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Данное учебно-методическое пособие является второй частью пособия по английскому языку для студентов экономических специальностей. Включает такие важные разделы, как «You and Your Job», «Справимся с мифами об окружающей среде и мифами об экологическом кризисе». Предназначено для развития навыков делового общения: письменной, устной речи, чтения в общественно-политическом и бизнес-дискурсах. Предлагаемый материал может быть использован также в организации различных форм самостоятельной работы.

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SECTION I

PART I

ECOLOGY: BLUE SKIES ABOVE US

I. Before you read

Table 1 Polluting Oil and Chemical Spills in the United States, 1985-2000

| Year | Number of Accidents | Gallons Spilled |
|------|---------------------|-----------------|
| 1985 | 3,771 | 15,253,000 |
| 1990 | 12,781 | 22,243,000 |
| 1995 | 11,155 | 15,093,000 |
| 2000 | 11,023 | 21,718,000 |

People formulate their opinions about the environment from what they hear and what they read. Unfortunately, there is a lot of conflicting information. This reading presents ten «myths» that the author believes people have about the environmental crisis.

Before you read, think about the following questions:

- What do you think is the biggest source of pollution?
- Do you do anything to help improve the environment?

Glossary

Superfund Government-sponsored and - funded program to clean up severely polluted areas.

Love Canal Area in New York state that was found to be heavily contaminated with toxic waste; all the residents left the area.

Text I

Myths about our environmental crisis

by Monte Paulsen

Myth 1: The events at Chernobyl and Valdez were accidents.

The 1986 explosion of a nuclear reactor and the 1989 grounding of an Exxon oil tanker illustrated the dangers of nuclear- and fossil-fuel-derived energy. But the dangers had always been there, built into the margin of error inherent in every technology. And these events will seem petty when the consequences of acid rain and global warming become evident.

Myth 2: Toxic waste comes from industrial pollution.

Public awareness of the germ theory of disease, combined with decades of advertising, led to germ phobia. The big business of household cleaners has translated that into a widespread and unmonitored source of toxic waste.

Myth 3: Nonbiodegradable products are clogging our landfills.

Plastic is actually safer than many biodegradable products in a sealed landfill. The garbage crisis is not caused by what people throw away. It's caused by how much people throw away - four pounds a day and rising. The answer is simple and inexpensive: Buy less.

Myth 4: First World countries are opposing the destruction of fragile Third World environments.

Third World nations clear land to appease American banks that demand the sort of «development» that will enable those countries to pay back huge foreign debts. In order to continue receiving money, those countries have no choice but to comply.

Myth 5: Chlorofluorocarbons (CFCs) are the cause of global warming.

Simple carbon dioxide contributes more toward global warming than do exotic gasses such as CFCs. The average American automobile pumps its own weight in carbon dioxide into the air each year. And more than 180 million of the 500 million vehicles on Earth are in the United States, where highway transportation alone accounts for about 27 percent of fossil-fuel-released carbon dioxide.

Myth 6: Water pollution comes from industrial effluent.

Since the cleanup efforts of the past two decades, less than 10 percent of water pollutants come directly from industry. Non-point sources, such as oil that drips from automobiles and chemicals that get washed off lawns and fields, account for more than 65 percent of water pollution.

Myth 7: A clean environment is a luxury.

Politicians and policy-makers foolishly consider environmental protection a luxury - something to be addressed after economic growth and social wel-

fare are ensured. But in most instances, environmental degradation eventually leads to economic and social degradation.

Myth 8: Birth control programs are needed to stop Third World overpopulation.

The Earth's human population of five billion is expected to double during the next century. But birth control alone won't stop overpopulation; the lives of women worldwide must be improved - especially in the «developed» countries, where each child consumes far more energy, raw material, and food than do children in overpopulated nations. From Casco Bay Weekly (Maine), Jan. 4, 2002

I. Check your comprehension

1. Why doesn't the author consider Chernobyl and Valdez «accidents»?
2. How are household chemicals affecting the earth?
3. According to the author, how are Third World countries being pressured to destroy their environments?

Vocabulary: new terminology

The following words or phrases may not be in the dictionary because they are relatively new. Write detailed definitions for each of them.

1. acid rain,
2. global warming,
3. toxic waste,
4. biodegradable,
5. ozone layer,
6. fossil fuel.

II. Think about it

1. One underlying message of this article is that ordinary people can improve the environment by changing their lifestyles. What specific things can we do?

2. Do you think any of the author's «myths» are actually facts? Which ones? Why?

3. The environment is a concern in nearly every country on earth. What about your own country? What problems has it faced recently? How is it handling the ecological crisis?

4. With a partner, complete the following survey. Combine your results with those of your classmates.

a. Do you recycle any of the following items:

- newspaper
- computer paper
- glass bottles
- aluminum cans

- b. Do you use any of the following items:
- plastic cups, plates
 - paper plates, cups
 - plastic forks, knives and spoons
 - disposable diapers
- c. Do you think you waste paper?
- d. Do you turn off any lights you aren't using?
- e. Do you turn off the radio or TV when you aren't listening to it?
- f. Do you drive places you could easily walk to?
- g. Do you use aerosol spray cans?
- h. Do you use a lot of household chemicals, such as insect killer, cleaners, or bleach?

Discuss your answers with your classmates. Are you willing to change your habits to help save the environment?

The following reading is taken from an interview with a manager of a salvage yard, or in his words, a «junk man». It provides an interesting look at how one person's garbage can be recycled into another person's treasure.

Glossary

- Styrofoam* Type of artificial material used to make cups and ice chests
- Berkeley* City in northern California, near San Francisco
- Chevy* Short for Chevrolet, a brand of American automobile

Text 2

Tales from a junkman

by Michael Helm

Managing a salvage yard is a great way to make a living because there is so much waste in this culture. There's tremendous stuff out there, and you winnow through and find something you like. Fifteen years ago, I dropped out of corporate life and got into salvage - actually, it was called junk back then. I wanted to write poetry and have more leisure time. So I bought a pickup truck and started a moving business. In the process of moving people, I hauled their trash away. It amazed me how much of it could still be used and was really worth something.

I had truckloads of household items - furniture, music systems, pottery, books. A friend of mine had a garage he wasn't using, and I started storing everything there. When the garage got full, I would have a sale. It was a source of income and a way of recycling, though the word recycling wasn't being used then.

Basically what we have now in the cities is a system designed to manufacture garbage. Compactor trucks pick up trash, mix and crush everything, and take it to landfills. If the dumps were to close - if there weren't any place to take trash - probably people would cut their consumption and think twice about what they brought home.

As the economy has pinched more and more people, the prejudice against second-hand things has changed. There is a recognition that old things were well made and are durable. Something that is 20 years old is likely to last longer than something made today. I have a «65 Chevy pickup that is better built than anything you'll find on the road now.» I've been driving it for 15 years and probably will be able to drive it another 20.

Even if we started building everything to last, the old things would still be good and they'd be lower priced because they are old. That's another aspect of recycling and salvage. There's an egalitarian access, ultimately, for everybody.

My salvage yard in Berkeley, Urban Ore, provides an outlet for imagination. Once something is second-hand, the whole pattern of advertising is removed from it. Most people are incredibly intimidated to take something new and use it for a reason other than its original purpose. But once it's second-hand, that goes out the window. If you want to convert a 1957 Chevy convertible into a hot tub, you can.

Certain people who come into the yard are looking for something to spark their imagination. You can see them eyeing things, trying to discover a new use for something. A lot of it is pretty pedestrian and foolish, but that's fun, too. Fraternity guys buy cracked used toilets because they just want something to fill with ice and put beer cans in. They think it's funny. Well, cracked ceramic is better for the ozone shield than Styrofoam.

Solid core doors can be used as desktops. Clawfoot tubs can hold goldfish in the back yard. A lot of iron and metal water piping gets used for stakes for terracing gardens. There's an art contingent that comes into the yard. People will buy a piece of rusted iron because they like the way it looks. People come in and they'll say, «I'm not into recycling. I'm just cheap.» For them, it's simply rock-hard economics. But a lot of people combine that bargaining spirit with a sense of ecology, a desire not to exploit the earth.

I assess who the person is and his or her ability to pay. The yuppies do get soaked a little more because I know they have the money; also, they're disinclined to bargain as much. The rich don't lower themselves to haggling about a price.

On the other hand, we get people who are barely surviving, probably homeless, and on a rock-bottom level in terms of their ability to survive in a

city. For example, you get a guy like Jamie who calls and says he's got this pedestal sink he wants to bring in. So here's this guy with a shopping cart that he's borrowed from the Safeway, and he's walking his pedestal sink across town two or three miles to the salvage yard. When he gets here, it turns out to be this *beige* pedestal sink with good chunks of enamel broken off and you can see the iron beneath it. It's something nobody would buy.

