



**ЧЕРНІГІВСЬКИЙ ЦЕНТР ПЕРЕПІДГОТОВКИ ТА  
ПІДВИЩЕННЯ КВАЛІФІКАЦІЇ ПРАЦІВНИКІВ ОРГАНІВ  
ДЕРЖАВНОЇ ВЛАДИ, ОРГАНІВ МІСЦЕВОГО САМОВРЯДУВАННЯ,  
ДЕРЖАВНИХ ПІДПРИЄМСТВ, УСТАНОВ І ОРГАНІЗАЦІЙ**

# **Англійська мова: міжнародна інтеграція в сфері управління**

**НАВЧАЛЬНО-МЕТОДИЧНИЙ ЗБІРНИК**

**ЧЕРНІГІВ  
2010**

**Англійська мова:** міжнародна інтеграція в сфері управління: Навч.-метод. збірник. / Черніг. центр перепідготовки та підвищення кваліфікації працівників органів держ. влади, органів місц. самоврядування, держ. п-в, установ і орг.; Упор.: Литвин С.В., Юсухно С.І. – Чернігів: ЦППК, 2010. – 25 с.

*Рекомендовано до видання навчально-методичною радою Чернігівського Центру перепідготовки та підвищення кваліфікації працівників органів державної влади, органів місцевого самоврядування, державних підприємств, установ і організацій, протокол № 1 від 4 лютого 2010 р.*

Навчально-методичний збірник призначений для працівників органів державної влади, органів місцевого самоврядування – фахівців з питань європейської та євроатлантичної інтеграції, які навчаються за програмою підвищення кваліфікації з англійської мови, викладачів Центру.

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## 1. My Speciality

### *Key Words and Phrases*

1. to connect	1. зв'язувати, поєднувати
2. economics	2. економіка
3. faculty	3. факультет
4. management	4. менеджмент
5. entrepreneurship	5. підприємництво
6. speciality	6. спеціальність
7. Management of Organizations	7. менеджмент організацій
8. manager	8. менеджер
9. second-year student	9. другокурсник
10. daytime department	10. денне відділення
11. to be in a great need	11. користуватися великим попитом
12. majority	12. більшість
13. term	13. поняття
14. frequently	14. часто
15. profit making organizations	15. комерційна організація
16. widely	16. широко
17. non-profit organizations	17. некомерційна організація
18. responsible	відповідальність
19. directly	18. прямо
20. to supervise	19. спостерігати, контролювати
21. to involve	20. включати, стосуватися
22. decision	21. рішення
23. problem	22. проблема
24. relatively	23. порівняно, відносно
25. to be able	24. бути спроможним
26. to evaluate	25. оцінювати
27. present position	26. теперішня, дійсна ситуація
28. major product	27. основний товар
29. to support	28. підтримувати
30. beyond	29. поза межами
31. to develop	30. розвивати
32. long-term strategy	31. довгострокова стратегія
33. condition	32. умова
34. industry	33. промисловість

We live in a most wonderful time of developing specialties connected with economics and business. I study at Chernihiv State Technological University at the faculty of Management and Entrepreneurship.

My speciality is Management of Organizations and I am going to be a Manager.

I am a first-year (second-year) student of the daytime department.

My speciality is in a great need for our national economy. Every business and

organization needs managers. The majority of us will be managers. It's a new term to us. It means director, administrator or president. The term "manager" is used more frequently in profit making organizations, while the other are used more widely in state and non-profit organizations such as universities, hospitals, social work agencies.

Manager is responsible for making and carrying out decisions within a system. It is a person who directly supervises people in organization. What a manager does involves decisions. There are too many problems arising and a manager has to make a decision. In decision-making there is always some uncertainty and risk. Managing is a hard work. There is a lot to be done and relatively little time to do it, but problems never go finish.

One of the ways to stay on the top in business is to change the rules while you are headed. A manager must be able to evaluate the present position of their major product on the market. He has to take all kinds of measures he thinks will help to support the sales. A manager must look beyond his company's present situation to develop a long-term strategy to meet changing conditions of their industry.

***Answer the following questions:***

1. What faculty do you study at?
2. What is your future speciality?
3. Do you think your speciality is in a great need for our economy now?
4. What made you choose the speciality you are majoring in?

## 2. Management and Managers

### *Key Words and Phrases*

1. achievement	1. досягнення
2. to achieve an objective	2. досягти мету
3. top management	3. вище керівництво
4. executive	4. виконавчий керівник
5. to devote	5. присвячувати
6. long-range plan	6. довгостроковий план
7. to purchase	7. купувати
8. middle management	8. керівництво середньої ланки
9. division head	9. керівник підрозділу
10. to be responsible for	10. відповідати за
11. to implement the plans	11. виконувати плани
12. to determine	12. визначати
13. to operate a department store chain	13. керувати низкою магазинів
14. to evaluate employee performance	14. оцінювати ефективність роботи службовців
15. supervisory management	15. безпосереднє керівництво
16. foreman	16. майстер, бригадир, начальник цеху
17. to assign smb	17. направляти когось (на виконання роботи)
18. skill	18. майстерність, вміння
19. to involve	19. стосуватись
20. to work effectively with and through people	20. ефективно працювати з людьми та з їх допомогою
21. to contribute the best efforts	21. допомагати зусиллями, сприяти
22. crucial	22. ключовий, вирішальний
23. to “see the big picture”	23. бачити все в цілому
24. to acquire information	24. отримувати інформацію
25. to set a goal	25. ставити мету
26. to accomplish	26. виконувати, досягати (мети)
27. to encompass	27. охоплювати, включати
28. to assign work activities	28. давати, поручати роботу
29. to issue orders	29. видавати накази
30. authority	30. повноваження
31. subordinate	31. підлеглий

### **Management and Managers**

**Management** is the achievement of organizational objectives through people and other resources. The manager's job is to combine human and technical resources in the best way possible to achieve these objectives.

