills, character and/or achievements
8. Correspondence	h) expresses the wish of the Seller to sell the goods

3) Match the phrases in English with their Russian equivalents.

1. I apologise for not getting in contact with you before now ...	a) Мы хотели бы обратить ваше внимание на ...
2. I am writing to enquire about ...	b) В прикрепленном файле вы найдете ...
3. We would like to point out that ...	c) Я прошу прощения, что до сих пор не написал вам ...
4. Attached you will find ...	d) Сообщите, если вам понадобится моя помощь ...
5. Let me know whether you would like me to ...	e) Я пишу вам, чтобы узнать...

II. 1) Read the text “*Business Correspondence*” and state the main idea.

Business Correspondence

Business transactions usually start with inquiries. As a rule, the prospective Buyer gets the name and address of the prospective Seller either at an exhibition, from an advertisement, on a television or radio commercial. All these channels of information and advertising are very important. Inquiries can be sent by mail, by telex or by fax. Sometimes inquiries can be made orally, by phone.

In the inquiry the prospective Buyer states in what goods exactly he is interested in and asks for the details of the price and terms of sale. When the Buyer wants to know at what price and on what terms he could buy the goods required by him, he usually sends out inquiries to firms, companies and organizations manufacturing such goods or dealing with them. Often the Buyer asks the Seller to send him (to enclose with the offer) illustrated catalogues, price lists or other publications and, if possible, samples or patterns of the goods he is interested in. When asking the Seller to send him a quotation (or to make him an offer) the Buyer gives a detailed description of the goods required by him.

After considering the inquiry for some time the prospective Seller sends an offer in reply. The offer expresses the wish of the Seller to sell the goods. But it's not a legal document and the Seller may for this or that reason decide not to sell. The offer is only the first step in a contract. The offer usually quotes the price and stipulates terms of delivery and some other necessary details.

The Sellers may offer their goods to their regular customers or to those who may be interested in them without waiting for an inquiry. These are voluntary or free offers. They were formally called without obligation (or engagement). This kind of offer does

not bind the Seller and therefore may be made to several potential Buyers.

Then there are firm offers (binding or with obligation or engagement). A firm offer is made by the Seller to one potential Buyer only and usually indicates the time during which it will remain open for acceptance. If the Buyer accepts the offer in full within the stipulated time, he is obliged to buy the goods at the price and on the terms stated in the offer. The Sellers have the right to withdraw a firm offer at any time before it has been accepted.

2) Answer the questions. Use the text for reference.

1. What kind of business letters do business transactions usually start with?
2. Where does the prospective Buyer get the name and address of the prospective Seller?
3. How can inquiries be made?
4. What does the prospective Buyer state in the inquiry?
5. To what firms does the Buyer send his inquiries?
6. What does the Buyer ask the Seller to send him?
7. What kind of business letter does the prospective Seller send in reply for inquiry?
8. What does the offer usually quote and stipulate?
9. May the Seller offer his goods to the Buyer without waiting for an inquiry?
10. What are the two main types of offers and what is the difference between these types of offers?

3) Read the text “*Business Correspondence*” more carefully and retell it using the questions as a plan.

4) Discuss with your partners the two main types of business letters.

III. 1) Study the Guide to the *Basics of Business Letters*.

The basics of good business letter writing are easy to learn. The following guide provides the phrases that are usually found in any standard business letter. These basics of business letters are important because certain formulas are recognized and handled accordingly.

Think of a basic business letter in three steps:

1. **Introduction** – The reason for writing

The introduction helps the reader understand in which context the letter should be considered. Possibilities include job interview, inquires, business opportunity requests, complaints, and etc. Each type of business letter has its own standard phrases which you can find in this guide to different types of business letters.

2. **Details** – What you would like to accomplish

The detail section of a business letter is extremely important. This is where you achieve your goals in writing a business letter.

3. **Conclusion / Next Steps** – What you would like to happen in the future

Provide a call for future action. This can be a chance to talk in person. It's important to make clear what you would like to happen in the future from the person reading your business letter.

The phrases presented in this guide provide a frame and introduction to the content of business letters. By using these standard phrases, you can give a professional tone to your English business letters. Once you understand these basics, you can refine your business letter writing skills by focusing on different types of business letters, as well as other business documents to refine your skills for your business needs at your employers or your own small business organization.

The Start

The start of any business letter begins by addressing the recipient of the letter.

Dear Personnel Director,

Dear Sir or Madam: (use if you don't know who you are writing to)

Dear Dr, Mr, Mrs, Miss or Ms Smith: (use if you know who you are writing to, and have a formal relationship with - VERY IMPORTANT use Ms for women unless asked to use Mrs or Miss)

Dear Frank: (use if the person is a close business contact or friend)

Note: If you are unsure how formal you should be, always choose a more formal form. Writing to a specific person is always preferred if at all possible.

The Reference

Begin by referencing to a specific conversation or other contact means. If this is the first letter in a conversation, you can also provide the reason for writing.

With reference to your advertisement in the Times / your letter of 23 rd March / your phone call today...

Thank you for your letter of March,5th.

The Reason for Writing

I am writing to ...

... inquire about

... apologize for

... confirm

... comment on

... apply for

Examples:

I am writing to inquire about the position posted in The Daily Mail.

I am writing to confirm the shipment details on order № 2346.

I am writing to apologize for the difficulties you experienced last week at our branch.

Once you have introduced the reason for writing your business letter, move on to stating more specifically the purpose of your letter. Here are a number of possibilities:

Requesting

Could you possibly ... ?

I would be grateful if you could ...

Agreeing to Requests

I would be delighted to ...

Giving Bad News

Unfortunately ...

I am afraid that ...

Examples:

Could you possibly forward your job requirements?

I am afraid that I will not be able to attend the conference next week.

I would be delighted to give you a tour of our facility this coming month.

Enclosing Documents

I am enclosing ...

Please find enclosed ...

Enclosed you will find ...

Closing Remarks

Thank you for your help. Please contact us again if we can help in any way / if there are any problems / if you have any questions.

Reference to Future Contact

I look forward to ...

... hearing from you soon.

... meeting you next Tuesday.

... seeing you next Thursday.

The Finish

Yours faithfully, (If you don't know the name of the person you're writing to).

Yours sincerely, (If you know the name of the person you're writing to).

Best wishes,

Best regards, (If the person is a close business contact or friend)

2) Study the following sample letters.

a)

Ken's Cheese House

34 Chatley Avenue

Seattle, WA 98765

Tel:

Fax:

Email: kenny@cheese.com

March 23, 2013

Fred Flintstone

Sales Manager

Cheese Specialists Inc.

456 Rubble Road

Rockville, IL

Dear Mr Flintstone:

With reference to our telephone conversation today, I am writing to confirm your order for: 120 x Cheddar Deluxe Ref. No. 856.

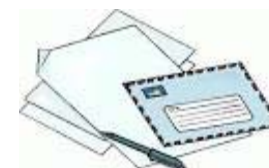
The order will be shipped within three days via UPS and should arrive at your store in about 10 days.

Please contact us again if we can help in any way.

Yours sincerely,

Kenneth Beare

Director of Ken's Cheese House



b)
Mr Nikolay Roshin
ABC-company
Office 2002, Entrance 1B
Tverskaya Street
Moscow
RUSSIA

2 June 2013

Dear Nikolay,

I'm writing to you in regard of your enquiry. Please find enclosed our information pack which contains our brochures and general details on our schools and summer centres.

In England we have two schools, Brighton and Bath, both beautiful locations which I am sure you and your students will like. Our schools are located in attractive premises in convenient, central positions. Brighton is a clean and safe town with a beautiful bay and countryside nearby. Bath is one of the most famous historic cities in England, famous for its Georgian architecture and Roman Baths.

Accommodation is provided in host families chosen for the ability to provide comfortable homes, a friendly welcome and a suitable environment, in which students can practise English and enjoy their stay. We have full-time Activities Organisers responsible for sports, cultural activities and weekly excursions.

Please complete and return the enclosed registration form in order to receive more brochures and other promotional materials.

I look forward to hearing from you and later hope to welcome your students to our schools and summer centres.

Yours sincerely,
Tomas Green
Managing Director



3) Read and translate the following information about business letters.

Business Letter Writing: Inquiries-Asking for Information (Письмо-запрос информации)

We write an inquiry when we want to ask for more information concerning a product, service or other information about a product or service that interests us. These letters are often written in response to an advertisement that we have seen in the paper, a magazine, a commercial on television when we are interested in purchasing a product, but would like more information before making a decision. Remember to place your or your company's address at the top of the letter (or use your company's letterhead) followed by the address of the company you are writing to. The date can either be placed double spaced down or to the right.



Example Letter

Kenneth Beare
2520 Visita Avenue
Olympia, WA 98501

Minsk Tractor Works
29th Dolgobrodskaya Str.
Minsk, Belarus

June 12, 2013

To Whom It May Concern:

With reference to your advertisement in yesterday's Economy of Belarus, could you please send me a copy of your latest

catalogue of compact tractors and motoblocks? I would also like to know if it is possible to make purchases online.

Yours faithfully
(Signature)

Kenneth Beare
Administrative Director
Agricultural Machinery Company

**Business Letter Writing:
Responding to Inquiries and Requests for Information
(Письмо-ответ на запрос информации)**

It is very important to make a good impression when responding to inquiries from potential customers. Of course, the best impression will be made by providing the materials or information that the perspective client has asked for, this positive impression will be improved by a well written response.

Remember to place your or your company's address at the top of the letter (or use your company's letterhead) followed by the address of the company you are writing to. The date can either be placed double spaced down or to the right. You can also include a reference number for correspondence.

Example Letter

Minsk Tractor Works
29th Dolgobrodskaya Str.
Minsk, Belarus

Kenneth Beare
Administrative Director
Agricultural Machinery Company

June 15, 2013

Dear Mr Beare,

Thank you for your inquiry of 12 September asking for the latest edition of our catalogue of compact tractors and motoblocks.

We are pleased to enclose our latest brochure. We would also like to inform you that it is possible to make purchases online. We look forward to welcoming you as our customer.

Yours sincerely

(Signature)
Marketing Director
Minsk Tractor Works

4) Write your business letters. Use sample letters for reference.



IV. 1) Read the text, translate it and write out the 5 practical pointers' definitions of *business e-mails* in English.

Professional e-mails, press releases and reports in English

Imagine that your boss has just told you to e-mail the monthly reports out to all regional and division management with an explanation of the key changes from the previous month. In most companies, this e-mail has to be in English, and it will be read carefully. Are your English e-mail skills up to the task? Now imagine that you've been given the job of writing a press release to be distributed internationally announcing the launch of your latest product. Are you ready to represent your company in English? Study the information from the following text about business writing in English to improve your professional skills.

Business E-mails in English: 5 practical pointers

Writing a business e-mail is often easier than speaking: you don't have to worry about pronunciation, and you can take time to edit your message. But there are some rules to remember when writing e-mails. Here are some tips to keep in mind to ensure that your e-mail makes a good impression.

1. *Know your e-mail terms*: English e-mail programs use lots of abbreviations, and if you don't know them, your e-mail asking your boss for a raise might end up going out to the entire office!