There are a lot of people like him who have no money, yet don't want a handout. He wants to give something to get something. He's a scavenger. Obviously somebody threw that sink out, figuring it was worthless; he saw it, and he thought, «Ah. Here's a chance for me to make some money. » So I gave the guy five bucks for the effort of doing it, and somehow that all fits into the betterment of the urban scenario.

Scavengers are nature's clean-up crew. Things that are lying around have to be taken care of in one way or another. People in the salvage network include everyone from drop-out Ph.D.s to people who got kicked out of school in the seventh grade.

I dislike the word recycling because it seems so antiseptic. It doesn't have a human element to it. It's too abstract. Conservation is an idea I like as «the right thing to do.» But salvage is a process. It's more alive. Salvaging and scavenging include the elements of judgment and discrimination and imagination and freedom. When people ask me what I do, I say, «I run a salvage yard.» That feels comfortable to me. It doesn't have any pretension associated with it. I'm not a do-good conservationist. I'm not a pristine recycler. I'm a junk man.

Excerpted from *New Settler*, 1990.

I. Check Your Comprehension

1. Why did the speaker become a junk man? Why does he like it?
2. Why does the speaker say that the attitude toward used goods has changed?
3. Although the speaker says that Jamie's pedestal sink was worthless, he gave him \$5.00 for it. Why?
4. Why does the speaker prefer the description «junk man» to the alternatives?

Vocabulary: colloquial language

Complete the following sentences:

1. Second-hand clothing is clothing that has been ____ .
2. Another word for stuff is _____ .
3. If you think something is junk, you will probably ___ .
4. Another word for a garbage dump is _____ .
5. If you think twice about something, then you _____ .

6. An economy that is pinched is _____ .
7. If you are not into recycling you probably _____ .
8. If the junk man soaks yuppies, he _____ .
9. If you hit rock-bottom financially, you _____ .
10. If someone gives you a handout, s/hc _____ .

II. Think about it

Do you agree that old things are made better than new things? Why or why not?

1. Do you think that people in your own culture create more or less junk than people in any other country? What specifically is different?

2. What is a garage sale? Have you ever been to one? What do you think about this American custom?

3. The author explains the uses that some old things can have - doors become desktops; bathtubs become goldfish ponds. Can you think of ways to use the following used items?

Coffee cups with the handles broken off, pens that have run out of ink, old tires, a bathroom sink, keys that no longer fit locks, lids to jars that have been recycled, books in a language you don't read, badly scratched record albums.

Think of some other items of «junk» that you could recycle by creating new uses for them.

4. Read the ad for the Esprit clothing company, then answer the following questions:

- a. What is unusual about this advertisement?
- b. How is it different from other advertisements you have seen?
- c. Do you think this is an effective way of advertising?
- d. What is the company's purpose in running an ad like this?

Text3

A plea for responsible consumption

So often our needs are defined by things that don't get us much: the comfort of having lots of stuff, the image we want to portray, the social pressure to appear to be affluent, the bizarre idea of having something new for its own sake, like a new car or new TV or the latest fashion. For years, we have spoken to our customers about the difference between fashion and style. We've tried our best to encourage style and reinforce the concept that style isn't a fad. It comes from your imagination and is developed slowly. It's a reflection of your values.

Today, more than ever, the direction of an environmentally conscious style is not to have luxury or conspicuous consumption written all over your attire. This is still our message. We believe this could be best achieved by

simply asking yourself before you buy something (from us or any other company) whether this is something you really need. It could be you'll buy more or less from us, *but only what you need*. We'll be happy to adjust our business up or down accordingly, because we'll feel we are then contributing to a healthier attitude about consumption. We know this is heresy in a growth economy, but frankly, if this kind of thinking doesn't catch on quickly, we, like a plague of locusts, will devour all that's left of the planet. We could make the decision to reduce our consumption, or the decision will soon be made *for* us.

We are optimistic that we can change course and avoid the disastrous destination toward which we're heading. We also believe that there are many events occurring throughout the world right now which support this outlook. We've experienced big changes in people's attitudes about some extremely important philosophical issues and values: racial, feminist, and economic systems such as what we're witnessing in Eastern Europe.

Our purchasing habits have enormous influence. By changing the things that make us happy and buying less stuff, we can reduce the horrendous impact we have been placing on the environment. We can buy for vital needs, not frivolous egogratiating needs. We do need clothes, yes, but *so many*?

While we're lobbying for responsible consumption, we want to suggest one more idea. What you save, if you do, through changing your purchasing habits, consider contributing to one of the thousands of social and environmental organizations that are working to correct, repair, preserve or halt the damage to which our consumptive ways and economic system have led us.

We all have to work together to preserve the continuity of natural cycles and processes. If we don't, we'll have no inheritance to bestow on our grandchildren. All will be gone. Our place in history will be that of the greatest mismanagers of the Earth, not such a loving way to be remembered!

ESPRIT: A COMPANY THAT IS TRYING

I. Synthesis

Discussion and debate

1. The Greek root for the first part of the word *ecology* means «house». The meaning has changed through the process of metaphor. Can you see how?

2. Do you think homelessness and the ecological crisis are symptoms of one greater problem, or are they completely independent issues?

3. Some people argue that social problems are the most important problems to solve, while others believe that unless the ecological problems are

solved, it will not matter if the social problems are solved. Whom do you agree with? Why?

4. Think of another question to ask your classmates about the ideas presented in this chapter.

II. Writing topics

1. What do you think the world's most serious problem is? Write an argument for your opinion, using the outline below:

The world's most serious problem today is _____

The first reason this is most important is _____

The second reason this is most important is _____

The last reason is _____

In conclusion, _____

2. Now, using the same outline, detail your suggestions for a solution.

The solution to the problem of is _____

The first way to bring about this solution is _____

The second thing we must do to solve this serious problem is _____

Finally, we must _____

In conclusion, _____

3. Part of the difficulty with major problems is identifying the person or persons most capable of solving them. For the problem you wrote about in question 1, who do you think is most responsible for bringing about a solution?

III. On Your Own

1. Find out what volunteer organizations exist to help the homeless or to protect the environment in your area and what specific actions they take to help solve those problems. Report your findings to your classmates.

2. Ask some U.S.-born Americans / Italians Germans etc./ what they think the most important problem in the world today is. Compare their answers to your classmates. Did any of the answers surprise you? Was there one problem that seemed to trouble several people?

PART II Text 1

Glossary

Yuppies Taken from the initial letters of «young urban professionals», a term referring to generally wealthy young city-dwellers

gentrification Improvement and rehabilitation of an old area of a city, usually causing rents to rise and the population to change.

Text 2

What we can do about the homeless By Charles Whitaker

Homelessness has grown at a dramatic rate in the last decade, alarming even those yuppies whose gentrification of many inner-city neighborhoods has dislodged thousands of low-income families and contributed to the current crisis.

Estimates of the number of Americans currently without a permanent home vary wildly. Advocacy groups like the National Coalition for the Homeless say that close to 3 million Americans live on the streets or in emergency shelters. The U.S. Department of Housing and Urban Development puts the figure at 350,000.

Yet the bureaucrats and advocates concur on one point: The face of homelessness has changed radically in the past 10 years as more and more low-income housing is mowed down in the name of progress. Some 20 years ago, says Kristen Morris, assistant director of the New York office of the National Coalition for the Homeless, the typical «street person» was a White male who suffered from a mental illness or an addiction to drugs or alcohol. Today's homeless are a more eclectic group.

More than 60 percent of the homeless today are Black, mostly single mothers with small children. More than half of them have never been homeless before. In many cases, they have been evicted from their homes, or the housing in which they lived was condemned or burned down. About 60 percent of all homeless people subsist on some form of public assistance with an average monthly income of \$110. About 20 percent are mentally ill. «There's been a real democratization of skid row, » says Maria Foscarinis, an attorney for the Coalition for the Homeless. «All sorts of people have been pushed out of the housing market because of the critical shortage of affordable places to live».

As a result, homelessness has vaulted to the top of the «megeneration's» short list of social concerns. But there is a great gulf between concern and active involvement in the effort to remedy this growing problem. For many, the inaction is due to ignorance, not indifference. «There are a lot of people who want to get involved but don't really know how», says Ellen Rocks, executive director of the House of Ruth, a Washington, D.C., organization that provides shelter and other services to women who are homeless or are the victims of domestic violence.

The fact is there are many ways in which individuals can help the homeless. Yet for those truly interested in the cause, one of the first steps, many

advocates say, is to get to know the homeless and understand how they became that way. «It's important for middle-class people to reach out to the homeless and bridge the gap that exists», says the Reverend Larry Rice, director of the New Life Evangelistic Center homeless throughout Central Missouri and Illinois. «Middle-class people have to learn that what is happening in America today is all-out war on the poor. Just as America once robbed the Indians of their land, today we're robbing the poor of affordable housing».