There are three levels of management in most organizations.

**Top management**, the highest level of the management pyramid includes the president, executive vice president and other key company executives. These people devote their time to developing long-range plans for the company. They make broad decisions such as whether to manufacture new products, to purchase other companies or to begin international operations.

**Middle management**, the second level of the management pyramid, includes plant managers and division heads. Middle managers are responsible for developing detailed plans and procedures to implement the general plans of top management. They may, for example, determine the number of salespeople for a particular territory, operate a branch of a department store chain, select equipment for a new facility, or develop techniques for evaluating employee performance.

**Supervisory management**, or first-line management, includes supervisors, foremen, department heads, section leaders who are directly responsible for details of assigning workers to specific jobs and evaluating daily - even hourly - performance. The first level managers are responsible for putting into action the plans developed by middle management.

Every manager must possess three basic managerial skills: technical skills, human relation skills, and conceptual skills.

**Technical skills** refer to the manager's ability to understand and use techniques, knowledge, and tools of a specific discipline or department.

**Human relations skills** are "people" skills. They involve the manager's ability to work effectively with and through people. The ability to create a work environment in which organizational members will contribute their best efforts to achieve objectives is a crucial managerial skill at every level.

**Conceptual** skills refer to the ability of the manager to see the organization as a whole and understand how all parts fit together. These skills involve a manager's ability to "see the big picture" by acquiring, analyzing, and interpreting information.

### 3. General Functions of Management

Management has been described as the art of getting things done through people. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of four general functions.

Managers at every level in the organization perform four basic functions - planning, organizing directing and controlling.

**Planning** is the process of setting goals for the organization and developing strategies to accomplish them. It encompasses decisions about the activities the organization should perform; the production, marketing, and financial strategies it should use in reaching its objectives; and the resources needed to accomplish its goals. Thus, planning involves the determination of courses of action to answer the questions of what should be done, by whom, where, when, and how.

**Organizing** involves coordinating the efforts of employees and assigning work activities in such a way that the goals of the organization can be accomplished.

**Directing** is the process of supervising and guiding employees so that plans are completed and goals are accomplished. It involves motivating people to do their best, explaining procedures, issuing orders, and seeing that mistakes are corrected.

**Controlling** is the function of evaluating the organization's performance to determine whether it is accomplishing its objectives. Controlling is linked closely to planning; in fact, the basic purpose of controlling is the determination of how successful the planning function has been.

*Answer the following questions:*

1. What is management?
2. What does the manager's job involve?
3. How many levels of management do you know?
4. What are the functions performed by top management?
5. What are middle managers responsible for?
6. Whom does supervisory management include? What are their functions?
7. What are the three skills required for managerial success?
8. What are the four functions of management?
9. What is meant by planning?
10. What is decision making?

#### 4. Leadership Styles

*Key Words and Phrases*

<ol style="list-style-type: none"> <li>1. leadership</li> <li>2. visible component</li> <li>3. responsibility</li> <li>4. motivating</li> <li>5. causing</li> <li>6. to achieve specific objectives</li> <li>7. study</li> <li>8. leadership traits</li> <li>9. researcher</li> <li>10. to tend</li> <li>11. nonleader</li> <li>12. exercise of power</li> <li>13. to influence the behavior</li> <li>14. to lead</li> <li>15. leadership style</li> <li>16. autocratic leaders</li> <li>17. to imply</li> <li>18. power</li> <li>19. democratic leaders</li> <li>20. to involve</li> <li>21. subordinate</li> <li>22. to allow</li> <li>23. to participate</li> <li>24. setting sales quotas</li> </ol>	<ol style="list-style-type: none"> <li>1. керівництво</li> <li>2. очевидний компонент</li> <li>3. відповідальність, обов'язок</li> <li>4. мотивація</li> <li>5. спонукання</li> <li>6. виконання певних задач</li> <li>7. дослідження</li> <li>8. лідерські риси характеру</li> <li>9. дослідник</li> <li>10. мати тенденцію, бути сильним</li> <li>11. не лідер</li> <li>12. здійснення, виконання повноважень</li> <li>13. впливати на поведінку</li> <li>14. вести, керувати</li> <li>15. стиль керівництва</li> <li>16. автократичні керівники</li> <li>17. передбачати</li> <li>18. влада</li> <li>19. демократичні керівники</li> <li>20. залучати</li> <li>21. підлеглий</li> <li>22. дозволяти</li> <li>23. брати участь</li> <li>24. встановлення квоти на</li> </ol>
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25. autocratic 26. to assign quotas 27. free-rein leaders 28. minimal supervision 29. to fail 30. to affect 31. manager's choice 32. appropriate 33. variety	заробітну плату 25. автократичний (диктаторський) 26. встановлювати квоти 27. ліберальні керівники 28. мінімальний контроль 29. не вдаватись 30. впливати 31. вибір менеджера 32. відповідний 33. різноманітність
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#### 4. Leadership Styles

**Leadership**, the most visible component of manager's responsibilities, is the act of motivating or causing others to perform activities designed to achieve specific objectives. Thousands of studies have been made just to find leadership traits. Researchers found, that leaders tend to have more such traits than nonleaders.