"Reply to all" means your e-mail will be sent to everyone who received the originally letter you're replying too. In the address section of the e-mail, the *"cc"* (*carbon copy*) section sends copies of the e-mail to the people you indicate, while the *"bcc"* section lets you send copies discreetly – the b stands for *"blind"* (hidden).

If someone asks you to *"forward"* an e-mail, they mean to send a copy of the e-mail to them using the forward feature, which is sometimes abbreviated as *"fw"*.

2. *Use the Right Greeting*: Although opening an e-mail to your friend with *"Hey"* is fine, it's best not to write to a potential business partner that way. On the other hand, using extremely formal traditional phrases like *"Dear Sir"* is increasingly out of date. The best bet is to write *"Dear Mr. / Ms."* and then the person's last name. When you already have a working relationship, it's fine just to use their first name (e.g. *"Dear John"*).

3. *Keep it Short and Clear*: While in some other languages using elaborate and complicated structures shows your intelligence and education, write your English e-mails in a clear and organized style. Clearly introduce the purpose of your letter in the first paragraph and follow a clear structure in the main paragraphs with good introduction sentences in each. Using words like *"first, second, next, and finally"* tells the reader that you're making a new point. You don't have to describe all the details in your e-mail. You can always end the e-mail with a phrase like *"If you have any*

other questions please feel free to contact me", which invites the reader to ask you for more information.

4. *Be polite and tactful*: While it's good to be clear when you're writing an e-mail asking for something, whether it's a discount on a shipment of shoes or a job interview, it's best not to use demanding words like *"I want"*. *"I would like"* is more respectful, and *"I am interested in"* is a good choice if you're making an initial proposal or still exploring ideas.

5. *Always end the e-mail correctly*: *"I am looking forward to your reply"*, *"Thank you"*, or *"Sincerely"* are all good ways to leave the reader with a good impression.

2) Put ten questions to the text. Ask them to your groupmates.

ARE YOU GOOD AT WRITING BUSINESS LETTERS? TEST YOURSELVES



E-mail Etiquette Test

1. *Вы написали e-mail по поводу новостей о проекте X. Какое название подойдет для этого письма?*
 - A About Project X.
 - B Project X update.
 - C Stuff about Project X.
 - D The news on Project X.
2. *Как вы объясните, что вы приложили что-то к вашему письму?*
 - A Find the file attached.
 - B Here is something for you.
 - C Please find attached.
 - D Look at the attachments.

3. Чтобы поддержать дальнейшие контакты, что вы напишете в конце вашего письма?

- A Can you write back?
- B I look forward to hearing back from you.
- C Get back to me please.
- D Write me when you have time.

4. Вы написали отчет об утренней встрече с клиентом. Как вы профессионально представите содержание вашего письма?

- A The following provides a recap of this morning's meeting.
- B Here is what happened in the meeting this morning.
- C In this morning's meeting, we talked about these things.
- D We talked about these things in this morning's meeting.

5. Как вы сделаете запрос?

- A Could you help me?
- B I need something.
- C I am requesting the following.
- D I would be grateful if you could.

6. Вы не можете выполнить работу в предложенные сроки. Как Вы преподнесете плохие новости?

- A Unfortunately, we will not be able to meet this deadline.
- B This deadline is not possible.
- C Sorry, we cannot make the deadline.
- D It's too bad, but we cannot make the deadline.

7. Как вы ответите на запрос согласием?

- A I would be happy to.
- B I guess I can.
- C I agree to.
- D I am OK with doing.

8. Правильным завершением письма будет:

- A Let me know if you have a question.
- B Write me with questions and concerns.
- C Please let me know if you have any questions or concerns.
- D If you have any questions or problems, write back.

МАРКЕТИНГ, СЕЛЬСКОХОЗЯЙСТВЕННЫЙ МАРКЕТИНГ



I. 1) Study the following business terms.

Audit is an evaluation of a person, organization, system, process, enterprise, project or product.

A **Business Analyst (BA)** is someone who analyzes the existing or ideal organization and design of systems, including businesses, departments, and organizations.

Marketing is the process of communicating the value of a product or service to customers. Marketing might sometimes be interpreted as the art of selling products, but sale is only one part of marketing.

Online advertising, also known as *online advertisement*, *internet marketing*, *online marketing* or *e-marketing*, is the marketing and promotion of products or services over the Internet.

Marketing research is "the function that links the consumers, customers, and public to the marketer through information – information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process".

Revenue or **turnover** is income that a company receives from its normal business activities, usually from the sale of goods and

services to customers. In many countries, such as the United Kingdom, revenue is referred to as **turnover**. Some companies receive revenue from interest, royalties, or other fees.

The **market environment** is a marketing term and refers to factors and forces that affect a firm's ability to build and maintain successful relationships with customers.

A **marketing plan** is a comprehensive blueprint which outlines an organization's overall marketing efforts. A marketing plan may be part of an overall **business plan**.

A **business plan** is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.

Marketing management is a business discipline which is focused on the practical application of marketing techniques and the management of a firm's marketing resources and activities.

Marketing tactics or strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage.

SWOT analysis (alternatively **SWOT Matrix**) is a structured planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

A **marketing board** is an organization created by many producers to try to market their product and increase consumption and thus prices.

An **agricultural marketing organization** is an organization that helps farmers sell common commodities and obtain discounts when purchasing from vendors.

An **end-user** is a person who uses a product. The term is based in the fields of economics and commerce.

A **Marketer** is one that sells goods or services in or to a market, especially one that markets a specified commodity: a major wine marketer.

2) Match the following business terms with their definitions.

1. An end-user	a) one that sells goods or services in or to a market
2. An agricultural marketing organization	b) an organization which tries to market its product and increase consumption and thus prices
3. The market environment	c) the marketing and promotion of products or services over the Internet
4. Marketing tactics	d) the practical application of marketing techniques and the management of a firm's marketing resources and activities
5. Marketing management	e) a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage
6. Online advertising	f) factors and forces that affect a firm's ability to build and maintain successful relationships with customers
7. A business plan	g) an organization that helps farmers sell common commodities and obtain discounts when purchasing from vendors
8. A marketing board	h) a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals
9. Audit	i) a person who uses a product
10. A marketer	j) an evaluation of a person, organization, system, process, enterprise, project or product

3) Study the following words.

mode (n)	способ
marketing mix (n)	содержание маркетинга
customer (n)	клиент, заказчик
objective (n)	задача, цель
pricing (n)	ценообразование
option (n)	выбор, альтернатива
competitor (n)	конкуренент
price leader (n)	ценовой лидер
placement (n)	размещение
promotion (n)	продвижение товара или услуги
assess (v)	оценивать
price (v)	устанавливать цену
determine (v)	определять
distinguish (v)	различать
take place (v)	иметь место, происходить
communicate (v)	передавать информацию
persuade (v)	убеждать
transmit (v)	передавать
interrelate (v)	соотносить (ся), взаимодействовать
occur (v)	происходить
confine (v)	ограничивать
market (v)	купить или продать на рынке
engage (v)	вовлекать
average (adj.)	средний
coercive (adj.)	принудительный
available (adj.)	имеющийся в распоряжении

4) Match the words in the left-hand column with the correct synonyms or definitions in the right-hand column.

1. Marketing mix (n)	a) convince
2. Option (n)	b) rival, opponent
3. Objective (n)	c) the act of putting something in a particular place
4. Competitor (n)	d) please
5. Channel of distribution (n)	e) charge an average price
6. Mode (n)	f) goal
7. Market (v)	g) the path goods take when moving from manufacturer to customer
8. Promotion (n)	h) set at a price
9. Satisfy (v)	i) choice
10. Charge (v)	j) communication between buyer and seller
11. Price with the market (v)	k) sell in an organized way
12. Persuade (v)	l) take place, happen
13. Occur (v)	m) appraise, evaluate
14. Placement (n)	n) way, method
15. Assess (v)	o) the combination of four Ps

5) Use the proper forms of the words in italics in the sentences. Change the grammatical form of the words if necessary.

1. Identify

a. Market researches ... the target market for a particular product.

b. When an employee joins a large company, he or she is given an ... card.

2. Promote

a. Advertising agencies are concerned with ... of a product.

b. Last week the boss ... John because of his outstanding work in the accounting department.

3. Compete

a. In the marketplace businesses ... with each other.

b. Sony is a major ... of General Electric.

4. Determine

a. The combination of the four Ps ... the marketing mix.

b. An accountant makes an accurate ... of the expenses of a company.

5. Isolate

a. Strategies of product, price, placement, and promotion are not planned in

b. The company doctor ... the sick employee in the room at the end of the hall.

6. Deliver

a. Most frequently used terms of ... are CIF and FOB.

b. During our talks in Minsk you promised us ... the goods in December.

7. Manufacture

a. New England's economy is largely based on ..., farming and tourism.

b. Blake Inc. is a leading ... of this type of lifts.

II. 1) Read the text "*Marketing*" and state the main idea.

Marketing

Marketing is the ability to assess, by whatever means, the needs of the consumer, then using the available resources, design, produce, advertise, and deliver the goods at the right time and at the right place and price to the customer.

Marketing's principal function is to promote and facilitate exchange. Through marketing, individuals and groups obtain what they need and want by exchanging products and services with other parties. Such a process can occur only when there are at least two parties, each of whom has something to offer. In addition, exchange cannot occur unless the parties are able to communicate about what they offer and to deliver what they offer.

Marketing is not a coercive process: all parties must be free to accept or reject what others are offering. So defined, marketing is distinguished from other modes of obtaining desired goods, such as through self-production, begging, theft, or force. Marketing is not confined to any particular type of economy, because goods must be exchanged and therefore marketed in all economies and societies except perhaps in the most primitive one. Furthermore, marketing is not a function that is limited to profit-oriented business; even such institutions as hospitals, schools, and museums are engaged in some forms of marketing.

In modern terms, marketing is defined as the movement of goods and services from manufacturer to consumer in order to satisfy the customer and to achieve the company's objectives. It can be considered as dynamic field that involves a wide variety of activities.



The ABC of marketing is the so-called marketing mix. It includes the four Ps: product, price, placement, and promotion.

Product (service) is often connected with development of a new product or service, searching the potential markets, and, finally introduction it to the market. Target market selection is the most important task for any firm. A target market is a group of individuals who will probably buy the product. That involves the development of a marketing strategy. A successful marketing mix depends on the knowledge about consumers and their buying habits, gained through market research as well as correct identification of the target market.

Price is the most changeable element of all the four Ps. Its definition is exchange of something of value for something else. There are three pricing options the company may take: above, with or below the prices its competitor is charging. For example, if the average price for blue jeans is \$ 50, a company that charges \$ 50, has priced with the market, a company that charges \$ 47 has priced below the market, and a company that charged \$ 53 has priced above the market. Most companies price with the market, selling their goods and services for average prices established by major producers in the industry known as price leaders.

Placement involves getting the product or service to the customer. This takes place through the channels of distribution. A common channel of distribution is:

Manufacturer - wholesaler - retailer - customer.

Promotion includes all kinds of communication with individuals, groups, or organizations to directly or indirectly facilitate exchange by informing and persuading them to accept an organization product or service. There are two major ways promotion occurs: through personal selling, as in a store; and through advertising, as in a newspaper. One should distinguish advertising campaign which can be developed by personnel within the firm or in conjunction with advertising agencies, and publicity that is the means of communication transmitted through a mass media at no charge.