The only way to truly get to know the homeless, however, is to work with them in hundreds of shelters and agencies that provide them with assistance. «Most people feel very alienated from the homeless», says Charles Green, vice president of Partnership for the Homeless. «When they see them on the street, they don't look at them as human beings, they look at them with an attitude of fear, pity or revulsion. But in order to be able to help the homeless, you have to change that outlook. You have to get to know them as people».

Working with the homeless can take many forms. Shelters have a groaning need for volunteer staff members to fill a variety of roles. Individuals are needed to help displaced families find affordable housing, to assist homeless persons in their quest for employment, to tutor young mothers studying for high school equivalency exams, and to help children with their homework. Volunteers are also needed simply to provide emotional support to individuals attempting to climb out of poverty. No talent or skill is too insignificant to be put to use in the fight against homelessness. «When it comes to helping the homeless, there is a lot of work to be done and everybody has something to give», says Sister Lula Walker, director of Chicago's Tabitha House, an agency that provides food, in St. Louis, a group that sponsors programs for the clothing, shelter and job training for homeless women and their children.

For those not inclined or too busy to do volunteer work, there are other ways that they can aid the homeless. Despite the intense media attention focused on homelessness in the past few years, legislators on both the national and local levels have still been slow to respond to the desperate plea for low-income housing. Furthermore, many middleclass communities have adamantly rejected efforts to place scattered low-income units in their neighborhoods, fearing increased crime and lowered property values.

Homeless advocates say that sensitive people are needed to act as emissaries, spreading the message that the housing crisis in this country needs to be addressed. «It's very important for people to get involved in an advocacy campaign», says Marcia Fredericks of Project Unity, a shelter and advocacy group in Los Angeles. «Write to your congressman and city council members to lobby for more affordable housing. Host meetings at your house to discuss

the problem with your neighbors and friends. We have to keep this issue before the public and before our representatives in government to break down some of the misconceptions about homelessness and get some things done about it».

Even with more broad-based support, advocates say the problems of the homeless will not be cured overnight. Finding shelter for the destitute, the displaced and the social dropouts will take money and creative solutions. But as more people become involved in the effort, both the money and the solutions become easier to find. «Right now», says Reverend Rice of the New Life Evangelistic Center, «it's like there's this small group of people with their finger in the dike trying to keep the flood of homeless people from spilling over into the street. But with more support, more money, more attention to the needs of the poor, we can build a whole new dam that could save almost any-body».

I. Check you comprehension

1. According to this article, what kinds of changes have there been in the homeless population?

2. According to the different representatives of the homeless, what are the ways that ordinary people can help solve the problem?

3. What did Maria Foscarinis mean when she said, «There's been a real democratization of skid row»?

4. What did Reverend Rice mean when he said, «It's like there's this small group of people with their finger in the dike trying to keep the flood of homeless people from spilling over into the street. But with more support, more money, more attention to the needs of the poor, we can build a whole new dam that could save almost everybody»?

Vocabulary: paraphrasing

Rewrite the following sentences, paraphrasing the italicized words. You may change other parts of the sentence if you need to, but remember to retain the sentence's original meaning.

1. The *gentrification* of many inner-city neighborhoods has *dislodged* thousands of low-income families.

2. A lot of low-income housing has been *mowed down* recently; therefore, the homeless have become a more *eclectic* group.

3. Homelessness has *vaulted* to the top of the *short list* of social concerns.

4. Shelters for the homeless have a *groaning* need for volunteers to fill a variety of *roles*.

5. Many middle-class communities have *adamantly* rejected efforts to place scattered low-income units in their neighbourhoods.

SECTION II

PART I

Textl

Cultures

I. How do you understand the following saying?

«The limits of my language mean the limit of my world» Ludwig Wittgenstein (1989-1951), Austrian philosopher

II. A. What is culture? Choose the four factors which you think are the most important in creating a culture.

climate, language, social customs and traditions, institutions, arts, historical, events, ideas and beliefs, religion, ceremonies and festivals, cuisine, geography

B. What do you miss most about your country or culture when you are abroad?

C. Why is cultural awareness important for business people? Give examples.

D. Do you think cultures are becoming more alike? Is this a good or bad thing?

For example, think about: improved communications, global business, cheap, foreign travel, trading groups (EU, ASEAN, etc.)

E. How important are the following things when doing business in your country? Are they: a) important; b) not important, or c) best avoided?

exchanging business cards, formality (how you dress, how you talk, to colleagues, what names you use, etc.), shaking hands, punctuality, kissing, humour, socialising with contacts, giving presents, small talk before meetings, being direct (saying exactly what you accepting interruptions think), using first names.

III. A. The chief executives of two British-based companies have produced a ten-point guide on how to export successfully to Japan. Before you read the article, predict what advice they will give. Make suggestions under the heading Do and Don't.

B. Read the first sentence only of each paragraph in the article. Were any of your guesses correct?

C Now read the whole article. Then, summarise the information.

Use the headings below, language, middlemen, country of origin, customer visits, personal contact, currency, meals, gifts, patience, dialect, climate, culture.

Liverpool to Tokio

Ian Hamilton Fazey examines a ten-point guide to doing export business in Japan.

Boodle and Dunthorne is a jewelry designer and retailer. Joloda makes equipment for loading goods on trucks. Both are based in Liverpool, UK. The chief executives are Martin Wainwright (Boodle & Dunthorne) and Wojtek Kordel (Joloda).

1. Be prepared for important cultural and language differences. This may seem obvious but some people try to get by in Japan without hiring a good interpreter who can also explain Japanese traditions and customs.

2. Trade on personal contact at senior level. This is more important than trading on price. Physical presence matters. Only now, after 10 years selling to Japan, is Joloda introducing a new salesperson. Wainwright says regular exhibitions at national trade shows in Japan is critical to building a profile in the sector you sell to.

3. Patience pays dividends. It may take several visits before an order comes through. Boodle & Dunthorne took about 16 months to get going and Wainwright spent \$40,000 before getting an order. He had gone back to the UK from a trade show ready to call it a day when his sales manager, who was due to follow him the next day, got a call to see the Mitsui Corporation three days later. Boodle & Dunthorne was suddenly in.

4. Avoid middlemen so as to speed delivery. Joloda uses an agent in Japan but was able to give faster service by minimising the length of its distribution chain. Boodle & Dunthorne employs Rebecca Hawkins, a leading designer, and manufactures its own jewelry, so providing a fast, direct service with original designs.

5. Quote in local currency. Your bank should be able to help you; if it cannot, change banks.

6. There are wide variations in dialects, climate and culture. You may need a different distributor in Osaka from Tokyo, for example - and a different interpreter - because your Tokyo man will not have the right network of contacts.

7. Emphasise your product's country of origin. Britain, said Kordel and Wainwright, is seen as quaint, old-fashioned, but full of history. Whether you sell jewellery or engineering products, stress any handcrafting of your goods and the heritage of the city where you are based.

8. Develop your intuition. Wainwright and Kordel say a culture of politeness prevents the Japanese from expressing dislike and disagreement. If they visit you in the UK, Wainwright says to remember they do not usually eat big meals or too much meat. Fish restaurants are safer.

9. Some of Joloda's customers from the regions are unfamiliar with western culture. Kordel advises that UK visits by them should be well-supervised from arrival to departure, with an interpreter provided at all times.

10. Offer gifts. «The Japanese enjoy giving and receiving beautifully presented gifts,» Kordel says. «Status is critical, so a prestigious brand is appreciated best. However, it is not the value of the gift, but the fact it is a present from you that counts,» says Wainwright.

From the Financial Times.

IV. What do you like to talk about when you meet business people for the first time.

You:

Your partner:

Topics: cars, shopping, job, health, family, holidays, travel, the weather, hopes for, the future, sports, food, business, topics, your city, religion, your country, hobbies, politics, fashion, love, recent news, other topics, recent scandals, literature.

V. Read the following text about cultural diversity. Read it through once and decide which of the three statements (A, B or C) given below the extract offers the most accurate summary.

The impact of culture on business.

Take a look at the new breed of international managers, educated according to the most modern management philosophies. They all know that in the SBU, TQM should reign, with products delivered JIT, where CETs distribute products while subject to MBO. (SBU= strategic business unit, TQM= total quality management, JIT= just-in-time, CFT= customer first team, MBO= management by objectives.)

But just how universal are these management solutions? Are these «truths» about what effective management really is: truths that can be applied anywhere, under any circumstances.

Even with experience international companies, many well-intended «universal applications of management theory have turned out badly. For exam-

ple, pay-for-performance has in many instances been a failure on the African continent because there are particular, though unspoken, rules about the sequence and timing of reward and promotion. Similarly, management by objectives schemes have generally failed within subsidiaries of multinationals in southern Europe, because managers have not wanted to conform to the abstract nature of preconceived policy guidelines.