Leadership involves the exercise of power - the ability of one person to influence the behavior of another. The way in which a leader uses available power to lead others is referred to as **leadership style**. There are three basic styles of leadership.

•**Autocratic leaders** make decisions on their own without consulting others, and imply power over others.

•**Democratic leaders**, the second type, involve their subordinates in making decisions. Democratic leadership means that managers and employees work together to make decisions. A democratic sales manager for example, allows sales personnel to participate in setting sales quotas, while an autocratic sales manager simply assigns quotas for each sales person. The most democratic style belongs to **free-rein leaders**, who believe in minimal supervision and leave most decisions to their subordinates.

Hundreds of research studies have failed to answer the questions of which leadership style is the best. Researchers now realize that a number of factors should affect a manager's choice of the most appropriate leadership style. The choice can be expressed as follows: "Appropriate leadership is a function of the leader, the subordinates, and the situation".

Some managers use a variety of leadership styles as the situation demands.

#### Answer the following questions:

1. What is leadership?
2. What does leadership involve?
3. What are the basic styles of leadership?
4. Which leadership style is the best?
5. What kind of leadership style do you think you would use in a business situation?

Why?

## 5. Business Formation

### Key Words and Phrases

1. commonly used	11.звичайно, як правило
2. exactly	12.точно
3. merchants	13.торговець
4. to deal with	14.мати справу з
5. to make up	15.складати
6. all-inclusive term	16.комплексний термін
7. to be applied	17.застосовуватися
8. enterprise	18.підприємство
9. to provide	19.забезпечувати
10.bulk	20.більша, основна частина
11.employment	21.зайнятість
12.to enjoy	22.користуватись
13.to consist	23.заключатись, складатись
14.to seek profit	24.шукати прибуток
15.profit-seeking nonprofit	25.погоня за наживою
16.nonprofit organization	26.некомерційна організація
17.objective	27.мета, задача
18.organized effort	28.сумісні зусилля
19.to satisfy	29.задовольняти
20.entrepreneur	30.підприємець
21.raw materials	31.сировина
22.to furnish their labor	32.надавати, віддавати робочу силу
23.in return for	33.в замін на
24.required	34.необхідний
25.to keep the business operating	35.продовжувати бізнес
26.to utilize	36.використовувати
27.manufacturing business	37.промисловий бізнес
28.manufacturer	38.виробник
29.tangible goods	39.матеріальні товари
30.insurance	40.страхування
31.lodging	41.житло
32.middlemen	42.посередник
33.to resell	43.перепродувати
34.major forms of business	44.основні форми бізнесу
35.sole proprietorship	45.одноосібне володіння
36.partnership	46.товариство
37.corporation	47.корпорація
38.economic pulse	48.економічний імпульс
39.standard of living	49.рівень життя
40.to improve	50.покращувати

41.primary mechanism	51.основний механізм
42.accomplishing goals	52.виконання завдань
43.accountant	53.бухгалтер
44.to define	54.визначати
45.revenues	55.прибутки
46.expenses	56.видатки, витрати
47.economic surplus	57.економічний надлишок
48.primary goal	58.ціль, мета
49.business activity	59.бізнес діяльність

## 5. Business Formation

**Business** is a word which is commonly used in many different languages. But exactly what does it mean? What do we think of when we hear the word "business"? Some of us think of our jobs, others of the merchants they deal with as consumers, and still others of the millions of firms that make up the world's economy. This broad, all-inclusive term can be applied to many kinds of enterprise. Business provides the bulk of our employment as well as the products we enjoy.

Business consists of all profit-seeking activities and enterprises that provide goods and services necessary to an economic system. A nonprofit organization also provides goods and services to the economic system, but doesn't have profit as an objective. Churches, armies and like are examples of nonprofit organizations.

**Business** is the organized effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs. A person who risks his or her time, effort, and money to start and operate a business is called an **entrepreneur**. To organize a business, an entrepreneur must combine four kinds of resources: material, human, financial, and informational.

**Material resources** include the raw materials used in manufacturing processes, as well as building and machinery. **Human resources** are the people who furnish their labor to the business in return for wages.

The **financial resources** are the money required to pay employees, purchase materials, and generally keep the business operating.

And **information** is the resource that tells the managers of the business how effectively the other resources are being combined and utilized.

Businesses are generally of three types.

**Manufacturing** businesses (or manufacturers) are organized to process various materials into tangible goods, such as automobiles, delivery trucks, breakfast, cereals or towels.