All marketing activities must be oriented towards creating and sustaining satisfying exchanges. Both the buyer and the seller must be satisfied. The first should be satisfied with goods, services or ideas obtained in the exchange. The seller should receive something of value, any financial reward. All marketing variables are highly interrelated.

Marketing helps companies generate profit, the lifeblood of economy. About half of each consumer dollar is spent on marketing activities.

2) Answer the questions.

1. What is marketing?
2. What is marketing's principal function?
3. What are the four main elements of marketing?
4. Why is target market selection the most important task for any firm?
5. What helps know about consumers and their buying habits?
6. What are three pricing options that a company may take?
7. What does placement involve?
8. Do you think restaurants provide food on a wholesale or retail basis?
9. How does promotion occur?

3) Choose the best variant.

1. Marketing's principal function is
 - a. to produce goods and services.
 - b. to promote and facilitate exchange.
 - c. to satisfy the customers.
 - d. to earn profit.
2. The four main elements of marketing are known as
 - a. buying, selling, market research, and storage.
 - b. the four Ps.
 - c. the four Ms.
 - d. the marketing mix.

3. The product element refers to
 - a. the four Ps.
 - b. testing of a product to insure quality.
 - c. the goods or service that a company wants to sell.
 - d. getting the product to the customer.
4. Most companies price
 - a. beyond the market.
 - b. below the market.
 - c. with the market.
 - d. above the market.
5. A common channel of distribution is
 - a. wholesaler → retailer → manufacturer → customer.
 - b. manufacturer → retailer → wholesaler → customer.
 - c. retailer → manufacturer → wholesaler → customer.
 - d. manufacturer → wholesaler → retailer → customer.
6. The two major forms of promotion are
 - a. personal selling and advertising.
 - b. personal selling and newspapers.
 - c. personal selling.
 - d. radio and television.

4) Restore the word order in the following statements.

1. Marketing assess the needs of the is the ability to consumer.
2. Marketing the available resources is the ability to use.
3. Marketing goods is the ability to design the.
4. Marketing the goods is the ability to produce.
5. Marketing advertise the goods at the right time is the ability to and at the right place and price.
6. Marketing at the right place and price to the customer is the ability to deliver the goods at the right time and.
7. That involves dynamic field variety of activities marketing is a wide.

III. 1) Study the following words on the topic “Agricultural marketing”.

to encompass – окружать; заключать
real estate support – реальная поддержка недвижимостью
cultivation – возделывание (земли)
harvesting – уборка урожая
storage – хранение
storage facilities – условия для хранения
to secure – обеспечивать, страховать; получать
to nurture – выращивать
commodity – товар
marketer – маркетолог
trend – тенденция, направление

2) Match the words in the left-hand column with the correct synonyms or definitions in the right-hand column.

1. encompass	a) grow
2. real estate	b) include
3. cultivation	c) a change towards something different
4. harvesting	d) goods
5. storage	e) one that sells goods or services in or to a market
6. secure	f) get
7. nurture	g) property in the form of buildings and land
8. commodity	h) cutting and gathering a crop
9. marketer	i) the keeping of something in a special place until it is needed
10. trend	j) preparation of land and growing crops on it

3) Read the text “*Agricultural marketing*” and state the main idea.

Agricultural marketing



Agricultural marketing is a form of marketing that encompasses all goods and services related to the field of agriculture. All these products directly or indirectly support the effort to produce and deliver agricultural products from the farm to the consumer. The range of this type of marketing includes such varied products as real estate support, equipment used in cultivation and harvesting, storage facilities for harvested crops, and delivery services that transport the harvest to consumers. In addition, financial services that make it possible to secure products necessary for agriculture to function are also normally included as part of agricultural marketing.

Within this broad marketing type, just about every aspect of the agricultural process is addressed. Financial services make it possible for farmers to secure and develop property where crops can be planted, nurtured, and harvested.

Equipment financing that makes it possible to obtain the tools to work the land is also part of this aspect. From there, resources that make it possible to connect with buyers are also part of the overall agricultural marketing process, and often involve

the use of marketing professionals to identify and make the most efficient use of these types of business relationships.

Storage of harvested crops is also part of the agricultural marketing process. This is especially true when the crops involved are connected with futures contracts in the commodities market. Once harvested, the crops can be transported to storage facilities, where the holder of the contract can then arrange for their sale, making it possible to earn a return on the investment. The agro-marketing effort continues, allowing those investors to connect with buyers and complete transactions that are ultimately beneficial to all parties concerned.

As with most forms of marketing, agricultural marketing is focused on creating a viable product, identifying one or more groups of consumers who are likely to purchase that product, and then arranging the means to deliver that product to those consumers.

Along the way, this involves careful consideration of which type of crops to plant, where to plant them, how to cultivate them to best advantage, and determining what type of price those crops can command once they are ready for sale.

Shifts in customer preferences, changes in political climate, natural disasters, and even innovations in agricultural practices can all have an impact on exactly how the task of agricultural marketing is carried out. For this reason, the strategies and approaches used in one sector of the marketplace may be inappropriate for a different sector or targeted group of consumers, a fact that requires marketers pay close attention to market trends and respond to them in the most productive manner possible.

4) Agree or disagree with the following.

1. Agricultural marketing is aimed to produce and deliver agricultural products from the farm to the consumer.
2. Marketing professionals are used to buy equipment used in cultivation and harvesting.

3. Storage of harvested crops is not included in the agricultural marketing process.

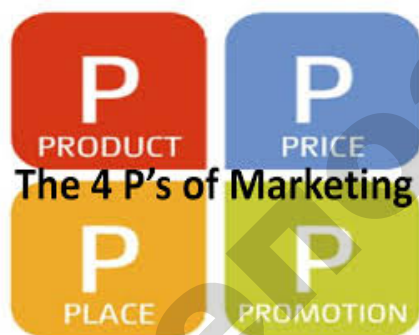
4. The strategies and approaches used in one sector of the marketplace may be appropriate for a different sector or targeted group of consumers.

5) Answer the questions.

1. What is agricultural marketing?
2. What supports the effort to produce and deliver agricultural products from the farm to the consumer?
3. What does agricultural marketing include?
4. Why are financial services important?
5. What role do storage facilities play in agricultural marketing?
6. What is agricultural marketing focused on?
7. What can have an impact on exactly how the task of agricultural marketing is carried out?
8. Why is it necessary for marketers to pay close attention to market trends and respond to them?

6) Write the summary of the text.

7) Study additional information about the marketing mix.



A. The Ps

Originally there were four Ps.

Today some marketers talk about additional four Ps:

People: how your staff (or employees), are different from those in a competitor's organization, and how your clients are different from your competitor's clients.

Physical presence: how your shop or website looks.

Process: how your product is built and delivered, or how your service is sold, delivered and accessed.

Physical evidence: how your service becomes tangible. For example, tickets, policies and brochures create something the customers can touch and hold.

B. Marketing a new product

A small educational games company is launching a new game to teach English vocabulary to beginner learners. The marketing manager, Dominic Dangerfield, is making a presentation using PowerPoint slides.

The Turnover Game

Product

- Innovative way to learn new vocabulary
- **Launch:** how we are planning to introduce the product onto the market

Place

- **Distribution:** high street retailers and mail order via website and catalogues
- **Delivery:** five days by mail order or straightaway in shops

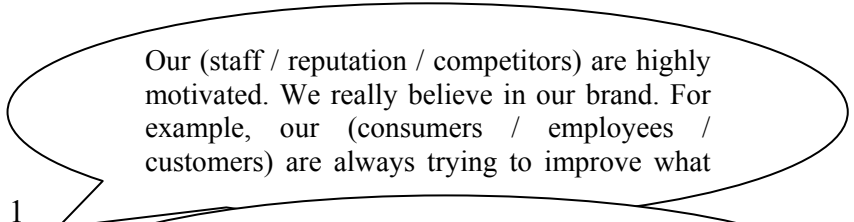
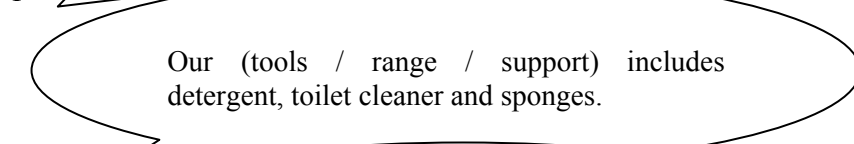
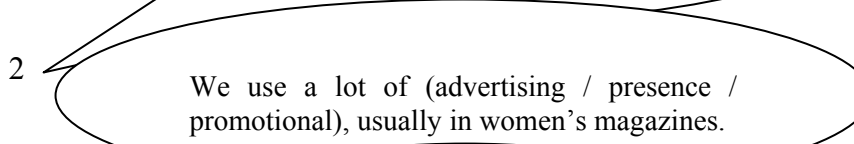
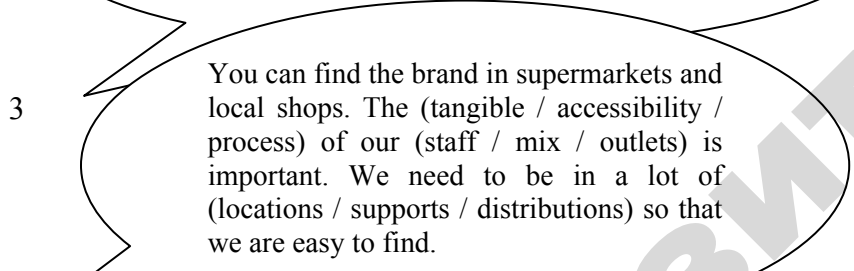
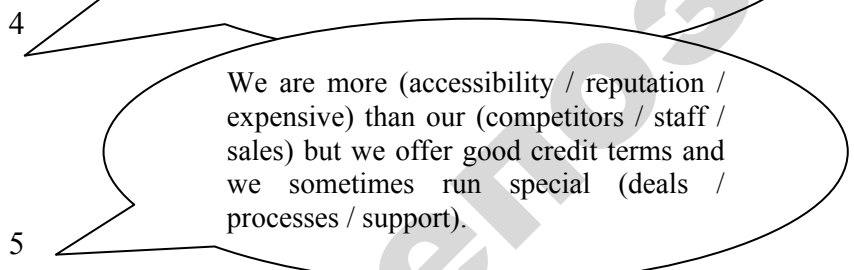
Promotion

- **Advertising:** in children's magazines
- **Direct marketing:** insert catalogue in *Parent* magazine

People

- **Customers:** educated, city-dwellers with pre-teen children, school teachers

8) A marketing manager is talking about the marketing mix for a brand of cleaning products. Choose the correct words from the brackets to complete the text, and then match each speech bubble with one of the Ps. Look at A opposite to help you.

- 1  Our (staff / reputation / competitors) are highly motivated. We really believe in our brand. For example, our (consumers / employees / customers) are always trying to improve what
- 2  Our (tools / range / support) includes detergent, toilet cleaner and sponges.
- 3  We use a lot of (advertising / presence / promotional), usually in women's magazines.
- 4  You can find the brand in supermarkets and local shops. The (tangible / accessibility / process) of our (staff / mix / outlets) is important. We need to be in a lot of (locations / supports / distributions) so that we are easy to find.
- 5  We are more (accessibility / reputation / expensive) than our (competitors / staff / sales) but we offer good credit terms and we sometimes run special (deals / processes / support).