Even the notion of human-resource management is difficult to translate to other cultures, coming as it does from a typically Anglo-Saxon doctrine. It borrows from economics the idea that human beings are «resources» like physical and monetary resources. It tends to assume almost unlimited capacities for individual development. In countries without these beliefs, this concept is hard to grasp and unpopular once it is understood. International managers have it tough. They must operate on a number of different premises at any one time. These premises arise from their culture of origin, the culture in which they are working, and the culture of the organisation which employs them.

In every culture in the world such phenomena as authority, bureaucracy, creativity, good fellowship, verification and accountability are experienced in different ways. That we use the same words to describe them tends to make us unaware that our cultural biases and our accustomed conduct may not be appropriate, or shared.

A. There are certain popular universal truths about management which can successfully be applied in various cultural contexts.

B. Cultures are so varied and so different throughout the world that management has to take account of differences rather than simply assumesimilarities.

C. Effective management of human resources is the key to everyone achieving their full potentials.

PART II

Text I

You and your job

I. In your opinion, which factors below are important for getting a job? Choose the seven the most important. Could you add anything to the list?

Age/sex, appearance, astrological sign, contacts and connections, experience, family background, handwriting, hobbies, intelligence, marital status, personality, qualifications, references, sickness record, blood group.

II. A. Do people change during their working lives? If so, how?

B. Now read the article. What does it say about the question above? Find the answer as quickly as you can.

**How to select the best candidate - and avoid the worst
By Adrian Furham**

Investing thousands of pounds in the recruitment and training of each new graduate recruit may be just the beginning. Choosing the wrong candidate may leave an organisation paying for years to come.

Few companies will have escaped all of the following failures: people who panic at the first sign of stress; those with long impressive qualifications who seem incapable of learning; hypochondriacs whose absentee record becomes astonishing; and the unstable person later discovered to be a thief or worse.

Less dramatic, but just as much as a problem, is the person who simply does not come up to expectations, who does not quite deliver; who never becomes a high-flyer or even a steady performer; the employee with a fine future behind them.

The first point to bear in mind at the recruitment stage is that people don't change. Intelligence levels decline modestly, but change little over their working life. The same is true of abilities, such as learning languages and handling numbers.

Most people like to think that personality can change, particularly the more negative features such as anxiety, low esteem, impulsiveness or a lack of emotional warmth. But data collected over 50 years gives a clear message: still stable after all these years. Extroverts become slightly less extroverted; the acutely shy appear a little less so, but the fundamentals remain much the same. Personal crises can affect the way we cope with things: we might take up or drop drink, drugs religion or relaxation techniques, which can have pretty dramatic effects. Skills can be improved, and new ones introduced, but at rather different rates. People can be groomed for a job. Just as politicians are carefully repackaged through dress, hairstyle and speech specialists, so people can be sent on training courses, diplomas or experimental weekends. But there is a cost to all this which may be more than the price of the course. Better to select for what you actually see rather than attempt to change it. From the Financial times

C. In another part of the article (not included here), the writer suggests that selectors should look for three qualities:

- a) intelligence and ability, b) emotional stability, c) conscientiousness.
1. Do you agree? Explain your opinion.

2. Complete with the table with the adjectives below. What other words can you add?

astute, bright, calm, clever, easy-going, hard-working, moody, neurotic, punctual, quick-tempered, reliable, responsible, sharp, slow, intelligence and ability, emotional stability, conscientiousness.

PART III

Text I

Organisations

I. How important is each of the following for showing a person's status in an organisation? Give each one a score from 1 (less important) to 5 (very important).

- | | |
|----------------------------|--|
| - a reserved parking space | - having a secretary |
| - an office with a window | - taking holidays when you like |
| - a uniform | - the size of your desk |
| - a personal business card | - having more than one seat in your office |
| - your own office | - flying business class |
| - a company car | - a company credit card |
| - your name on your door | - having to clock in when you arrive |

II. Read the three descriptions of company structures. Then answer the questions.

Sole trader

One person sets up and runs the company. The person provides all the capital and has unlimited liability for business debts, even if this means selling personal assets.

Limited company

In a limited company (AmE corporation), the capital is divided into shares, which are held by shareholders. Shareholders have limited liability, but they can vote at the Annual general Meeting to elect the Board of Directors. There are two types of limited company:

1) In a private limited company, all shareholders must agree before any shares can be bought or sold.

2) In a public limited company, shares are bought and sold freely, for example on the stock exchange.

Partnership

A group of people provide the capital, set up the company and manage it together. There are two types of partnership:

a. Partners in unlimited partnership are like soldfraders - if the business fails they are fully liable for all debts, they may even have to sell personal assets.

b. In a limited partnership there can be sleeping partners who do not participate in the management of the company. Sleeping partners have limited liability - in the event of the bankruptcy, they only lose their investment, not their personal assets.

1. What are people's main personal assets?

2. How can a sole trader get the capital to set up a business? Think of five methods.

3. If a limited company has 5000 shares and each share is worth 2.50 USD what is the capital of the company?

4. What are the advantages and disadvantages of being a sleeping partner?

5. What is the difference between a sleeping partner and a shareholder?

6. If a private limited company goes bankrupt, do the shareholders lose their personal assets? Why?

7. What must you do to sell your shares in a private limited company?

8. What are the advantages of a public limited company?

III. Make ten common business expressions with the words below. Use some words more than once.

| | | | | | |
|----------|-----------|-----------|----------|----------|--------|
| annual | company | exchange | meeting | private | stock |
| assets | unlimited | general | of | public | trader |
| board | debts | liability | partner | sleeping | |
| business | directors | limited | personal | sole | |

PART IV

Text 1

Meetings

I. Discuss the following questions.

1. What are the main reasons for holding a meeting?

2. What is the role of the chair person?

3. Why are so many meetings unsuccessful?

II. Complete the following sentences with the words from the list.

Agenda, casting vote, consensus, minutes, circulate, apologies, chairperson, items, arising, conduct.

1. In all formal meetings and most informal meetings, there is a whose job it is to..... the business of the meeting and to ensure that the meetings objectives are achieved.

2. It is helpful in both formal and informal meetings to have an....., listing the points that are to be discussed. It is usual tothis in advance so that participants can prepare adequately for the meeting.

3.If there are too many on the agenda, it is inevitable that that the meeting will be over-long and so less effective.

4. After formal meetings, the secretary writes up the , an official record of the discussion that has taken place.

5. If you cannot attend a meeting, it is customary to send yourto the chairperson, who reads out the names of the absentees at the beginning of the meeting. After naming absentees, the chairperson may ask if there are any mattersout of the minutes of the last meeting.

6. When decisions must be taken, the chairperson hopes there will be a... on what should be done. Otherwise, a vote must be taken and sometimes the votes for and against are equal. If this happens, the only way to break the deadlock is for the chairperson to give his or her.....

III. Read the text and complete the table under it.

Text 2

Make meeting work for you

Do you dread meetings more than Monday mornings? Do you find them boring, unproductive and far too long? Meetings are central to most organisations; people need to know what their colleagues are doing and then take decisions based on shared information and opinions. How well you present yourself and your ideas, and how well you work with other people, is crucial to your career.

Running a meeting

Only call a meeting if you (and your colleagues) are quite clear about its purpose. Once you are certain of your objectives, ask yourself whether it could be better achieved through alternative means, such as memo.

Meetings called on a routine bases tend to lose their point. It's better to wait until the situation or problem requires a meeting. If in doubt, don't waste time having one.

If you are sure a meeting is a solution, circulate a memo several days in advance specifying the time and place, objectives, issues to be discussed, other participants and preparation expected.

Meetings should be held in the morning, if possible, when people are usually more alert, and should last not more than an hour. Six is an

optimum number of participants for a good working meeting. Inviting the whole department (more than 10) increases emotional undercurrents such as, «Will my suggestions be taken seriously?» Larger meeting can be productive as brain-storming sessions for ideas, provide participants can speak freely without feeling they will be judged.

A successful meeting always leads to action. Decisions should take up the bulk of the meeting minutes, including the name of the person delegated to each task, and a deadline for its completion. Circulate the minutes after the meeting and again just before the next one.

Draw out quieter members of the group. Encouragement helps create a relaxed and productive atmosphere. Do not single out any individual for personal criticism - they will either silently withdraw, upset and humiliated, or try to come up with the excuses rather than focusing on the problems in hand.

Save critical comments for a private occasion.

If you are talking for more than 50% of the time, you are dominating the meeting.