**Service businesses** produce services such as insurance, car rentals, haircuts or lodging.

And some firms — called **middlemen** — are organized to buy the goods produced by manufacturers and then resell them.

Business takes different forms. The three major forms of business are: sole proprietorships, partnerships and corporations.

So, business is the economic pulse of a nation, the means through which society's standard of living improves. Profits are a primary mechanism for accomplishing these goals. Accountants and business people define profits as the difference between a

company's revenues and expenses. Creating an economic surplus or profit is a primary goal of business activity.

***Answer the following questions:***

1. What definitions of business do you know?
2. What organization is a business?
3. Are churches, armies and the like business organizations? Why?
4. What person is called an entrepreneur?
5. What kinds of resources must an entrepreneur combine to organize a business?
6. Name the three main types of business. Explain each of them.
7. Name the three major forms of business.
8. What is profit?
9. What is the primary goal of business activity?

## **6. Forms of Business Organization**

***Key Words and Phrases***

1. to evolve	1. <i>розвиватись</i>
2. to meet needs	2. <i>задовольняти потреби</i>
3. major form	3. <i>основна форма</i>
4. sole proprietorship	4. <i>одноосібне володіння</i>
5. partnership	5. <i>товариство, компанія</i>
6. corporation	6. <i>корпорація</i>
7. advantage	7. <i>перевага</i>
8. owner retention of profits	8. <i>удержання прибутків власником</i>
9. personal motivation	9. <i>особиста мотивація</i>
10. tax benefits	10. <i>податкові пільги</i>
11. disadvantage	11. <i>недолік</i>
12. to include	12. <i>включати (в себе)</i>
13. unlimited liability	13. <i>необмежена відповідальність</i>
14. responsibility	14. <i>відповідальність, обов'язок</i>
15. owner assumption of all losses	15. <i>прийняття на себе власником відповідальності за збитки</i>
16. minimal government intervention	16. <i>мінімальне втручання держави</i>
17. unlimited financial liability	17. <i>необмежена фінансова відповідальність</i>
18. business life	18. <i>ділове життя</i>
19. interpersonal conflicts	19. <i>міжособові конфлікти</i>
20. terminating the partnership	20. <i>вихід з партнерства (припинення партнерської діяльності)</i>
21. general partner	21. <i>головний партнер необмеженою майновою відповідальністю</i>
22. to run a firm	22. <i>керувати фірмою</i>
23. to take responsibility for smb's	

actions	23. брати відповідальність за чийсь дії (вчинки)
24. potential losses	24. потенційні збитки
25. limited partner	25. партнер з обмеженою майновою відповідальністю
26. company affairs	26. справи компанії
27. silent partner	27. пасивний партнер з необмеженою відповідальністю (компаньон, який представляє фірму, але не бере активної участі в веденні справ)
28. to be actively involved	28. бути активно залученим
29. operation of the business	29. управління бізнесом
30. to provide financial backing	30. забезпечувати фінансову підтримку
31. secret partner	31. пасивний партнер з необмеженою відповідальністю (компаньон, який представляє фірму, але не бере активної участі в веденні справ)
32. to keep that information from becoming public knowledge	32. оберігати інформацію від громадського оголошення
33. formal written contract	33. офіційний, оформлений на бумазі контракт
34. highly desirable	34. дуже бажаний
35. to contribute to industrialization	35. сприяти індустріалізації
36. primary advantage	36. основна перевага
37. legal identity	37. юридична особа
38. separate	38. окремий
39. stockholder	39. акціонер
40. board of directors	40. рада директорів
41. to develop company goals and policies	41. розробляти цілі та мету компанії
42. to assume legal responsibility	42. приймати на себе юридичну відповідальність
43. limited liability	43. обмежена відповідальність
44. sale of stock	44. продаж акцій
45. ease in transferring ownership	45. легкість передачі права на власність
46. legal complexities of formation and dissolution	46. юридичні труднощі формування і ліквідування
47. legal restrictions on business activity	47. юридичні обмеження підприємницької діяльності
48. tax relief	48. податкова пільга
49. cooperative	
50. to benefit from	
51. group ownership of resources	
52. franchise	

<p>53.to expand 54.investing capital</p>	<p>49.кооперативне господарство 50.мати вигоду з 51.групове володіння ресурсами 52.франчайзинг ( спеціальний вид ліцензування, коли компанія – володар відомої торгової марки представляє іншій компанії право ставити цю торгову марку на свою продукцію, але при цьому отримує право контролю за якістю продукції компанії-франчайзера ) 53.розширятися 54.інвестування капіталу</p>
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## 6. Forms of Business Organization

Forms of business organization have evolved to meet changing economic and business needs. The three major forms of organization are

1. sole proprietorship
2. partnership
3. corporation.

Several factors influence the choice of form, and this form may change during the course of a business's life,

The **advantages** of a **sole proprietorship** are ease of formation, owner retention of profits, owner control of decision-making, personal motivation and interest, tax benefits, and direct customer contact. **Disadvantages** include unlimited liability, decision-making responsibilities, limited capital resources, limited business life, and owner assumption of all losses.