9) Complete the text using the words from the box. Look at A opposite to help you.

advertising	mix	price	products	promotional
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Marie Curie Cancer Care is reviewing its marketing strategy in an attempt to attract a wider audience. It will stop using (1) _____ techniques, such as mailings and events.

Television (2) _____ and face-to-face marketing are both being tested in a bid to supplement the charity's typical over-60s donor base with younger supporters. If tests prove successful, they will become part of Marie Curie's marketing (3) _____.

In addition, Marie Curie Cancer Care is expanding its online shop. Stylish handbags at a (4) _____ of J10 are attractive to younger customers. Marie Curie Cancer Care says it is responding to customers' needs and wants by selling elegant fashion wear (5) _____.

10) Do the following words and expressions refer to product, price, place, promotion, or people?

Look at A and B opposite to help you and fill in the table.

accessibility	customers	discounts	location	sales force
branding	delivery	distribution	quality	special deals
competitors	direct marketing	launch	reputation	support

PRODUCT	PRICE	PLACE	PROMOTION	PEOPLE

THINK IT OVER

Think about an expensive brand and less expensive alternative. What are the differences in the marketing mix for the two brands?

IV. 1) Study the following economic terms on the topic “Marketing Strategy”.

strategic – стратегический

segmentation – сегментация (процесс выявления наиболее благоприятных условий на рынке с целью выбора варианта ориентации производственно-сбытовой политики)

targeting – определение цели

positioning – позиционирование (действия, направленные на обеспечение товару конкурентоспособного положения на рынке и разработку соответствующего комплекса маркетинга)

to position – занять позицию

to engineer – проектировать

superiority – превосходство

dimension – измерение

credibility – правдивость

to perceive – воспринимать

by words of mouth – устно

superiority complex – мания величия

2) Match the words in the left-hand column with the correct synonyms or definitions in the right-hand column.

1. targeting	a) intended to achieve something
2. to position	b) to see, notice or realize something
3. superiority	c) measurement
4. dimension	d) determining a goal
5. credibility	e) magnificence
6. to perceive	f) to design
7. to engineer	g) truthfulness
8. strategic	h) to move something into this or that place

3) Read the text “Marketing strategy” and find the English equivalents for the words or word combinations given after the text.

Marketing strategy



The marketing process is divided into a strategic and a tactical phase. The strategic phase has three components – segmentation, targeting, and positioning (STP). The organization must distinguish among different groups of customers in the market (segmentation) and choose which groups it can serve effectively (targeting). A key step in marketing strategy, known as positioning, involves creating and communicating a message that clearly positions the company or its brand in relation to competitors. Thus, Volvo (Sweden) has positioned its automobile as the "safest," and Daimler-Benz (Germany), manufacturer of Mercedes-Benz vehicles, has positioned its car as the best "engineered." Some products may be positioned as "outstanding" in two or more ways. However, claiming superiority along several dimensions may hurt a company's credibility because consumers will not believe that some company can do better than others in all dimensions. Furthermore, although the company may communicate a particular position, customers may perceive a different image of the company as a result of their actual unpleasant experiences with the company's product or through word of mouth.

Маркетинг; конкурент; проводить различие; воспринимать; отличающийся; производитель; автотранспортное средство; проектировать; выдающийся; несмотря на это; предъявлять претензию; превосходство; измерение; повредить; правдивость; потребитель; стратегия; ход развития; делиться на; фаза; составная часть; сегментация; покупатель; рынок; выбирать; обслуживать; эффективно; включать в себя; создание; послать сообщение; недвусмысленно; занять позицию; фабричная марка; по отношению к; полагать; определение цели; позиционирование; фактически существующий.

4) Agree or disagree with the following statements.

1. Strategy is a well-planned series of actions for achieving an aim, especially success against an opponent.
2. The marketing process is not divided into any phases.
3. The strategic phase has two components.
4. Segmentation is the act of dividing something into smaller parts.
5. Target is an object, person, or place that is deliberately chosen to be attacked.
6. Position is the place where someone or something is, especially in relation to other objects and places.
7. Credibility is the quality of deserving to be believed and trusted.
8. Claiming superiority along several dimensions may hurt a company's honesty because consumers will not believe that some company can exceed the rest in all dimensions.
9. Although the company may state a particular position, customers may receive a different image of the company as a result of their real experiences with the company's product or through word of mouth.

5) Complete the following statements. Choose one topic to speak about: a) segmentation; b) targeting; c) positioning; d) company's superiority complex. Retell the text "Marketing strategy".

1. The marketing process is divided into
2. The strategic phase has
3. Segmentation is
4. Targeting is
5. Positioning involves
6. Some products may be positioned as
7. Claiming superiority may ... because
8. Customers perceive ... as a result of

6) Study additional information about the marketing strategy and the marketing plan.

A. Marketing strategy and the marketing plan

A company's marketing strategy describes how it will position itself and the products it sells or the services it provides in the competitive marketplace. The strategy includes a discussion of target markets, product and pricing policies, and proposed marketing and promotional initiatives.

The company's marketing plan is the written document which details the marketing methods selected (advertising, price promotions, etc.) and specific marketing actions or marketing activities (for example, a back-to-school promotional offer). It also examines the resources needed (both financial and human) to achieve specified marketing objectives, such as an increase in sales or a successful product launch, over a given period of time.

B. Developing the marketing plan

You can **develop a marketing plan** using the stages known as **AOSTC** (Analysis, Objectives, Strategies, Tactics and Control).



ANALYSIS	Current market situation	Information on the competitors and the marketplace.
	Competitor analysis	The competition in the marketplace. You will also need to include information on their positioning – how they control the way the customers see the products or services.
	Product/service analysis	What you sell or provide, and your Unique Selling Point (USP) – that is, what distinguishes your product or service from others on the market. Originally USP stood for Unique Selling Proposition, a concept developed by Rosser Reeves in the 1940s.
	Target market	Your customer groups or segments – for example, teenagers or business people.

OBJECTIVES	Marketing goals	What you want to achieve, in terms of image and sales.
	Set SMART objectives	<p>Specific – Be precise about what you are going to achieve.</p> <p>Measurable – Quantify your objectives.</p> <p>Achievable – Are you attempting too much?</p> <p>Realistic – Do you have the resources to make the objective happen (manpower, money, machines, materials, minutes)?</p> <p>Timed – When will you achieve the objective? (Within a month? By February 2015?)</p>
STRATEGIES	The approach to meeting the objectives	Which market segment ? How will we target the segment? How should we position within the segment?
TACTICS	Convert your strategy into the marketing mix, including the 4 Ps	Product Price Place Promotion
CONTROL	Tracking	How the success of the marketing plan will be measured. How each marketing activity will be assessed.

7) Make word combinations with *market* and *marketing* using words from the box. Then match the word combinations with the definitions below. Look at the page opposite to help you.

methods	mix	plan	segments	strategy	target
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- 1) groups of consumers with similar needs or purchasing desires
- 2) the consumers, clients or customers you want to attract
- 3) a definition of the company, the product / service and the competition
- 4) detailed information about how to fulfill the marketing strategy
- 5) the techniques you can use to communicate with your consumers
- 6) the combination of different elements used to market a product or service



8) You are preparing some slides for a presentation of next year's marketing plan. Choose a title from the box for each image. Look at B opposite to help you.

1. Competitor Analysis	2. Target Market	3. USP
------------------------	------------------	--------



a)



b)



c)

THINK IT OVER



Prepare some slides for a presentation of the marketing plan of the company you work for, or one you would like to work for. Give a title for each image. Look at B opposite to help you.

ARE YOU GOOD AT MARKETING?
TEST YOURSELVES



1. What expressions do you know with the word market?
Below is a quick quiz.

1. What does a firm usually carry out before it introduces a product onto the market?
2. What expression means "the proportion of the market held by one manufacturer or brand"?
3. What do we call the place where shares are bought and sold in large quantities?
4. When you develop a product, you hope people will eventually buy it. You hope the product will be
5. Sony are continually putting new products
6. What does a firm do when it goes "up-market" and "down-market"?
7. If you buy currency or goods illegally, you buy them on the
8. What are a "seller's market" and a "buyer's market"? Can you give example of each from the world of business?
9. What do we mean when we say that a market is "saturated"?
10. An interesting property has just come ... the market.
11. We have no idea what the present market... of our buildings is.

2. Fill the gaps in these sentences, using the words from the list.

creative process	design	distribution	end-users
hire purchase	image labels	mail order	need
outlets	patterns place	posters	price
production-orientated	profitably	promotion	range
satisfy	strengths	threats	first
weaknesses	opportunities	product	rival

1. What is marketing? Marketing is the ... of satisfying customer needs ...

2. What is "the marketing mix"? It consists of "the four Ps": providing the customer with the right P ... at the right P ..., presented in the most attractive way (P ...) and available in the easiest way (P...).

3. What is "a product"? A product is not just an assembled set of components: it is something customers buy to ... a ... they feel they have. The ... and the ... of the product are as important as its specification.

4. What is "price"? The product must be priced so that it competes effectively with ... products in the same market.

5. What is "promotion"? The product is presented to customers through advertising (TV commercials, ..., etc.), packaging (design, ..., etc.) publicity, P.R. and personal selling.

6. What is "place"? Your product must be available to customers through the most cost-effective channels of A consumer product must be offered to ... in suitable retail ..., or available on ... or by

7. What is meant by "S.W.O.T."? A firm should be aware of its S ... and W ... and the O ... and T ... it faces in the market place.

8. Why are firms becoming more customer-orientated and less Because new products must be created to meet the changing ... of customers' needs – a firm can't rely on the success of its existing ... of products. The customer and his or her needs must come ...!

**МЕНЕДЖМЕНТ,
СЕЛЬСКОХОЗЯЙСТВЕННЫЙ МЕНЕДЖМЕНТ**



I. 1) Study the following business terms.

Management is the organization and coordination of the activities of a business in order to achieve defined objectives. According to the management guru Peter Drucker (1909-2005), the basic task of management includes both marketing and innovation. Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

Agricultural management is an occupation that involves the science of food production. It deals with farming techniques, the domestication of animals, and the general processing of food. The study of applying economic management principles to food farming is **agricultural economics**.

Manager is a person(s) responsible for the overall strategy and the specific buying and selling decisions for a mutual fund or other financial institution.

A manager of a large investment fund (such as a pension fund) who hires other managers to handle specific types of investments, such as bonds, large cap stocks, or real estate investment trusts is a **manager of managers**.

An agricultural manager oversees a large plot of open land on which livestock graze. His job is to ensure the land production an adequate amount of food for the domestic animals without compromising the well-being of the area's wildlife. This delicate balance normally requires constant monitoring of the parcel to identify and rectify any imbalances.

The person who runs the day-to-day activities of a company is a **managing agent**. Individuals, homeowners and businesspeople who are looking for management resources can access national **management agencies**, local or regional divisions related to natural resources or resource **management departments** in colleges and universities.

Management consultant is a person who gives advice on how to manage a business.

Management trainee is a young member of staff who is being trained to be a manager.

The job of being a manager is **managership**.

Management company is the firm that organizes, manages, and administers a mutual fund.