Attending the meeting

However informal the meeting, it always pays to prepare a few key points in note form to put across to discuss. If you are unprepared, you will not be able to concentrate on what your colleagues are saying and others are less likely to listen to you because you will either waffle or sound hesitant. Don't memorize notes or read them out like a sermon. This inhibites your natural gestures: the eye contact and body language that is essential to effective communication. If you cannot answer the question, don't be afraid to say, «I don't know but I'll find out and get back to you by.....» (give a definite date).Phrase your criticism and proposals positively. Seek to offer solutions rather than complain.

Arrive early and sit close to the chairperson to ensure that you aren't ignored. If you are late, apologize and find a seat quickly and quietly. Don't try to sneak in as if you are invisible.

| | DOs | DON'Ts |
|--------------|--------|--------|
| Chairperson | 1..... | |
| | 2..... | |
| | 3..... | |
| | 4..... | |
| Participants | 1..... | |
| | 2..... | |
| | 3..... | |
| | 4..... | |

IV. A. Before you read the article on the crass-cultural issues, try to predict some pitfalls the writer will mention. Then quickly scan the article to see how accurate your prediction are.

B. Read the article and note the key points under the following headings.

recent trends in international meeting, reasons for holding international meetings, typical problems at international meetings, avoiding the pitfalls of international meetings.

Text 3

Pitfalls of international meetings

More than 6 years ago the US futurist John Naisbitt wrote: «...the more technology in this society, the more people want to be together.» But even he could not have envisaged the dramatic growth in the number of international meeting over the past few years.

Unique with all these meetings, with range in size from a few to more than a thousand, is that many of the participants leave their culture to meet in another. Unfortunately, what is not unique is that many of the meetings fail to accomplish their objectives to a very high degree.

The purposes of these meetings are varied, ranging from exchanging information to rewarding performances and creating opportunities for professional development. Often, as in the case of IBM Europe and other companies, the meetings are staged to introduced new products and make a sales pitch to top customers. IBN tries to get its top customers away from their normal business environment and gather them in the location that creates an atmosphere that «puts them in the right frame of mind and then allows them to do some high level selling.»

During the past year, I have attended a number of international meetings and witnessed firsthand serious administrating and planning problems, all of which undermined the chances of success.

A classical bungle was the arrival the participants' materials three days after one meeting ended. In another case, the audio visual equipment required by a presenter was delivered as the meeting was ending. And yet another meeting, the audio visual equipment was the wrong format, and the presenter was unable to show his video tapes.

International meeting organizers are sometimes guilty of even the most fundamental blunders. Foe example, of some meeting, pork was only meat served to many Moslems attending. At a three-day seminar, staged by an

American company, the absence of any scheduled social activities drew complaints from the many European participants.

Company gatherings often shows the most serious shortcomings. One very «process» oriented meeting reflected the corporate culture. It encouraged small group discussions and group reports. Many of the participants wanted, and were expecting, more formal presentations by senior executives. International meetings can be costly to stage, especially if they organized and failed to achieve the desired results. To have any chance of success, the foremost issue to consider is the purpose of the meeting. Only when that has been clearly articulated can organizers begin to plan the meeting and determine whether it has been a success.

At international meetings with participants from many different cultures, unique issues are bound to arise. For example, the timing of meals and the selection of the menu, the listing of names and titles, the use and language of business cards, the necessity of interpreters and translators and getting materials through customs are all factors that must be taken into account by organizers.

It is especially important to allow participants who travel long distances sufficient time to rest, physically and mentally, before the meeting begins. One large Us-based organization ignores this completely, expecting travellers from Europe after a nine-hour-plus flight to attend a four- hour meeting the day they arrive. He following day, meetings are scheduled to begin at 8a.m. and continue until 10p.m. Most European participants are exhausted by the demanding regime and find that the benefit only marginally from the meetings.

A mini-checklist for any international meeting should begin with efforts to identify the nationalities of potential participants and make provisions that cater to their specific cultural needs.

Warnings to avoid national stereotypes, condescending attitudes and above all jokes, which are easily misunderstood, are among the tips given to organizers and speakers at international meetings by Dr Ernest Dichter, a motivational psychologist. He suggests that honoured attendees should be welcomed and that, when appropriate, difference should be show to participants because of their high-ranking positions.

Speakers making presentations in English at an international meeting in a country where it is not the national language, should tailor their presentation so that it should be understood by the entire audience. There are important considerations for persons responsible for the introduction of speakers. For example, personal information or sharing of insights about one's family life, which is common in North America, is not appropriate in Europe and Asia.

PART V

Text I

International trade

I. Consider the clothes and shoes you are wearing, and those you wore last weekend. Where were they made? How much of the food you've eaten in the last 24 hours came from abroad? Where was the last CD you've listened manufactured?

Can you even imagine living in the country that did not import anything, where only locally produced food and textiles and products were available?

II. Match up these words and expressions with the definitions below.

Autarky, balance of payments, balance of trade, barter or counter-trade, deficit, dumping, invisible imports and exports, protectionism, quotas, surplus, tariffs, visible trade (GB) or merchandise trade (US).

1. trade in goods
2. trade in services (banking, insurance, tourism, and so on.)
3. direct exchange of goods, without the use of money
4. the difference between what a country receives and pays for its exports and imports of goods
5. the difference between a countries total earnings from exports and its total expenditure on imports
6. the (impossible situation in which a country is completely self-sufficient and has no foreign trade
7. a positive balance of trade or payments
8. a negative balance of trade or payments
9. selling goods abroad at (or below) cost price
10. imposing trade barriers in order to restrict imports
11. taxes charged on imports
12. quantitative limits on the import of particular products or commodities

III. Read the text an answer the following questions.

1. Why do most economists oppose protectionism?
2. Why do most governments impose import tariffs and/or quotas?
3. Why were many developing countries for a long time opposed to GATT?
4. Why have many developing countries recently reduced protectionism and increased their international trade.

Text 2

Protectionism and free trade

The majority of economists believe in the comparative cost principle, which proposes that all nations will raise their living standards and real income if they specialize in the production of those goods and services in which they have the highest relative productivity. Nations may have an absolute or a comparative advantage in producing goods and services because of factors of production (notably raw materials), climate, division of labour, economies of scale, and so forth.

This theory explains why there is international trade between North and South, e.g. semiconductors going from the USA to Brazil, and coffee going in the opposite direction. But it does not explain the fact that over 75% of the exports of the advanced industrial countries go to other similar advanced nations, with similar resources, wage rates and levels of technology, education, and capital. It is more a historical accident than a result of natural resources that that the US leads in building aircraft, semiconductors, computers and software, while Germany makes luxury automobiles, machine tools and cameras. However the economists who recommend free trade do not face elections every four or five years. Democratic governments do, which often encourages them to impose tariffs and quotas in order to protect what they see as strategic industries-notably agriculture-without which the country would be in danger if there was a war, as well as other jobs. Abandoning all sectors in which a country does not have a comparative advantage is likely to lead to structural unemployment in the short (and sometimes medium and long) term. Other reasons for imposing tariffs include the following:

- «to make imports more expensive than home-produced substitutes, and thereby reduce a balance of payments deficit;
- «as a protection against dumping (the selling of goods abroad at below cost price in order to destroy or weaken competitors or to earn foreign currency to pay for necessary imports);
- «to retaliate against restrictions imposed by other countries;
- «to protect «infant industries» until they are large enough to achieve economies of scale and strong enough to compete internationally.

With tariffs, it is impossible to know the quantity that will be imported, because prices might be elastic. With quotas, governments can set a limit to imports. Yet unlike tariffs, quotas provide no revenue for the government. Other no-tariff barriers that some countries use include so-called safety norms, and the deliberate creation of customs difficulties and delays.

The general Agreement of tariffs and Trade (GATT), an international organization set up in 1947, has the objectives of encouraging international

trade, of making tariffs the only form of protectionism, and of reducing these as much as possible. The most favoured nation clause of the GATT agreement specified that countries could not have favoured trading partners, but had to grant equally favourable conditions to all trading partners. The final GATT agreement - including services, copyright, investments, as well as trade in goods - was signed in Marrakech in 1994, and the organization was superseded by the World Trade Organization.

It took nearly 50 years to arrive at the final GATT agreement because until the 1980s, most developing countries opposed free trade. They wanted to industrialize in order to counteract what they rightly saw as an inevitable fall in commodity prices. They practiced import substitution (producing and protecting goods that cost more than those made abroad), and imposed high tariff barriers to protect their infant industries.

Nowadays, however many developing countries have huge debts with Western commercial banks on which they are unable to pay the interest, let alone repay the principal. Thus they need to rollover (or renew) the loans, to reschedule (or postpone) repayments, or to borrow further money from the International Monetary Fund, often just to pay the interest on existing loans. Under these circumstances, the IMF imposes severe conditions, usually including the obligation to export as much as possible.