The **advantages** of a **partnership** include increased capital capacity, the distribution of decision-making and specialization, tax benefits, and minimal government intervention. **Disadvantages** include unlimited financial liability, limited business life, possible interpersonal conflicts, and difficulties in terminating the partnership.

Partnerships can have a variety of partners. Every partnership must have at least one **general partner**, who actively runs the firm and takes responsibility for the firm's actions and potential losses. A **limited partner** takes a limited role in company affairs. A **silent partner** is not actively involved in the operation of the business. Often the silent partner provides financial backing for a business. A **secret partner** may provide some services to a business, but prefers to keep that information from becoming public knowledge. A formal written contract between partners is highly desirable.

The **corporation** greatly contributed to American industrialization. The **primary advantage** of this form of business organization is that its legal identity is separate from that of its individual owners, or stockholders. Stockholders elect a board of directors to develop company goals and policies and to assume legal responsibility for the corporation.

Corporations also offer limited liability to owners, increased capital potential through the sale of stock, unlimited business life, ease in transferring ownership, credit potential, and separation between owners and managers. **Disadvantages** of the corporate form include the legal complexities of formation and dissolution, legal restrictions on business activity and limited owner control.

The members of a **cooperative** benefit from group ownership of resources. A

cooperative may be either consumer- or producer-oriented.

**Franchises** have become popular since the 1950s; *franchise operation* sells others the right to use its idea and name. It can thus expand without investing its own capital.

**Answer the following questions:**

1. Why are sole proprietorships the most popular form of business organization?
2. Give four examples of sole proprietorships you know. What kinds of businesses are the most suitable for sole proprietorship?
3. What are the major advantages of a partnership? What kind of businesses do you know that are partnerships?
4. How do corporations differ from sole proprietorships and partnerships?
5. What are the main advantages of a Subchapter S corporation?
6. How does a cooperative differ from a franchise?
7. Why is it necessary for every partnership to have at least one general partner?
8. What is the difference between unlimited and limited financial liability?
9. Why is liability an important business consideration?
10. What is the role and function of the following groups in corporation:
  - a. board of directors
  - b. officers
  - c. stockholders

## 7. Marketing

### *Key Words and Phrases*

1. to price	1. оцінювати, назначати ціну
2. to promote	2. просувати
3. to distribute	3. розподіляти
4. marketing concept	4. концепція маркетингу
5. set of activities	5. сукупність видів діяльності
6. to allow	6. дозволяти
7. to achieve goals	7. досягати мети
8. effective	8. ефективний
9. key	9. ключ
10. «rightness»	10. правильність
11. daily activities	11. щоденна діяльність
12. to revolve around	12. обертатись навколо
13. products developing	13. вдосконалення товару
14. products enhancing	14. покращення якості товару
15. setting the price	15. встановлення ціни
16. features and benefits	16. особливості та переваги
17. target market	17. цільовий ринок
18. core	18. ядро, центр
19. to constitute	19. складати
20. marketing mix	20. асортимент товарів
21. convenient synonym	21. зручний синонім
22. product mix	22. асортимент товарів
23. product item	23. одиниця продукції
24. product line	24. група однакових товарів

25.brand	25.марка
26.package	26.декілька видів товарів
27.life cycle	27.життєвий цикл
28.involved costs / expenses	28.понесені витрати
29.product appeal	29.привабливість товару
30.government price regulations	30.державне регулювання цін
31.above the average / current market price	31.вище середньої/існуючої ціни
32.below the average / current market price	32.нище середньої/існуючої ціни
33.to offer	33.пропонувати
34.advantage	34.перевага
35.to attract	35.притягувати
36.production line	36.виробнича лінія
37.to select	37.вибирати
38.distribution channel	38.канал розподілу
39.to be a total sales failure	39.зазнати повнонь поразки збуту
40.competing product	40.конкуруючий товар
41.to range	41.класифікувати
42.complex	42.складний
43.agent	43.агент, агент-фірма
44.wholesaler	44.оптовий торговець
45.retailer	45.роздрібний торговець
46.visible	46.очевидний, явний
47.to be exposed	47.бути виставленим на продаж
48.attractive window display	48.привабливе оформлення вітрини
49.intriguing free sample	49.інтригуючий безкоштовний зразок

## 7. Marketing

Marketing is a total system of business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers.

According to the marketing concept an organization should try to satisfy the needs of customers through a coordinated set of activities that at the same time allows to organization to achieve its goals. In other words, marketing is a strategic management process; the business of marketing must be organized, directed, and controlled to be effective.

It has often been said that the key to successful marketing is having the right product at the right price in the right place with the right promotion. In the end, the person who decides the «rightness» of these four elements is the customer.

The **daily activities** of people who work in marketing departments revolve around designing, developing, and enhancing products, setting the prices for those products, promoting the products' features and benefits to the target markets; and distributing the products to the markets. These activities, the core of any marketing system, constitute the four elements of what is known as the **marketing mix**. They are often referred to as "**the four Ps**" of marketing: product, price, promotion and place (a convenient synonym for distribution).

Each of the 4 Ps focuses on the customer and each is related to the other because a

decision about one usually affects the others. The most effective combination of the 4 Ps is the right marketing mix for each particular product or service.