Management representation letter is a letter written by a company manager which attests to the accuracy of an audit. In this letter, management confirms that all the information contained within the company's financial statements is true and accurate and that all information has been disclosed.

Managed economy is an economy which is directed by the government.

Managed fund is a mutual fund that employs a fund manager who makes investment decisions. A mutual fund overseen by a manager on behalf of clients, which owns only currency-related investments, is a **managed currency fund**.



2) Match the following business terms with their definitions.

1. Agricultural management	a) local or regional divisions related to natural resources
2. Agricultural economics	b) a letter written by a company manager which attests to the accuracy of an audit
3. Management	c) - an occupation that involves the science of food production; - deals with farming techniques, the domestication of animals, and the general processing of food
4. Manager	d) the study of applying economic management principles to food farming
5. Agricultural manager	e) the organization and coordination of the activities of a business in order to achieve defined objectives
6. Managing agent	f) a person responsible for the overall strategy and the specific buying and selling decisions for a mutual fund or other financial institution
7. Management consultant	g) oversees a large plot of open land on which livestock graze
8. Management company	h) a person who runs the day-to-day activities of a company
9. Managed economy	i) a person who gives advice on how to manage a business
10. Management representation letter	j) the firm that organizes, manages, and administers a mutual fund
11. Management department	k) an economy which is directed by the government

3) Complete the following sentences with the correct form of the words in italics.

1. Produce

- a. Our ... of washing-machines increased by 5% last year.
- b. We have recently put on the market two new
- c. ... per worker will increase with the introduction of the new machines.
- d. Word processors have helped to make office workers more
- e. The company is well known in the agricultural industry. It sells mainly farm ... – eggs, butter, milk, etc.

2. Compete

- a. Coca Cola's main ... is the Pepsi-Cola company.
- b. We try to stay ... by investing heavily in advertising and promotion.
- c. Our company's main objective is to keep ahead of the

3. Plan

- a. The meeting did not go as
- b. Some projects take years of
- c. Before asking a bank manager for money, it is wise to show him a business

4. Analyse

- a. Managers need to have an ... mind.
- b. Our ... showed that we needed to put more emphasis on marketing.
- c. We must look at the problem

5. Criticize

- a. The report has been received very ... by top management.
- b. The Personnel Director is an outspoken ... of our reorganization.
- c. I thought her ... were unfair and not based on fact.

6. Rely

- a. He is a very ... worker.
- b. I am ... informed that he'll be promoted soon.
- c. Her main quality is her

7. Employ

- a. Most ... in an organisation can benefit from training.
- b. ... is almost 8% in my country that's far too high.
- c. The ... are entitled to various social security payments.
- d. He's fairly old and hasn't had a job for years. I'd say he's virtually

8. Decide

- a. Being a currency dealer in a bank, she has to make quick
- b. Because we were ... , we wasted time and lost the contract.
- c. I haven't ... yet whether to leave my present job but I must make up my mind soon.

4) Complete the following passage, using suitable words and phrases from the box below.

assembly line	foreman	quality control	schedule
bonus	incentive	robot	lay off
capacity	overtime	shift	layout
component	redundant		

I used to work in a company which made ... for cars. Things like spark plugs, carburettors, and so on. We were well paid and we had productivity ... too. And if you needed extra money for a holiday, you usually had the chance to do a bit of The management was generous. They gave prizes, such as car radios, to workers who attended regularly. That was real ... for is not to be sick! We worked two ... at the factory – I usually worked at night. I liked the ... a lot. He let you get on with the job.

Things changed two years ago. We got several big orders at once and just couldn't cope. The Production Manager got really upset when we got behind The ... people weren't too pleased either because a number of carburettors had faults, so they were thrown away. In the end, the company brought in some management consultants. They studied our methods of work, then recommended automating part of the plant. That meant changing the whole ... of the factory.

Well, we did as they said. I must say, our production ... did increase and stock levels became high again. The trouble is, the management decided to cut down the work-force. At first, only a few workers were ..., but later staff from all departments were made

Nowadays, I'm working on an ... in a car manufacturing factory. I spray the car bodies. Would you believe it, I hear they're bringing in ... to do job! So I'll be out of a job again soon.

5) Find the business terms.

m	a	n	a	g	e	m	e	n	t	g	s	s
a	g	p	r	y	c	b	a	n	y	o	e	c
n	e	c	o	m	o	o	n	e	c	o	c	o
a	n	u	f	u	n	d	n	m	b	d	r	n
g	t	r	i	a	o	o	g	s	u	s	u	s
e	r	r	c	o	m	p	a	n	y	s	o	u
r	l	e	e	y	i	r	f	f	a	t	s	l
t	l	n	d	u	c	s	i	o	r	u	e	t
i	e	c	a	r	s	h	n	f	e	l	r	a
o	s	y	r	s	s	e	n	i	s	u	b	n
l	e	t	t	e	r	p	m	a	r	k	e	t

II. Read the text “*Management*” and answer the questions that follow it.

Management

Management is based on scientific theories and today we can say that it is a developing science.

But knowledge of theories and principles doesn't provide practical results. It is necessary to know how to apply this knowledge. Practical application of knowledge in the management area requires certain abilities or skills. Here is an example:

Depending on its size, an organization may employ a number of specialized managers who are responsible for particular areas of management.

A very large organization may employ many managers, each responsible for activities of one management area. In contrast, the owner of a sole proprietorship may be the only manager in the organization. He or she is responsible for all levels and areas of management.

What is important to an organization is not the number of managers it employs but the ability of these managers to achieve the organization's goals, and this ability requires a great *skill*.

In other words, *management is the process of coordinating the resources of an organization to achieve the primary organizational goals.*

1. What is management?
2. Does practical application of knowledge in the management area require certain abilities or skills?
3. May large organizations employ many managers?
4. Who is responsible for all levels and areas of management?
5. What is important to an organization?
6. What can you say about management as a process?

III. 1) Read the text “*What is Agricultural Management?*”, state the main idea of each paragraph and write the plan.

What is Agricultural Management?

Agricultural management is an occupation that involves the science of food production. It deals with farming techniques, the domestication of animals, and the general processing of food. There are many agricultural jobs that require management, especially on projects working in the scientific disciplines and with farm labor. With the changing dynamics of global food production, this field is one of the fastest growing in the world.

Since concepts like productivity and food safety play such an important role in the food supply of the world, agricultural management careers have high potential. Outbreaks of contaminated food sources have prompted new government regulatory bodies to manage the process of food production from both plant and animal sources.



In addition, population growth and the use of certain foods such as corn as biofuel have limited the growth potential of the industry. The goal today is to strive for new ways to produce the necessary amount of food for the growing

population, while maintaining the quality that society has come to expect from its food sources.

The work environment for someone who works in this field varies drastically depending on where the individual works and the demands of the employer. Some are involved in the strict science aspects, spending much of their time in laboratories or kitchens. Others work with farm labor to find better and safer pesticides and herbicides in large fields. The overall concerns of agricultural labor management also lead to a variety of working conditions. With the rise in industrial farming companies and the consolidation of major market food production, a person could just as easily find himself in a tall office building in the middle of the city, far from any food production whatsoever.

As the field grows, education and training have become a major priority for many companies. In order to understand the full scope of the industry, most employers require at minimum a bachelor's degree. Research and scientific roles, however, may often require post-graduate education, quite possibly even a doctoral degree. Since safety and speed have increasingly become important, understanding the biology of agriculture helps dramatically. In specific, the field of genetics proves to continue being one of the most important aspects of agricultural management, helping to create new strains of food, while also causing controversy amongst scientists, politicians and the public.

2) Discuss with your partners the main concepts of agricultural management.

3) Write a resume of the text.



**IV. 1) Read the text “*Farm Management*”
and make a list of new words and expressions.**

Farm Management

Farm management includes everything that farmers do to make farming profitable. To make a profit, farmers must sell their goods for more money than it costs to produce them. Farmers try to keep production costs as low as possible. They also try to find the highest-paying markets for their products. However, farm production costs have been increasing much faster than market prices. Farmers regularly borrow money to finance their operations. As farm production costs increase, the average debt per farm also increases.

Expert management helps lessen some of the financial risks of farming. But farmers have little or no control over risks caused by the weather. Crops can be damaged or ruined by heavy rains at planting time or during the harvest season. A drought, flood, severe hail, or frost can destroy a crop at any time. They thus make efficient farm management all the more important. An efficiently run farm should earn enough profit in most years to survive an occasional loss because of bad weather.

The average cost of running a farm continues to climb rapidly. The steep rise in farm expenses is caused partly by inflation, until inflation reaches more moderate levels. Higher prices for farm inputs (purchased production materials and equipment, and interest paid on borrowed money) add to the cost of farming. But the rising costs are mainly due to the fact that farmers have greatly increased their use of such inputs as chemical fertilizers and pesticides, fuel, and machinery. Farmers depend on these inputs to expand production, and so their costs cannot be sharply reduced without lowering productivity. Farmers must thus manage their production costs carefully to ensure a profit.

Farmers reduce unit costs by cutting expenses and by making their farms more productive. Many farmers lower expenses by joining a purchasing cooperative. Purchasing cooperatives provide their members with farm materials and equipment at reduced prices. Nevertheless, most modern farm equipment is still increasingly expensive. Many farmers therefore rent equipment that they use only once or twice a year.

In many cases, farmers have to increase their inputs to increase productivity. They can often make up for the added expense of the inputs if they make better use of their resources. For example, efficient methods of soil and water management can help expand a farm's total output at little or no added cost.

To manage a farm successfully, a person needs a variety of skills. A crop farmer must have thorough knowledge of agronomy, including soil science and plant biology. Livestock farmers must know the principles of animal nutrition, animal breeding, and veterinary medicine. Every farmer has to be familiar with bookkeeping and other accounting techniques and with agricultural economics, including marketing and financing. Farmers need engineering skills to operate and service modern farm machinery. Farming requires so much specialized knowledge that most young people who plan to become farmers attend an agricultural college.

Even the best-trained farmers occasionally need help. Farmers can get assistance from various public and private agencies. A growing number of private firms provide management assistance for farmers. Unlike government agencies, a private consulting firm charges a fee for its services.



2) Translate the following sentences into Russian paying attention to the underlined phrases.

1. A drought, flood, severe hail, or frost can destroy a crop at any time.
2. Farmers depend on these inputs to expand production, and so their costs cannot be sharply reduced without lowering productivity.
3. Many farmers rent equipment that they use only once or twice a year.
4. Efficient methods of soil and water management can help expand a farm's total output at little or no added cost.
5. A crop farmer must have thorough knowledge of agronomy, including soil science and plant biology.
6. Every farmer has to be familiar with bookkeeping and other accounting techniques and with agricultural economics, including marketing and financing.
7. Unlike government agencies, a private consulting firm charges fees for its services.

3) Answer the following questions.

1. What does farm management include?
2. How does the weather influence the growing crops at planting time and during the harvest season?
3. What are the rising costs mainly due to?
4. What should the farmer know to manage a farm successfully?
5. How does the government help farmers?

4) Read the text "Farm Management" more carefully and retell it using the questions as a plan.

5) Discuss with your partners the principles of farm management.

V. 1) Read the text "What is a Manager?" and state the main idea.

What is a Manager?

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

So, who do we call a "manager"?