Quite apart from IMF pressure, Third World governments are aware of the export successes of the East Asian 'Tiger' economies (Singapore, South Korea and Taiwan), and of the collapse of the Soviet economic model. They were afraid of being excluded from the world trading system by the development of trading blocks such as the European Union, finalized by the Maastricht Treaty, and the North American Free Trade Agreement (NAFTA), both signed in the early 1990s. So they tended to liberalize their economies, lowering trade barriers and opening up to international trade.

IV. Write questions, relating to the text, to which these could be the answers.

1. Factors of production, most importantly raw materials, but also labour and capital, climate, economies of scale, and so on.

2. Because it does not explain why the majority of the exports of the advanced industrialized countries go to other very similar countries.

3. A recently developed one, that has not yet grown to the point where it benefits from economies of scale, and can be internationally competitive.

4. Unlike quotas, they produce revenues.

5. Unlike tariffs, you know the maximum quantity of goods that will be imported.

SECTION III

PART I

Text 1

Brands

BRANDS are insubstantial things, mere symbols, names, associations. Sometimes they signal real differences between products. Sometimes they are pure illusion. Either way, brands are akin to a product's or company's reputation, and they influence consumers' perceptions. The wearer of a Rolex watch is concerned with more than keeping time; the BMW driver with more than getting from place to place. Brands add value by making customers loyal and, often, willing to pay more for the things branded.

Despite the evidence of the value of brands, creating and sustaining that capital are often neglected by consumer-goods companies. Under pressure to make big short-run gains in sales, many brand managers are cavalier about the long-term commercial health of their products. Increasingly they are abandoning brand-building activities, such as advertising, in favour of tactics, especially price promotions, which aim to increase market share quickly.

The failure of challengers to overcome the resilience of familiar names has led to another tactic also prone to short-termism: brand-stretching. In their eagerness to extend a popular brand's recognition and reputation to a new type of product, managers often overlook basic problems with the «fit» between the old name and the new item. Levi Strauss's attempt to stretch itself to cover a line of smart suits failed dismally. Worse, it hurt the core brand: it took a snappy advertising campaign to get Levi's jeans business back on track.

More perilous still are attempts to milk additional sales from premium brands by taking them downmarket. Cadillac's reputation has still not recovered from its effort to attract lower-income car buyers with its cheaper Cimarron model in the early 1980s. Diluting Cadillac's snob appeal put off image-conscious buyers who might normally have been keen on the car. Undisciplined use of the Gucci name almost brought the company to ruin; at one point there were some 14,000 different Gucci products.

Part of the problem is that the organization of most consumer-goods companies favours short time horizons. Brand managers at firms such as Unilever and Philip Morris usually stay in their jobs for just a year or two. Brand oversight by top management is generally *ad hoc*.

One solution suggested by Mr. Aaker is for companies to hire or appoint people solely to monitor the status of brands. These «brand-equity managers» would be charged with taking a long view on guarding products' images, name associations and perceived quality. They would have the final say over marketing plans and the decisions of ordinary brand managers. Such a system is being tried at Colgate-Palmolive and Canada Dry.

But unless the incentive structure within the consumer-goods companies is changed, «brand-equity» managers will provide little more than another layer of bureaucracy. The main reason for brand-related short-termism is shareholders' expectations of sparkling quarterly earnings. Because brand equity is hard to put a price on, punters must use returns as a guide to future performance. This is the source of pressure on brand managers to turn to promotions to boost sales.

Price promotions can have a dramatic short-term effect on a brand's sales, especially for some sorts of good. For fruit drinks, increases of more than 400% during the first week of a promotion are common. But a new study by the London Business School shows that such promotions have no lasting effect on sales or brand loyalty. Some consumers switch temporarily to the promoted brand, but once the promotion ends, almost all of them go back to the one they normally prefer.

Promotions that merely offer a discount or a rebate can cheapen a brand's image. Since price is often a signal to consumers of a product's quality (witness luxury drinks like Chivas Regal), a brand that is always on special offer loses its appeal.

Similarly, thoughtful brand-stretching can not only help a new product break into a crowded market but can also enhance the core brand's value.

Managing Brand Equity. By David A. Aaker, Free Press, \$24.95. The After-Effects of Consumer Promotions. By A.S.C. Ehrenberg, with Kathy Hammond and G.J. Goodhardt. London Business School preliminary report, August 1991.

I. Match each word in the left box with a word in the right box to form ten common marketing expressions. Then use these expressions to complete the sentences that follow. Text 1 will help you.

| | | | |
|-------------|---------|---------|------------|
| brand | premium | plan | product |
| consumer | market | brand | brands |
| marketing | price | offer | campaigns |
| advertising | special | loyalty | awareness |
| core | brand | share | promotions |

- 1.....are important brand-building activities.
2. Marketing tactics such as aim to boost sales quickly.

3. Because of their association with quality and status,often cost a bit more.
4. During a sale in a department store, many goods are on
5. The danger with brand-stretching is the damage that can result to the if it is not successful.
6. A goodwill guard the long-term interests of the brand it is promoting.
7. Launching a new onto the market is a costly and risky business.
8. Customers who always buy the same brand of goods are showing
- 9.....is a measure of how well-known a product is in the marketplace.
10. In some sectors, the competition between companies for.....is fierce.

II. Complete each sentence with the correct form of the underlined word. In some cases, you will need to use the negative form.

1. advertise

- In our new campaign, our mainmedium will be television.
- Benetton produced a series of eye-catchingfortheir products.

2. associate

- Engineering firms often work in with other companies on a major contract.
- When there is a financial scandal, business people often try to themselves from those involved.

3. consume

- Food, clothing and household products are all examples of.....goods.
- Wine is high in France, and on the increase in other European countries.

4. market

- To make money, you don't just need a good product - you also need... excellent.....
- Some products are very innovative, but they simply aren't

6. profit

- a. This line of raincoat is highly - we must discontinue it as soon as possible.
- b. If we are serious about improving the of these outlets, we should take a good look at staffing costs.

7. promote

- We expect all our activities to cost around £2 million.
-is a very important marketing function.

8. rival

- Thebetween soft drinks companies, Coca-Cola and Pepsi Cola, is very fierce.
- Otis is known all over the world as a manufacturer of lifts. Its reputation in the industry is.....

9. sell

- Which is your best -product?
- Our force doubled when we took over our chief competitor.

5. produce

- Although the meeting went on for hours, it was rather
- Since we introduced the new pay structure, has improved enormously.

10. value

- Our stock is so that it cannot be left unguarded.
- We were most impressed by the consultants we hired - their advice was

III. Answer the following questions. Use your answers to summarise the text.

1. What are the advantages to a company of building up a brand?
2. What mistake have brand managers been making in their marketing?
3. What do the terms «brand strateging» and «taking a brand downmarket» mean?
4. Why is it dangerous to take a brand downmarket?
5. What is the thinking behind the appointment of «brand-equity managers»?
6. How effective are price promotions in the short-term? And the long-term?
7. What negative effect can price promotions have on brands?
8. What benefits can brand-stretching bring?

Text 2

The brand also serves pure corporate goals. For the company itself, the brand fulfils three essential functions: the *positioning* within the competitive scene, the *capitalisation* of image and advertising expenditure over the long term, and, using a military metaphor, the *banner* under which the troops will be guided to the battlefield by their generals. The corporate and managerial arguments in favour of global brands are much stronger than those related to consumption. The reasons for this are mostly organisational ones. Multinational companies grew fast worldwide in the 1960s and 1970s by granting a large degree of decisional autonomy to their national subsidiaries. Local subsidiaries were asked to replicate the corporate values and organisational practices of the parent company and encouraged to adjust completely to the local market, customizing marketing policies and keeping local brands which had often been inherited from the take-over of local companies.

Later, subsidiary managers used the argument of market specificity to defend nationally customised marketing strategies, trying in fact to protect their autonomy with sometimes rather fallacious arguments. Multinational companies probably needed at the beginning of the 1980s to shift their organisational design toward more centralisation. Parent companies wanted to have a more united implementation scheme based on centrally designed international marketing strategies, in response to the globalisation of competition. Procter & Gamble did this in Europe by introducing the Euro-brand concept, consisting in a

common brand name and marketing strategy for most Western European countries. Some negative reactions from European managers of Procter & Gamble to the Euro-brands issue are quoted by Barflett (1983) in the case of the launch of the Vizir brand:

«There is no such thing as a Euro-customer, so it makes no sense to talk about Eurobrands. We have an English housewife whose needs are different from a German Hausfrau. If we move to a system that allows us to blur our thinking, we will have big problems. Product standardisation sets up pressures to try to meet everybody's needs (in which case you build a Rolls-Royce that nobody can afford) and countervailing pressures to find the lowest common denominator product (in which case you make a product that satisfies nobody and which cannot compete in any market).»