**Product** is the first and most important element of the marketing mix. Product strategy calls for making coordinated decision on the product mix, product lines, individual product items, brands, packages and services.

As a product is developed and introduced and it progresses through its life cycle, decisions must be made about **the pricing of the product**. Among the important factors considered when setting a price are (1) the costs and business expenses involved in the manufacture or distribution of the product, (2) its fashion and seasonal appeal, (3) the competition, (4) government price regulations, and (5) supply and demand. Marketers may choose to price above or below the average or current market price. If the price is above competitors' prices, the marketer must offer some unique advantages that are easily seen by the customers. If marketers price below the market price, they may attract more customers and increase sales. If the price is the same as others, than the service must be better to attract the customer.

When a product comes off the production line, the manufacturer must select the best **distribution channel** to get that product to the consumer. No matter how good a product is, it can be a total sales failure if it arrives in the marketplace too late, if distribution costs are too high, or if it is not distributed as widely as a competing product. Producers of consumer goods have five channels to choose from in marketing their goods. The channels range from the simplest (manufacturers to consumer) to the most complex (manufacturer to agent to wholesaler to retailer to consumer).

**Promotion** is the last element of the marketing mix. It consists of activities designed to bring a company's goods or services to the favorable attention of customers. It is certainly the most visible element and one to which consumers are exposed every time they pick up a newspaper or magazine, turn on the television, or radio. An attractive window display and an intriguing free sample are also examples of promotion.

Marketing is now seen as the central function of many organizations. It plays an important role in company policy making.

#### **Answer the following questions:**

1. What is marketing? What is market concept?
2. What is the key to successful marketing?
3. What do the daily activities of people who work in marketing departments revolve around?
4. What is marketing mix?
5. Is each of the Ps related to the others? Why?
6. What does product strategy call for?
7. What factors should be considered when setting a price of a product?
8. What is a distribution channel?
9. Why is it so important to select the bet distribution channel?
10. How many channels can producers of consumer goods choose from?
11. What does promotion consist of?
12. What examples of promotion do you know?
13. Why is marketing now seen as the central function of many organizations?

## 8. Advertising

### *Key Words and Phrases*

1. communication	1. передача інформації
2. promotion	2. пропагандистська діяльність
3. product advertising	3. реклама продукції
4. institutional advertising	4. промислова реклама
5. to involve	5. стосуватися, включати
6. goodwill	6. цінність, престиж фірми
7. government entity	7. урядова організація
8. advocacy advertising	8. реклама-пропаганда
9. viewpoint	9. точка зору
10. public issue	10. суспільне, громадське питання (проблема)
11. public opinion	11. громадська думка
12. legislative process	12. законодавчий процес
13. nonprofit organizations	13. некомерційна організація
14. cause (to cause)	14. причина (спричинювати)
15. to persuade	15. переконувати
16. to remind	16. нагадувати
17. informative advertising	17. інформативна реклама
18. initial demand	18. замовлення
19. introductory phase	19. початковий початкова стадія
20. Product Life Cycle	20. життєвий цикл продукту
21. persuasive advertising	21. переконлива реклама
22. competitive status	22. статус конкурентоспроможності
23. growth and maturity stages	23. стадія зростання та зрілості
24. decline stage	24. стадія спаду
25. mass media	25. засоби масової інформації
26. advertising medium	26. спосіб, засіб реклами
27. to be tailored	27. бути зробленим на попит
28. advantages and disadvantages	28. переваги та недоліки
29. merchandising	29. збут, торгівля
30. life span	30. тривалість життя
31. to discard	31. викидати як непотрібне
32. overall	32. в цілому
33. significant impact	33. значний вплив
34. network	34. мережа
35. mass coverage	35. широкий охопит подій
36. flexibility	36. гнучкість
37. public distrust	37. громадська недовіра, підозра
38. selectivity	38. вибірковість
39. Direct Mail	39. метод маркетингу, при якому компанії розсилають зразки своєї продукції потенціальному замовнику
40. immediacy	40. невідкладність
41. a short life span	

42.spot advertising	41.невеликий відрізок життя
43.highly fragmented audience	42.вибіркова реклама
44.broadcast	43.дуже розрізнена аудиторія, публіка
45.outdoor advertising	44.радіотрансляція
46.billboard advertising	45.вулична реклама
47.to make a point	46.реклама на стендах (щитах)
48.movie screen	47.звернути особу увагу на щось, ретьельно розглянути
49.advertising-posting	48.кіноекран
	49.відправка рекламної кореспонденції по пошті

## 8. Advertising

**Advertising** is a paid, nonpersonal sales communication usually directed at a large number of potential buyers. For many firms, it is the most effective type of nonpersonal promotion. The two basic types of advertising are product and institutional.

**Product advertising** involves selling a good or service.

**Institutional advertising** involves promoting a concept, idea, or philosophy, or the goodwill of an industry, company, organization, or government entity; a form of institutional advertising that is growing in importance, advocacy advertising supports a specific viewpoint on a public issue. Its purpose is to influence public opinion and the legislative process. Both nonprofit organizations and businesses use advocacy advertising (sometimes called "cause advertising").