In its broad meaning the term "managers" is applied to the people who are responsible for making and carrying out decisions within a certain system. A personnel manager directly supervises people in an organization. Financial manager is a person who is responsible for finance. Sales manager is responsible for selling of goods.

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

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

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

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

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy.

Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders.

Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative that is to make decisions without asking their manager.

2) Answer the questions.

1. What term is used more frequently in profit-making organizations?

2. Is the term "managers" applied to the people who are responsible for making and carrying out decisions within a certain system?

3. What is a manager's role in an organization?

4. What concrete activities a production manager (financial manager, personnel manager, marketing manager) is responsible for?

5. Is managing a responsible and hard job?

6. What is the difference between sales management and marketing management?

7. What does "delegate authority" mean?

3) Read the text "What is a Manager?" more carefully and retell it using the questions as a plan.

4) Discuss with your partners the manager's role in any organization.

5) Write a resume of the text.

VI. 1) Read the text "What does an Agricultural Manager do?" and answer the questions that follow it.

What does an Agricultural Manager do?

An agricultural manager oversees a large plot of open land on which livestock graze. His job is to ensure the land produces an adequate amount of food for the domestic animals without compromising the well-being of the area's wildlife. This delicate balance normally requires constant monitoring of the parcel to identify and rectify any imbalances.

To manage and maintain the land properly, an agricultural manager is normally required to research the history of the plot. In order to manage and shield the grazing areas and natural resources successfully, he is generally expected to study the land's usage history. If his research finds irregularities in its care that may compromise the wildlife or impair the growth of feed, steps are normally taken to bring it up to acceptable standards.



New threats to the range's health and productivity may be developed. If rodents or pests invade the land, steps to stop them are generally taken by the range manager. He is normally expected to spot any poisonous plants or weeds that may affect the feed production and take action to eradicate the problem. If the range is in a high-risk area for fire damage, the manager normally

researches ways to keep the land and foliage irrigated enough to be safe as well.



Regularly testing and analyzing the soil is customarily a common and frequent duty of a range manager. If the acidity or alkalinity is imbalanced, he is typically expected to correct it through additives. Overgrazing or weather conditions may require the agricultural manager to build corrals or fences to redefine grazing areas so the soil can rejuvenate itself. He may also have to construct systems to impede soil erosion or build reservoirs to capture additional water for the livestock that may be eroding the soil through runoff.

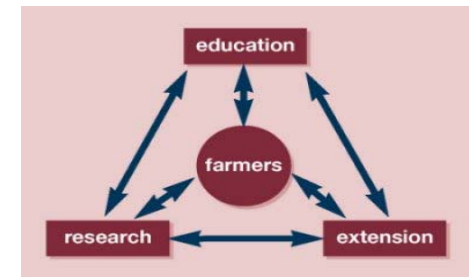
Changes in the environment or in the nutritional needs of the livestock or wildlife often require the agricultural manager to replace current forage plants. He may need to substitute them with sturdier varieties or ones more appealing to the animals' tastes. In making these changes, the agricultural manager is typically required to determine if the number of grazing animals needs to be adjusted or if there have been significant changes in the wild animal population.

Qualifications for a job as an agricultural manager normally includes a bachelor's or master's degree in conservation science, environmental science, land management or range management. Knowledge of agriculture, wildlife habitats or grazing livestock is preferred. Experience in farming or raising livestock is desirable.

1. Can an agricultural manager oversee a large plot of open land on which livestock graze?
2. Who is normally required to research the history of the plot?

3. An agricultural manager is generally expected to study the land's usage history, isn't he?
4. May new threats to the range's health and productivity be developed?
5. Who is expected to spot any poisonous plants or weeds?
6. Does the manager research ways to keep the land and foliage irrigated enough to be safe as well?
7. What does the agricultural manager require to replace current forage plants?
8. What knowledge is preferred?
9. What experience is desirable?
10. What does an agricultural manager do?

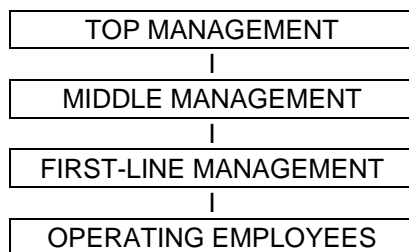
2) Comment on the following scheme using your active vocabulary.



VII. 1) Read the text *“Levels of Management”* and make a list of international words.

Levels of Management

Each organization can be represented as a three-story or a pyramid. Each story corresponds to one of the three general levels of management: top managers, middle managers, and first-line managers. At the basic level of this pyramid there are operating employees.



A **top manager** is an upper-level executive who guides and controls the overall activities of the organization. Top managers constitute a small group. They are generally responsible for the organization's planning and developing its mission.

A **middle manager** is a manager who implements the strategy and major policies handed down from the top level of the organization. Middle managers develop tactical plans, policies, and standard operating procedures, and they coordinate and supervise the activities of first-line managers.

A **first-line manager** is a manager who coordinates and supervises the activities of operating employees. First-line managers spend most of their time working with employees, answering questions, and solving day-to-day problems.

Operating employees are not managers. They are qualified and non-qualified persons working for the organization. For their labour or services they get salaries or wages. They represent the work force of the organization.

2) Match the following English business terms with their Russian equivalents.

1. top manager	a) руководитель проекта
2. middle manager	b) высший менеджер, руководитель
3. first-line manager	c) менеджер среднего звена

4. division manager	d) менеджер первого (низшего) звена
5. department head	e) руководитель подразделения
6. plant manager	f) начальник отдела
7. operating employee	g) директор завода
8. office manager	h) работник-исполнитель (неуправленческого звена)
9. executive	i) руководитель отдела (офиса), офис-менеджер
10. supervisor	j) исполнитель
11. project manager	k) инспектор, начальник

3) Fill in each blank with a suitable word or word combination.

1. Each organization can be represented as a three-story structure or
2. Each story corresponds to
3. At the basic level of this pyramid there are
4. A top manager is ... who guides and controls the overall activities of the organization.
5. Top managers are generally responsible for ... and developing its mission.
6. A middle manager is a manager who ... and major policies handed down from the top level of the organization.
7. Middle managers develop ..., and they coordinate and supervise the activities of first-line managers.
8. A first-line manager is a manager who ... and supervises the activities of operating employees.
9. First-line managers spend most of their time working with ..., answering questions, and ... day-to-day problems.
10. Operating employees are not

4) Complete the following sentences using suitable words and phrases from the box below.

managing director	colleague	junior executive
director	staff	supervisor
senior executive	employee	superior
middle manager	work-force	subordinate

1. The group of executives working below the top managers are generally called

2. Valerie is an important person in our company. She is a member of the Board of

3. Peter, a recent university graduate, has been with the firm for a year. He is at present a ... and is being trained for a managerial position.

4. Their ... is expanding rapidly. They now have over 5,000 employees.

5. At least 50% of our ... have been with the company over ten years.

6. in an organisation generally have more fringe benefits than lower-level managers.

7. We are a small group in the Reserch and Development Department. Fortunately, I get on well with all my

8. Our telephone operators work under the direction of a

9. I work under Mr. Brown. He's my

10. Sheila and Tom work under my authority. I am their boss and they are my

11. I am responsible for ... training and development.

12. A ... is a person of high rank in an organisation, usually next in importance to the Chairman.

5) Answer the questions.

1. Who guides and controls the overall activities of the organization?

2. Who implements the strategy and major policies handed down from the top level of the organization?

3. Do middle managers develop tactical plans, policies, and standard operating procedures?

4. Who coordinates and supervises the activities of operating employees?

5. Do first-line managers spend most of their time working with employees?

6. Who is at the bottom of the management levels?

7. Who represents the work force of the organization?

8. What are the levels of management?

6) Complete the dialogue between the Managing Director (MD) and the Personnel Manager (PM). Choose from the words in the box. Act it out.

sales	new technology
MBA	cost and price decisions
how to take decisions	promotion and marketing
communications	read the balance sheet
distribution	computer systems
courses	accounting for managers
results	specialised management-training
manage	learn about management structures

MD — John, we must think about for our junior managers.

PM — Yes, our promising younger people need to

MD — They need to know ..., and the ... of these decisions.

PM — And, of course, ... is essential. And they must know how to

MD — Without it, they will never ... successfully, and they won't know anything about stock control, costing, pricing ... you name it.

- PM — Yes, ... depend on knowing this.
 MD — Of course, that's not the only thing they need to know. ... means that they need to know about things like
 PM — What else?
 MD — ..., for example.
 PM — Yes, and I think that the ... departments need managers with this background, as well as the ... department.
 MD — Even the ... managers could benefit, too.
 PM — Perhaps we should only appoint managers with a Harvard ... !

7) Translate into English.

Каждая организация может быть представлена как трехуровневая пирамида. Уровни пирамиды соответствуют основным уровням менеджмента: высший менеджмент, менеджмент среднего звена и менеджмент первого звена. Высшие менеджеры направляют и контролируют общую деятельность организации, они определяют стратегию и основную политику фирмы. Менеджеры среднего звена осуществляют стратегию и основную политику, спускаемые с верхнего уровня организации. Менеджеры первого звена следят за деятельностью неуправленческих служащих и решают повседневные проблемы. Неуправленческие работники представляют основную рабочую силу организации.

8) Speak about the levels of management.



VIII. 1) Read the text “*Management Skills*” and write down ten key words or word combinations.

Management Skills

Effectiveness of a manager's activity depends on certain important skills. These skills can be divided into seven different categories: conceptual, decision making, analytic, administrative, communicational, interpersonal and technical.

A **conceptual skill** is the ability of a manager to see the "general picture" of an organization. Managers must understand how their duties and the duties of other managers fit together to plan their activity in a proper way and get the required results. This skill is very important for top managers because it helps them plan "super goal" and develop proper strategies for the whole organization.

A **decision making skill** is the ability of a manager to choose the best course of actions of two or more alternatives. A manager must decide the following:

- What objectives and goals must be reached?
- What strategy must be implemented?
- What resources must be used and how they must be distributed?
- What kind of control is needed?

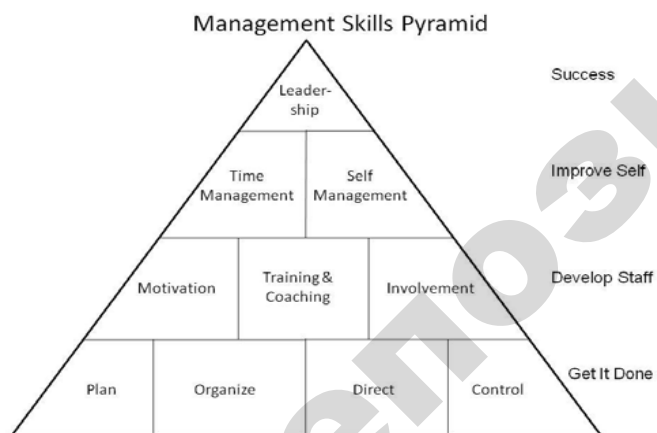
An **analytic skill** is the ability to determine the most important problem of many other problems and identify the causes of each problem before implementing a proper action plan. This ability is important for top managers because they have to solve complex problems.

An **administrative skill** is the ability of a manager to keep to the organizational rules specified for the production process and coordinate the flow of information and paper work in his group and in other groups.