Top executives love globalisation, and especially global brands. For them global brands are *the organisational symbol* which goes hand in hand with product standardisation policies world-wide. Even if global strategies partly tend to ignore local consumers' requirements as well as local marketing and distribution systems, they bring experience effects and economies of scale, and improve organisational clarity. Given the high level of complexity involved in managing worldwide corporations with myriads of product lines and national markets, it comes as no surprise that the individuals in charge of managing complexity at the very top try to reduce it. Global brands are one of the important means used for simplifying and strengthening corporate messages in large multinational organizations. Global brands are also a way to dominate over competitors by creating major market assets, whose credibility is so high, that they literally crash down local players. Let us go back now to the design of global brand names, with the view that they make much more sense for global executives than for local consumers.

I. There are four paragraphs in the text. Give a heading to each paragraph and then summarise the text using your headings.

Text 3

The Levi story

Mistakes that failed to kill a classic product.

There are not many genuinely classic brands, but Levis have earned themselves a place among the Coca-Colas, Zippos, Bics and 2CVx. Classic brands used continuously and in an unchanged format for 100 years are exceptionally rare in the clothing market, dictated as it is by the fickle demands of fashion. Levi Strauss's achievement is formidable: from a small family firm to a massive international concern.

The years in between have seen not only the evolution of a classic brand but also some massive, equally classic, marketing errors. The 501 initiative is the nearest Levi Strauss has ever come to co-ordinated international marketing, and represents a serious attempt to re-focus the entire company after several disastrous years in the international market.

In the early 1960s, Levi Strauss was sky-rocketing. American films and music had spread to Europe and jeans had come to symbolise a new, youth culture. Kids decided that denim would become their uniform, a visible statement of a new, exciting lifestyle. Levi Strauss was still a purely American company, with no overseas operation. Now that a brand new market had presented itself, international expansion had to be looked at.

Initially, the company used local agents to sell the products which were shipped in from the States. Teenagers trekked all over European cities, looking for a retailer who stocked the ail-American jeans. There was still no international marketing, let alone international advertising. The whole international success story happened almost by chance, and certainly without any coordinated effort from San Francisco.

At the same time, in America, Levi Strauss diversified at a frenetic pace into all sorts of unrelated areas, including Staprest trousers and Resistol hats. The Levi label was put on all these non-jeans products, and the company grew.

By 1974, now a public company, Levi started manufacturing locally throughout Europe. It moved its European advertising account from Young and Rubicam to McCann-Erickson, which took over all the non-American advertising. But Levi Strauss was coming unstuck: nobody knew what the Levi name stood for any more. All the advertising for the different products was saying totally different things about the company and the unrelated products had begun to damage Levi's volume base - its jeans. What kid, seeing his dad buy Levi polyester trousers, was going to rush out and buy Levi jeans? Levis were old-fashioned, said the consumers.

Something had to be done - and fast. The diversification programme was put into reverse gear, and the Levi name was taken off unrelated products. The company retained the other brands, but distanced them from the jeans products, or made them more jeans-related. Levi Strauss realised that it had to stop trying to drag value out of its most valuable property - its name - and go back to its roots, becoming once again the premier jeans company in the world.

I. Suggest an appropriate synonym (word or phrase with the same meaning) for each of the following words from the text.

1. genuinely,
2. fickle,
3. re-focus,
4. sky-rocketing,
5. expansion,
6. stood for,
7. volume base,
8. property.

II. Summarise the main points of the text under the following headings. Use at least five words from ex. 1.

- the Levi achievement
- the company's development
- past market mistakes
- recovery and beyond

Text 4

Holiday brochures under attack

Britain's biggest holiday companies are producing misleading brochures two years after the Association of British Travel Agents introduced a code of practice on the subject, according to a study by Holiday Which? magazine, Michael Skapinker writes.

T _____, the UK's biggest tour operator, described Faliraki on Rhodes as a former fishing village which had retained its atmosphere. Holiday Which? said it was «a sprawling, Costa-style resort».

E _____, part of T _____, A _____, the second biggest holiday company, told potential visitors to some apartments that shops, tavernas and nightspots were within easy reach. In fact it was half a mile's walk to the nearest, solitary bar.

A _____, the third biggest operator, published a brochure with a picture of a beach on the same page as a description of a hotel. Holiday Which? found the beach was 12 miles from the hotel.

The magazine found brochures from other operators with photographs taken in such a way as to hide unsightly features.

I. What do the underlined words in the following sentences mean? Choose the best definition.

1. The *Holiday Which?* survey found many examples of misleading holiday brochures.

- a) undirected b) disorganised c) deceptive

2. Faliraki, a former fishing village, is situated on Rhodes

- a) well-known b) one-time c) build-up

3. Not all resorts retain their charm with the development of tourism.

- a) keep b) spoil c) change

4. *Holiday Which?* described one place as a «sprawling Costa-style resort».

- a) small and friendly b) sold and untidy c) large and rambling

5. Brochure photographers try to keep unsightly features out of their pictures, a) insignificant b) unattractive c) unseen

Text 5

My biggest mistake

David Arnold

David Arnold, 36, is a director of studies at Ashridge Management College and a marketing consultant for such multinationals as Merck, Alfo-Laval and Boots. After a degree in English literature at University London and in modern drama at London University, he began a career in publishing in 1979 as an editor for Mitchell Beazley. He moved to Ashridge in 1984 as marketing manager and later, after taking an MBA at City University, became a tutor on Ashridge's MBA course. His book, *The Handbook of Brand Management*, is published by Century Business.

My biggest mistake was failing to find out who was going to be in the audience before I gave a speech. It was two years ago, when I had been invited to be guest speaker at the annual management conference of a major clothing supplier, a company that relied on Marks & Spencer for more than 75 per cent of its sales.

My brief as guest speaker was to get the audience to think strategically about the changing market.

The conference was held at Gleneagles. I had to speak for an hour and a half to 70 managers, and when I began they were very subdued.

I decided to raise the level of challenge in order to get some reaction. When my first attempts proved unsuccessful, I turned to my last resort: I suggested that Marks & Spencer, their lifeline, was not the paragon of business success they thought it was.

Now this did spark some reaction, but the audience was still more subdued than most groups - so I actually started being rude about their beloved Marks & Spencer.

I justified these insults by saying I needed to make them take a different perspective, and even commented that I suspected the reason they were being quiet was because they were very loyal to their major customer.

I could see they were all thinking hard - they weren't asleep or anything - and I assumed they were thinking about company issues.

But at the end of the session, when we took a break for coffee, a senior director sidled up and said he had something to tell me.

He took me aside and informed me that the reason they had been so quiet was because sitting next to him in the front row was their chief customer in

person: one of the head buyers of M & S. At that point, my heart hit my boots and I realised I had made the most awful error of judgement.

When I spotted the buyer, I remember going to enormous efforts to avoid him.

I managed to escape, but only at the expense of leaving my coat behind in the conference room, where everyone had assembled after coffee. I couldn't face going back in.

The other thing I couldn't face was sending the company an invoice for the agreed speaker's fee or for my expenses in traveling to Scotland.

Looking back, I remember there was a lot of fidgeting going on during my speech. I thought it was because I was talking about their most valued customer.

It was the squirming of the senior director in the front row that I remember most. Clearly, he was trying to make a judgement about whether he should speak up and halt me in mid-flow.

I think it would have been better if he had.

The night before, I had joined them for dinner and had become quite chummy with a lot of them, which is probably why I thought I was safe in taking the risk of winding them up.

But it was a mistake to assume I understood why people were reacting the way they were. It was a fatal assumption, because it was wrong. As a result, I am more critical about Marks & Spencer than I normally would have been, and certainly more than was necessary.

I still can't believe that, doing the job I do, I didn't find out who was there beforehand. I've had no communication with the company since, but the lesson to be learned is quite simple. In meetings, conferences or presentations of any sort, always make sure you find out exactly who you are speaking to.

Text 6

Проходившая в конце ноября 2001 г. в Катаре конференция ВТО подавалась как прорыв в интересах беднейших стран. По мнению же члена партии «зеленых» и депутата европейского парламента Кэролайн Лукас, она закончилась провалом.

Европейский Союз, Великобритания и ВТО поздравляют себя с проведением очередного раунда переговоров, но фактически мы все теперь участвуем во всемирной торговой гонке, причем страны, что победнее,

силком загоняют в стартовые колодки¹. Ни одно из основных требований развивающихся стран в Дохе² даже не рассматривалось. Им нужна была более справедливая торговая система, чтобы можно было защитить своих крестьян, проанализировать негативные последствия предыдущего, уругвайского, раунда переговоров в интересах будущих торговых сделок. Эти требования элементарно проигнорировали.