Both product and institutional advertising can be subdivided into three categories according to purpose: to inform, persuade, or remind. Informative advertising, intended to build initial demand for a product, is used in the introductory phase of the product life cycle. Persuasive advertising attempts to improve the competitive status of a product, institution, or concept. It is used in the growth and maturity stages of the product life cycle. Reminder-oriented advertising, often used in the late maturity or decline stages of the product life cycle, tries to remind people of the importance and usefulness of a product, concept, or institution.

All marketers face the question of how to best allocate their advertising budgets. Cost is an important consideration, but it is equally important to choose the media best suited for the job.

**Newspapers** are the largest of the advertising media. Because newspaper advertising can be tailored for individual communities, and reach nearly everyone in the area, local advertising is common. Other advantages are that readers can refer back to them, and they can be coordinated with other advertising and merchandising efforts. A disadvantage is the relatively short life span; people usually discard their papers quickly.

**Television** ranks second overall to newspapers. Television advertising can be classified as network, national, local, and cable (nonnetwork). TV has the advantage of a significant impact on potential customers. Mass coverage, repetition, flexibility, and prestige are other advantages. The disadvantages of television as an advertising medium include its high cost, the temporary nature of the message, some public distrust, and lack of selectivity in its ability to reach specific target market segments without a lot of wasted coverage.

**Direct Mail** is another advertising medium. Its advantages include selectivity, intense coverage, speed, flexibility, complete information, and personalization. On the negative side, direct mail is very expensive, it depends on effective mailing lists, and it sometimes meets with consumer resistance.

**Radio** is another important broadcast advertising medium. It can be classified as network, spot, and local advertising. Advantages of radio are its immediacy, low cost, targeted audience selection, flexibility, and mobility. Disadvantages include the short life span of a radio message and a highly fragmented audience.

**Magazines** are also used for advertising. Advantages of magazines include selectivity, quality reproduction, long life, and prestige. But they lack the flexibility of newspapers and broadcast media.

**Outdoor** advertising, such as billboards, is one more advertising medium. It communicates simple ideas quickly. Other advantages are repetition and the ability to promote goods and services available for sale nearby. There are disadvantages to outdoor advertising, however. The medium requires that messages be brief, and there isn't much time to make a point.

There are lots of other options that companies can use to advertise their products. Other media include advertising in movie theatres and on airline movie screens. Many firms display their advertising messages on trucks, while others use transit advertising-posting their ads in public transportation like buses, subways and commuter trains. Special leaflets, booklets and other printed matter about the goods or services may be published, special advertising conferences may be held for advertising purposes. *Answer the following questions:*

1. What is the purpose of advertising?
2. What specialized firms dealing with advertising do you know?
3. How may the goods be advertised?
4. What are the differences among informative, persuasive, comparative, and reminder-oriented advertising?
5. Which is the most popular advertising media in terms of total advertising volume?
6. What does the choice of media for advertising depend on?
7. What are the advantages and disadvantages of advertising media?

## 9. Contracts

### *Key Words and Phrases Key Words and Phrases*

<ol style="list-style-type: none"> <li>1. to strike a deal</li> <li>2. standard contract</li> <li>3. essential clauses</li> <li>4. legal title</li> <li>5. unit of measure</li> <li>6. bulk cargo</li> <li>7. stipulation</li> <li>8. tolerance</li> <li>9. in conformity with</li> <li>10. firm prices</li> <li>11. fixed prices</li> <li>12. sliding prices</li> </ol>	<ol style="list-style-type: none"> <li>1. укласти угоду</li> <li>2. типовий контракт</li> <li>3. значущі умови контракту</li> <li>4. юридичне найменування</li> <li>5. одиниця виміру</li> <li>6. насипний чи наливний вантаж</li> <li>7. умова</li> <li>8. допустиме відхилення</li> <li>9. відповідно до</li> <li>10. тверді ціни</li> <li>11. фіксовані ціни</li> <li>12. ковзаючі ціни</li> </ol>
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13.to quote a price	13.назначати ціну
14.fit	14.придатний
15.transshipping	15.перевалка вантажу
16.indelible paint	16.фарба, що не стирається
17.to make qualifications	17.робити застереження
18.insurance	18.страхування
19.indemnity	19.відшкодування
20.burglary	20.крадіжка зі зломом
21.pilferage	21.мала крадіжка
22.force majeure	22.форс мажор; перепона, надзвичайні обставини
23.contingency	23.непередбачувана обставина
24.embargo	24.ембарго, заборона на торгівлю окремими товарами
25.claim	25.претензія
26.breach of contract	26.порушення контракту
27.bill of lading	27.коносамент
28.award	28.рішення арбітрів
29.not subject to appeal	29.не підлягає апеляції

## 9. Contracts

A contract forms the basis of a transaction between the Buyers and the Sellers, and great care is exercised when the Contract is being prepared that all the legal obligations have been stated. By law, contracts are made in writing. When striking a deal, standard contracts are widely used. Standard contracts are not a must. Some articles may be altered and supplemented.