A communicational skill is the ability of manager to share his ideas and opinions with other people both orally and in writing. This skill is a decisive factor of a manager's success. Some investigations show that top managers and middle managers spend approximately 80% of their work time in communicating with each other. Thus, a communication skill enables managers to hold meetings, write clear letters and notes, make reports, etc.

An interpersonal skill (psychological skill) is the ability to deal effectively with other people both inside and outside the organization. It is the ability to understand the needs and motives of other people. This skill is very important for a good psychological atmosphere for successful activity in the common work in future.

A technical skill is a specific competence to accomplish a task. The lower is a manager's level in the organization, the closer is his connection with the production process. Thus first-line managers have the closest connection with the production process. They need high technical skills to provide technical guidance for the subordinates. Top managers don't need these skills as much as first-line managers but the knowledge of the technical sphere is useful for all the managers.



2) Match the following English business terms with their Russian equivalents.

1. skill	a) сфера
2. activity	b) мастерство
3. decision	c) деятельность
4. ability	d) решение
5. duty	e) способность
6. super goal	f) обязанность
7. alternative	g) сверхцель
8. action plan	h) альтернатива
9. budget	i) план действий
10. paper work	j) бюджет, смета
11. success	k) бумажная работа
12. note	l) успех
13. report	m) записка
14. motive	n) отчет, доклад
15. relation	o) стимул
16. support	p) отношение
17. development	q) поддержка
18. competence	r) развитие
19. task	s) компетенция
20. guidance	t) задача, задание
21. subordinate	u) руководство
22. sphere	v) подчиненный

3) Fill in each blank with a suitable word or word combination.

1. Management skills can be divided into ... different categories: conceptual, ..., analytic, administrative, ..., interpersonal and

2. ... is the ability of a manager to see the "general picture" of an organization.

3. Managers ... how their duties and the duties of other managers fit together to plan their activity in a proper way and get

4. ... is the ability of a manager to choose the best course of actions of two or more alternatives.

5. An analytic skill is important for ... because they have to solve complex problems.

6. ... skill is the ability of a manager to keep to the organizational rules.

7. Some investigations show that ... and ... spend approximately ... of their work time in communicating with each other.

8. ... is very important for a good psychological atmosphere for successful activity in the common work in future.

9. ... is a specific competence to accomplish a task.

10. Top managers don't need ... as much as first-line managers but the knowledge of the technical sphere is ... for all the managers.

4) Agree or disagree with the statements.

I quite agree with you	You are not right
You are right	I'm afraid you are mistaken
That's quite true	I don't think so

1. Effectiveness of a manager's activity depends on two different categories.

2. A conceptual skill is the ability of a manager to choose the best course of actions of two or more alternatives.

3. A conceptual skill is very important for top managers because it helps them plan "super goals".

4. A communicational skill is the ability to understand the needs and motives of other people.

5. An interpersonal skill is the ability to deal effectively with other people.

6. A technical skill is a specific competence to accomplish a task.

7. Top managers need technical skill more than first-line managers.

8. The knowledge of the technical sphere is useful for all the managers.

5) Answer the questions.

1. What is a conceptual skill?

2. Who has the ability to choose the best course of actions of two or more alternatives?

3. What is an analytic skill?

4. Is the ability of a manager to share his ideas and opinions with other people a technical skill?

5. What is a psychological skill?

6) Translate into English.

Концептуальное мастерство – это способность менеджера представлять «общую картину» организации. Оно имеет очень большое значение для высших менеджеров, так как помогает планировать и разрабатывать стратегии для организации в целом. Менеджеры должны понимать, как их обязанности согласуются с обязанностями других менеджеров. Аналитическое мастерство особенно важно для высших менеджеров, потому что они должны решать сложные проблемы. Административное мастерство отражает способность менеджера исполнять организационные правила, предписанные для процесса производства. Мастерство человеческих отношений имеет большое значение для хорошей психологической атмосферы в организации.

7) Discuss with your partners the management skills.

HOW DO YOU RATE AS A MANAGER? TEST YOURSELVES



1. Are you a self starter?

- a. I only make an effort when I want to.
- b. If someone explains what to do, then I can continue from there.
- c. I make my own decisions. I don't need anyone to tell me what to do.

2. How do you get on with other people?

- a. I get on with almost everybody.
- b. I have my own friends and I don't really need anyone else.
- c. I don't really feel at home with other people.

3. Can you lead and motivate others?

- a. Once something is moving I'll join in.
- b. I am good at giving orders when I know what to do.
- c. I can persuade most people to follow me when I start something.

4. Can you take responsibility?

- a. I like to take charge and to obtain results.
- b. I'll take charge if I have to but I prefer someone else to be responsible.
- c. Someone always wants to be the leader and I'm happy to let them do the job.

5. Are you a good organizer?

- a. I tend to get confused when unexpected problems arise.
- b. I like to plan exactly what I'm going to do.
- c. I just like to let things happen.

6. How good a worker are you?

- a. I'm willing to work hard for something I really want.
- b. I find my home environment more stimulating than work.
- c. Regular work suits me but I don't like it to interfere with my private life.

7. Can you make decisions?

- a. I am quite happy to execute other people's decisions.
- b. I often make very quick decisions which usually work but sometimes don't.
- c. Before making a decision, I need time to think it over.

8. Do you enjoy taking risks?

- a. I always evaluate the exact dangers of any situation.
- b. I like the excitement of taking big risks.
- c. For me safety is the most important thing.

9. Can you stay the course?

- a. The biggest challenge for me is getting a project started.
- b. If I decide to do something, nothing will stop me.
- c. If something doesn't go right first time, I tend to lose interest.

10. Are you motivated by money?

- a. For me, job satisfaction cannot be measured in money terms.
- b. Although money is important to me, I value other things just as much.
- c. Making money is my main motivation.

11. How do you react to criticism?

- a. I dislike any form of criticism.
- b. If people criticise me I always listen and may or may not reject what they have to say.
- c. When people criticise me there is usually some truth in what they say.

12. Can people believe what you say?

- a. I try to be honest, but it is sometimes difficult or too complicated to explain things to other people.
- b. I don't say things I don't mean.
- c. When I think I'm right, I don't care what anyone else thinks.

13. Do you delegate?

- a. I prefer to delegate what I consider to be the least important tasks.
- b. When I have a job to do I like to do everything myself.
- c. Delegating is an important part of any job.

14. Can you cope with stress?

- a. Stress is something I can live with.
- b. Stress can be a stimulating element in a business.
- c. I try to avoid situations which lead to stress.

15. How do you view your chances of success?

- a. I believe that my success will depend to a large degree on factors outside my control.
- b. I know that everything depends on me and my abilities.
- c. It is difficult to foresee what will happen in the future.

16. If the business was not making a profit five years, what would you do?

- a. give up easily.
- b. give up reluctantly.
- c. carry on.

Key to the questionnaire:

- | | | | | | |
|----------|-------|-------|----------|-------|-------|
| 1. a = 0 | b = 2 | c = 4 | 5. a = 2 | b = 4 | c = 0 |
| 2. a = 4 | b = 2 | c = 0 | 6. a = 4 | b = 0 | c = 2 |
| 3. a = 0 | b = 2 | c = 4 | 7. a = 0 | b = 4 | c = 2 |
| 4. a = 4 | b = 2 | c = 0 | 8. a = 2 | b = 4 | c = 0 |

- | | | | | | |
|-----------|-------|-------|-----------|-------|-------|
| 9. a = 2 | b = 4 | c = 0 | 13. a = 2 | b = 0 | c = 4 |
| 10. a = 0 | b = 2 | c = 4 | 14. a = 2 | b = 4 | c = 0 |
| 11. a = 0 | b = 4 | c = 2 | 15. a = 0 | b = 4 | c = 2 |
| 12. a = 2 | b = 4 | c = 0 | 16. a = 4 | b = 2 | c = 0 |

44 or above. You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organise and motivate and you know exactly where you and your team are going.

Between 44 and 22. You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running business, you will, probably, not be able to deal with the pressures and strains that are a part of the job. You should consider taking some professional training.

Below 22. Managing your own business is not for you. You are better suited to an environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well defined instructions and you prefer work that is both regular and predictable.

РЕФЕРИРОВАНИЕ И АННОТИРОВАНИЕ СТАТЬИ ПО СПЕЦИАЛЬНОСТИ

Реферат (abstract, summary, precis) и аннотация (annotation) – ключевые формы, обеспечивающие быстрый обмен научно-технической информацией. Именно они существенно сокращают время, затрачиваемое специалистами на обработку информации.

Реферирование представляет собой конспективное изложение существенных положений текста оригинала. Реферат раскрывает основные положения статьи, сообщает, к каким конкретным выводам приходит автор. Для подготовки реферата необходимо: 1) хорошо знать содержание работы; 2) составить определенное мнение о прочитанном; 3) выработать соответствующие формы изложения; 4) соблюдать принятую терминологию; 5) точно передать выводы автора; 6) экономно использовать языковой материал; 7) ясно излагать содержание вопроса.

При написании реферата употребляйте следующие словесные связки (guide words) для изложения своих идей:

<i>As</i>	<i>Так как; по мере того как</i>
<i>As for</i>	<i>Что касается</i>
<i>As well</i>	<i>А также</i>
<i>Although</i>	<i>Однако; все же; хотя</i>
<i>But</i>	
<i>Yet</i>	
<i>Because of</i>	<i>Из-за; вследствие</i>
<i>In general</i>	<i>В общем</i>
<i>Altogether</i>	
<i>Overall</i>	
<i>Furthermore</i>	<i>Кроме того</i>
<i>In addition to</i>	<i>В дополнение к</i>

<i>However</i>	<i>Однако</i>
<i>Finally</i>	<i>В заключение</i>
<i>In conclusion</i>	
<i>Moreover</i>	<i>Сверх того; кроме того</i>
<i>Still</i>	<i>Все же; тем не менее</i>
<i>Speaking of</i>	<i>Говоря о</i>
<i>Therefore</i>	<i>Поэтому; следовательно</i>

План реферирования текста (статьи)

План состоит из 5 обязательных пунктов, каждый из которых снабжен рядом устойчивых конструкций и выражений, необходимых при кратком пересказе (реферировании) текста (статьи).

1. Заголовок текста (статьи) (*the head-line of the text (article)*).

The text (article) is head-lined ... – Текст (статья) озаглавлен(а) ...

The head-line of the text (article) under discussion is ... – Заголовок обсуждаемого текста (статьи) ...

2. Автор текста (статьи) (*The author of the text (article)*).

The author of the text (article) is ... – Автором текста является ...

The text (article) is written by ... – Текст написан (тем-то) ...

3. Главная идея текста (статьи) (*The main idea of the text (article)*).

The main idea of the text (article) is ... – Главной идеей текста является ...

The text (article) is about ... – Текст рассказывает о ...

The text (article) deals with ... – В тексте рассматривается вопрос о ...

The purpose of the text (article) is to give the reader some information on ... – Цель текста – дать читателю некоторую информацию о ...

4. Содержание текста (статьи) (*The contents of the text (article)*).

According to the text (article) ... – В соответствии с текстом ...

The author writes (states, thinks) that ... – Автор пишет (утверждает, думает), что ...

Further the author says that ... – В дальнейшем автор пишет, что ...

In conclusion ... – В заключение ...

The author comes to the conclusion that ... – Автор делает вывод, что ...