Вопреки мнению комиссара ЕС по торговле Паскаля Лами и других лиц, кто с потрясающим лицемерием называл этот раунд «раундом развития», конференция стала катастрофой для беднейших стран мира. Возьмем, к примеру, сельское хозяйство. ЕС руками и ногами защищал³ свое право сбрасывать субсидируемую сельскохозяйственную продукцию в развивающиеся страны по демпинговым ценам. Им прекрасно известно, что эта практика будет иметь губительные последствия для крестьян стран юга, которые просто не в состоянии конкурировать с дешевым импортом.

Вместо того чтобы сократить уровень сельскохозяйственных субсидий, государства севера увеличили их почти до 350 млрд дол. в год. Как заметил министр торговли Танзании Идди Симба, «ошибочная политика в области сельского хозяйства во Франции может стоить выборов, а в Африке будет стоить жизней».

Нашего министра по вопросам окружающей среды Маргарет Беккет результаты конференции в Дохе, может быть, и порадовали: они ведь на руку британским потребителям, поскольку дают им «больше выбора и возможностей»; но бедным крестьянам юга соглашения не сулят ничего, кроме той же бедности, так как более дешевая продукция севера оказывает на них разрушительное действие.

¹ starting blocks

² Doha

³ to defend furiously

I. Translate the text in written form.

Text 7

Многие развивающиеся страны говорили, что прежде, чем требовать от них еще большего расширения доступа к внутренним рынкам, необходимо проанализировать последствия снижения тарифов для местных предприятий и занятости, поскольку, по их утверждению, в большинстве африканских и наименее развитых стран в результате предыдущих

сокращений тарифных уровней местные предприятия уже прекратили свое существование. Предложение было справедливо, обоснованно, но характер подобных переговоров таков, что любое предложение становится объектом торга. И тот факт, что на карту поставлена жизнь людей, ничего не значит. Просьбу проигнорировали, и переговоры должны начаться незамедлительно.

Последствия могут быть катастрофическими - массовая безработица и нищета. В Сенегале, например, выполнение обязательства открыть рынки, снизив уровень промышленных тарифов, почти вдвое привело к ликвидации каждого третьего рабочего места на производстве. То же самое происходит во всех развивающихся странах.

Так что же им остается? Благодаря начавшемуся в Дохе новому раунду торговых переговоров их, скорее всего, ждет еще большая несправедливость: на их рынках все больше будут доминировать не местные или национальные производители, а компании промышленно развитых стран, а уровень бедности и незащищенности станет еще выше.

Имеющийся опыт не обещает ничего хорошего. Больше чем в 80 странах мира уровень дохода на душу населения сейчас ниже, чем был десять лет назад, причем, как указывается в программе развития ООН, в число неблагополучных часто попадают именно те страны, которые тесно «интегрированы» в мировую экономику.

Несмотря на то обстоятельство, что объем экспорта, например, из стран Африки, располагающихся к югу от Сахары, достиг почти 30% ВВП (по сравнению с 19% у наиболее развитых промышленных стран ОЭСР), уровень бедности в этих странах продолжает расти. Даже МВФ признает, что «за последние десятилетия уровень жизни едва ли не пятой части населения планеты снизился, что считают одной из крупнейших экономических неудач XX в.». Очередной раунд торговых переговоров на тех же условиях, что и предыдущие, положения дел не улучшит. По материалам «Гардиан», Лондон

I. Translate the text in written form.

Text 8

ВТО - КРУПНАЯ ИГРА КРУПНЫХ ИГРОКОВ

**Валерий Дшхунян, генеральный директор ОАО
«Российская электроника»**

Когда после событий 1991 г. были сделаны первые шаги к либерализации, у многих была иллюзия, что все быстро станет на свои места, все

перекосы командно-административной системы быстро будут устранены и жизнь образуется по европейским стандартам. Но реальность оказалась более драматичной, потому что на первых порах мы не различали многих и многих глубинных проблем. По сути, ни один из лозунгов перестройки не был реализован: социально-экономический прогресс, широкий слой среднего класса, благосостояние.

Но потери мы понесли ощутимые.

Нам говорили и мы верили, что вывод советских войск из Восточной Европы ничем нам не грозит. С нами вели игру, и мы активно участвовали в программах типа «Партнерство во имя мира». Но вот НАТО у наших ворот, и его стратегическая миссия не изменилась. По-прежнему, это сдерживание на Востоке. Нам говорили, что кредиты МВФ - благо, что все в мире живут на кредиты. Люди, ответственные за благополучие нации, набрали кредитов, но не позаботились о том, какими средствами их отдавать. В результате у нас на каждого россиянина уже по 2000 дол. долга.

Сегодня на повестке дня¹ еще одна модная фишка² - вступление в ВТО. Причем немедленное, ввиду неких благоприятных факторов, якобы связанных с условиями, возникшими после нападения на МТЦ 11 сентября в США. Хотя, к слову, Китаю потребовалось 15 лет, чтобы выторговать у ВТО более-менее³ приемлемые условия.

Но Китай не Россия, и можно не сомневаться, что китайцы сумеют извлечь для себя выгоду, получая свободный доступ к ранее защищенным рынкам для своих дешевых товаров.

Кстати и защищенность в ряде случаев не спасает от китайской торговой экспансии, о чем свидетельствует крах американской текстильной промышленности.

Америка может себе это позволить, так как приоритетом ее экономической стратегии являются высокие технологии и финансовый сектор, где имеет место наивысший уровень конкурентоспособности. Сторонники ВТО в России видят во вступлении движущую силу, которая должна вывести российскую экономику на конкурентоспособный уровень.

¹ on the agenda

² a trendy chip

³ more or less

Text 9

Предлагаются выгодные теоретические сценарии. В их основе - некая концепция мобильности: информационная мобильность, мобиль-

ность капитала, мобильность населения, корпоративная мобильность, которая, по мысли авторов, должна материализоваться в «эффективность в глобальной экономике».

Но, с другой стороны, никакими конкретными данными не подтверждается, что та же движущая сила не ввергнет страну в пропасть, а мобильность не окажется теоретическим приложением к не оправдавшей себя на деле теории. Конечно, мотивы разработчиков концепции - видеть Россию сильной, равной среди равных - заслуживают уважения.

Понятно и их желание разделить национальные интересы и отраслевые. Но, с другой стороны, выгоды от вступления в ВТО каждого россиянина никем еще конкретно не обозначены, если не считать общих декларативных фраз. Даже само правительство РФ до настоящего момента не имеет качественной экспертной оценки последствий вступления в ВТО.

Вместо детального анализа сторонниками ВТО взвешиваются потери российских экспортеров от дискриминационных мер, которые составляют около 2,5 млрд дол. в год, и ожидаемые дополнительные поступления от более свободного обращения российских товаров - примерно 18 млрд дол.

Но было бы странно оценивать национальные интересы в 18 млрд долларов, забывая, что в России практически нет отраслей, способных на равных соперничать с мировыми экспортерами.

Text 10

Всем участникам дискуссии можно было бы предложить оценивать национальные интересы при вступлении в ВТО с другой точки зрения: что в результате получит каждый россиянин? Получит же он ровно столько, сколько позволят конкуренты. Не надо забывать, что ни МВФ, ни тем более ВТО не являются филантропическими организациями. Несмотря на красивую словесную упаковку о равных возможностях, в ВТО доминирует идеология сильных, которые не слишком интересуются проблемами более слабых партнеров. Это было подтверждено в докладах многих экспертов на мировом форуме в Давосе. Сторонники ВТО в России оперируют еще одним странным аргументом: по их мнению, защитой отечественных товаропроизводителей будет служить слабость рубля. Но что такое «слабый рубль?» Это слабая экономика. Каким же образом слабая экономика будет конкурировать с теми участниками соглашения, у кого экономика сильная? И как неконкурентоспособная

экономика делается сильной в условиях открытой конкуренции и тех ограничений, которые накладывает членство в ВТО на господдержку слабых национальных товаропроизводителей? Если на ускоренное вступление в ВТО смотреть как на красивый политический ход правительства, то это понятно: международный престиж, участие в выработке правил международной торговли и т. д. Но если рассматривать проблему с прагматической точки зрения, что, собственно, и обязано делать правительство, облекаемое доверием народа, то поспешность не кажется оправданной, тем более когда условия сделки не ясны. ВТО - не цель, а средство. В этом смысле очень четкую позицию занимает президент Владимир Путин, который считает вступление в ВТО возможным при условии максимального соответствия интересам РФ, чтобы играть на равных. ВТО - это крупная игра крупных игроков. У российского правительства не должно быть на этот счет иллюзий. Если мы не играем свою игру, то играем чужую.

I. Translate the text in written form.

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Учебное издание

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ЭКОНОМИЧЕСКИХ СПЕЦИАЛЬНОСТЕЙ

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