As a rule a Contract contains a number of clauses, such as: legal title of the contracting parties, subject of the contract, quality, price, delivery and payment terms, guarantee, packing and marking, arbitration, transport, insurance and others. Here are some of them:

**Subject.** This section names the product for sale or purchase. It also indicates the unit of measure generally employed in foreign trade for specific commodities. Contracts for bulk cargo contain a stipulation "about" or "plus or "minus ... per cent" denoting the permitted quantity tolerance.

**Quality.** The quality of machines and equipment is to be in conformity with the technical specification of the contract. The quality of raw materials and foodstuffs is determined, as a rule, by standards, by sample, by description.

**Price.** The price, stated in a contract may be firm, fixed or sliding. Firm prices are not subject to changes in the course of the fulfillment of the contract. Fixed prices are the prices 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.

**Packing and Marking.** The merchandise is shipped in export packing suitable for the nature of the goods under supply. The packing must protect the goods against any damage and corrosion during their inland and sea transportation. The packing must be fit for transshipping by means of cranes or manually. In case of consumer goods packing has a

double function. On the one hand, it is for protection. On the other — it serves to advertise a product and attract a customer. Marking should be in indelible paint and inscribed on three sides of cases.

If the goods are improperly packed and marked, the carrier will refuse to accept them, or will make qualifications about the unsatisfactory condition of packing in the bill of lading.

**Insurance of Goods.** The export trade is subject to many risks. All sensible businessmen now insure goods for the full value. The idea of insurance is to obtain indemnity in case of damage or loss, pilferage or burglary, breakage or leakage. The insured is better protected if his goods are insured against all risks.

**Force Majeure.** Force Majeure is a force against which you cannot act or fight. Every contract has a force majeure clause. It usually includes natural disasters such as an earthquake, flood, fire, etc. It can also list such contingencies as war, embargo, sanctions, strikes of transport workers, etc.

When negotiating a contract a list of contingencies must be agreed on and put into the Contract.

**Claims and Sanctions.** A contract defines rights and obligations of the parties involved. In case of breach of Contract the sufferer makes a claim on the party, which fails to meet its contract obligations. It is more often the case that it is the Buyer who makes a claim on the Seller. Most often the Buyer makes quality and quantity claims on the Seller. The cause for complaint may be poor quality, breakage, damage, short weight, etc. If a claim has a legitimate ground behind it the parties try to settle it amicably.

**Arbitration.** Settling commercial disputes by arbitration is practiced if the parties in dispute cannot reach mutual understanding. Then the case is heard before a tribunal comprising three arbitrators. The award is made by a majority vote. The award of the Arbitration Commission is final and binding upon both parties'. It is not subject to appeal.

**Transport.** Each contract contains a clause defining transport conditions. The clause specifies terms of delivery (GIF, FOB, etc.), mode of shipment (by sea, rail, air) and responsibilities of each party. Sometimes transshipment or intermodal shipment is practiced.

Either Shipper or Consignee, depending on the terms of the contract, pays freight, loading, discharging and other expenses, if there are any.

***Answer the following questions:***

1. What are the essential clauses of a contract?
2. How is quality determined in a contract?
3. What sort of prices may be indicated in a contract?
4. What is the definition of force majeure?
5. What contingencies are listed in a force majeure clause?
6. What are the causes of a claim?
7. How are claims settled?
8. What terms of delivery do you know?

**Management and Managers**  
**General Functions of Management**

What is management?

What does the manager's job involve?

How many levels of management do you know?

What are the functions performed by top management?

What are middle managers responsible for?

Whom does supervisory management include? What are their functions?

What are the three skills required for managerial success?

What are the four functions of management?

What is meant by planning?

What is decision making?

**Leadership Styles**

What is leadership?

What does leadership involve?

What are the basic styles of leadership?

Which leadership style is the best?

What kind of leadership style do you think you would use in a business situation? Why?

**Business Formation**

1. What definitions of business do you know?

2. What organization is a business?

3. Are churches, armies and the like business organizations? Why?

4. What person is called an entrepreneur?

5. What kinds of resources must an entrepreneur combine to organize a business?

6. Name the three main types of business. Explain each of them.

7. Name the three major forms of business.

8. What is profit?

9. What is the primary goal of business activity?

**Forms of Business Organization**

Why are sole proprietorships the most popular form of business organization?

Give four examples of sole proprietorships you know. What kinds of businesses are the most suitable for sole proprietorship?

What are the major advantages of a partnership? What kind of businesses do you know that are partnerships?

How do corporations differ from sole proprietorships and partnerships?

What are the main advantages of a Subchapter S corporation?

How does a cooperative differ from a franchise?

Why is it necessary for every partnership to have at least one general partner?

What is the difference between unlimited and limited financial liability?

Why is liability an important business consideration?

What is the role and function of the following groups in corporation:

board of directors

officers

stockholders

### **Marketing**

What is marketing? What is market concept?

What is the key to successful marketing?

What do the daily activities of people who work in marketing departments revolve around?

What is marketing mix?

Is each of the Ps related to the others? Why?

What does product strategy call for?

What factors should be considered when setting a price of a product?

What is a distribution channel?

Why is it so important to select the best distribution channel?

How many channels can producers of consumer goods choose from?

What does promotion consist of?

What examples of promotion do you know?

Why is marketing now seen as the central function of many organizations?

### **Advertising**

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