5. Ваше мнение относительно прочитанного текста (статьи) (Your opinion of the text (article)).

I found the text (article) interesting (important, dull, too hard to understand)... – По-моему, текст (статья) интересен / интересна (важен/важна, скучен / скучна, слишком сложен / сложна для понимания) ...

Аннотирование

Для того чтобы написать аннотацию текста (статьи), используйте следующие выражения:

The text (article) is concerned with ...

This text (article) deals with ...

Mention was made of the new achievements in the field of ...

Special emphasis is laid on ...

Particular attention is given to ...

It is known (thought) that ...

A new method (approach) has been proposed ...

The text (article) is of primary interest (importance, value) for...

Samples of summary and annotation

A. Samples of annotations

1. Business Reporting in Great Britain

The article deals with business reporting requirements in the United Kingdom. In most developed countries financial reporting plays a crucial role. As there are differences in countries' economies, respectively there are differences in requirements for

financial reporting. The UK reporting requirements are less restrictive, more limited in number and generally more easily defined as those in Russia. In Great Britain relevant business legislation varies according to the size and nature of the business as well as on its activities. In general, sole traders and partnerships are less regulated than companies and firms that are Value Added Tax registered. The need for comprehensive detailing of accounts and audits, and the requirements for submitting elaborate tax returns are far greater for larger organizations with higher turnovers than for small businesses.

2. Enterprises with Foreign Investments: Founding, Accounting and Taxation

Founding of an enterprise with foreign investments stipulates not only compulsory entering of foreign investment but also full conformity to the legislation, which regulates conditions of investment activities within the territory of Russia. Taking into consideration the aforesaid, the following detailed information on the foreign investment regime in our country, on the types of foreign investments, on the procedure for their registration, as well as on the accounting and tax accounting of the dues received from a non-resident founder, is suggested to the readers.

B. Samples of Summaries

1. The text is headlined "Contracts". The main idea of the text is to give the reader general information about contracts. According to the text in foreign trade transactions a contract is drawn up to give legal expression to the intentions of the partners and to guarantee that the obligations contained in the contract will be fulfilled. Therefore by law contracts are made in writing. Further the author says that as a rule a contract contains a number of clauses. Particular attention is given to such clauses as Subject of the Contract, Price, Guarantee, Packing and Marking and

Insurance of Goods. In conclusion the author writes about a Force Majeure (Force Major) clause. I found the text interesting, cognitive and important for future businessmen.

2. The head-line of the text under discussion is "Business Talks". The purpose of the text is to give the reader some information on how to hold business talks. The author starts telling the readers about one of the leading manufacturers of engines. Furthermore he writes that the engines of this company are reliable in operation and their customers are satisfied with their modern design and capacity. Moreover the company delivers engines to markets of Europe, to the North and South America. Thus they do business with many foreign companies interested in buying these engines. Particular attention is given to how to hold business talks. As it is not polite to go straight to business it's better to start with some remarks about the weather or to ask the partner about his trip, the hotel he stays in, etc. As well the negotiating parties discuss prices and terms of payment and delivery, packing and guarantee period. Finally when the agreement is reached on the business matters discussed the date of signing the contract is scheduled. The text is not hard to understand and it is of primary interest for future economists.



Тексты по специальности для перевода, реферирования и аннотирования

Text 1.

Forms of agricultural production contracts

Agricultural production contracts take various forms, depending upon the commodities to be produced, the economics

of the transaction and local custom. The manner in which such contracts are structured will affect the legal relationship between producer and contractor.

Sales Contract – Production contracts may be structured as sales contracts, especially those for typical crops. Such sale contracts may be very similar to a standard forward contract for the sale of crops. Under such contracts the producer owns the crop to be produced and agrees to sell the crop on harvest to the contractor. Such contracts will generally be subject to the provisions of the Uniform Commercial Code (UCC) relating to sales contracts. The UCC provides various remedies for sellers of goods in the event a purchaser breaches the sales contract.

Personal Service Contract – A production contract may be considered a personal service contract. Such contracts generally provide that the producer is to provide services, rather than commodities, to the contractor. Under such contracts, the producer will not typically "own" any of the commodities which are the subject of the contract. Rather, he will be providing services and management to the contractor. The UCC provisions relating to sales of commodities will not be applicable to a personal sales contract.

Bailment – Some production contracts, especially those involving seed and vegetables, may be bailments. A bailment is the legal relationship which exists when someone else is entrusted with the possession of property, but has no ownership interest in it. A classic example of a bailment is a grain storage contract. The elevator which stores a farmer's grain does not have an ownership interest in the stored grain. Rather, it merely holds the grain for the farmer. Crop production contracts which are structured as bailments provide the contractor with additional protection against the unauthorized distribution of seeds and crops which may be the result of extensive genetic inputs by the contractor. Under such contracts, the contractor retains full ownership to the seed and crop to be produced.

Text 2.
**Agricultural advisory services
and the market infrastructure**

Promoting market orientation in agricultural advisory services aims to provide for the sustainable enhancement of the capabilities of the rural poor to enable them to benefit from agricultural markets and help them adapt to factors which impact upon these.

As a study by the Overseas Development Institute demonstrates, a value chain approach to advisory services indicates that the range of clients serviced should go beyond farmers to include input providers, producers, producer organisations and processors and traders.

Efficient marketing infrastructure such as wholesale, retail and assembly markets and storage facilities is essential for cost-effective marketing, to minimise post-harvest losses and to reduce health risks. Markets play an important role in rural development, income generation, food security, developing rural-market linkages and gender issues.

Planners need to be aware of how to design markets that meet a community's social and economic needs and how to choose a suitable site for a new market. In many cases sites are chosen that are inappropriate and result in under-use or even no use of the infrastructure constructed.

It is also not sufficient just to build a market: attention needs to be paid to how that market will be managed, operated and maintained. In most cases, where market improvements were only aimed at infrastructure upgrading and did not guarantee maintenance and management, most failed within a few years.

Rural assembly markets are located in production areas and primarily serve as places where farmers can meet with traders to sell their products. These may be occasional (perhaps weekly) markets, such as bazaars in India and Nepal, or permanent. Terminal wholesale markets are located in major metropolitan

areas, where produce is finally channelled to consumers through trade between wholesalers and retailers, caterers, etc.

The characteristics of wholesale markets have changed considerably as retailing changes in response to urban growth, the increasing role of supermarkets and increased consumer spending capacity. These changes require responses in the way in which traditional wholesale markets are organized and managed.

Retail marketing systems in western countries have broadly evolved from traditional street markets through to the modern hypermarket or out-of-town shopping centre.

Inside the market, both hygiene rules and revenue collection activities have to be enforced. Of equal importance, however, is the maintenance of order outside the market. Licensed traders in a market will not be willing to cooperate in raising standards if they face competition from unlicensed operators outside who do not pay any of the costs involved in providing a proper service.

Text 3.
English business letters

Letter writing is an essential part of business communication. A cheque, a contract or any other business paper sent by mail should always be accompanied by a letter. The letter says what is being sent, so that the recipient should know exactly what you intended to send. It is a typical business letter called "routine".

A well arranged letter will make a better impression on the reader, thus good letters make good business partners.

Nowadays more and more agreements are made in English, for English is a universal business language. Joint ventures, bank loans, and trademark licenses are frequently written in English.

There are three stages of transactions involving business contracts: first – negotiation of terms, second – drafting documents reflecting these terms and third – litigation (сноп) to enforce or to avoid executing of these terms.

Business letters may be divided into official and semi-official. The first kind of letters is characteristic of those people working in business: an executive, a department manager, a salesman, a secretary or a specialist in business and technology. But also many people may want to buy something, to accept an invitation or to congratulate somebody – this is a kind of semi-official letters. The first kind of letters may in turn be subdivided into such groups as: inquiries, offers, orders, and so on.

Text 4.

Agricultural finance and investment

Increasing finance and investment to rural areas is a vital part of addressing food security and poverty reduction. Rural finance encompasses the range of financial services offered and used in rural areas by people of all income levels. It includes agricultural finance, which is dedicated to financing agricultural related activities such as input supply, production, distribution, wholesale, processing and marketing. Agricultural value chain finance takes account of those inter-linked processes from farm to consumer and uses them to increase efficiency and lower risk in lending. Finally, microfinance provides financial services for poor and low income people by offering smaller loans and savings services, while accepting a wider variety of assets as collateral.

A number of factors continue to thwart the development of vibrant financial markets in the rural areas of most countries. The higher transaction costs associated with dispersed populations and inadequate infrastructure, along with the particular needs and higher risk factors inherent in agriculture result in an under-provision of financial services in rural areas. Further, where services are available, products are often designed without consideration for the needs and capacities of rural households and agricultural producers. The inability of households and enterprises

to access capital on competitive terms to undertake profitable investments, or take advantage of market opportunities, means that incomes and growth are lower than they need be. Without financial products and services to insure against risk, rural households and enterprises may even retreat from profitable projects for which they have adequate liquidity. The absence of competitive savings instruments and other financial services in rural areas leads to less productive forms of savings that cut further into households' scarce liquidity and dampen local growth prospects.

Expansion of rural financial services can create a win-win scenario that will promote growth while also helping reduce poverty. Given the high proportion of poor populations that live in rural areas, the growing income inequality between urban and rural markets, and concerns for food security and population vulnerability in rural communities, many development agencies are returning their attention to rural financial deepening as part of a strategy to stimulate rural private sector development.



РЕКОМЕНДАЦИИ ПО ВЫПОЛНЕНИЮ УПРАВЛЯЕМОЙ САМОСТОЯТЕЛЬНОЙ РАБОТЫ СТУДЕНТОВ (УСРС)

ТЕМЫ УСРС:

- 1) Информационный поиск (иноязычная база данных, Интернет-ресурсы).
- 2) Студенческая научно-практическая конференция: доклады, сообщения.

УСРС №1

Подготовьте доклад на одну из тем:

1. Economics as a social science.
2. The first economists.
3. Modern economists.
4. Agricultural economics.
5. How to become an agricultural economist.

УСРС №2

Подготовьте реферат-перевод, мультимедийный проект по следующим темам:

1. How to draw up contracts in Great Britain / Belarus.
2. Types of agricultural contracts.
3. Types of business correspondence.
4. How to answer business letters.
5. Business letters etiquette.
6. Agricultural marketing in Belarus.
7. SWOT analysis in agriculture.
8. Farm management and crop production in Belarus.
9. Types of agricultural management.
10. How to become an agricultural manager.

Предложенные темы носят рекомендательный характер и могут быть изменены или дополнены по усмотрению студента и / или преподавателя.

Перечень интернет сайтов, рекомендуемых при подготовке к УСРС

1. Самоконтроль и проверка уровня знаний:

<http://moodle.batu/>.

2. Энциклопедии:

<http://www.wikipedia.org/> (английский язык);

<http://www.britanica.org/>.

3. Обучающие тесты:

<http://www.englishclub.net>.

4. Информационные сайты для самостоятельной работы, самообразования:

<http://www.belarus.by/en/>;

<http://www.belta.by/econom.nsf>;

<http://www.eurobelarus.info>;

<http://www.government.by>;

<http://www.euronews.net>;

<http://www.news.bbc.co.uk>;

<http://www.dailyesl.com>; <http://www.ezslang.com/>.

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