

**А. В. Кремнева, И. В. Рогозина,  
Е. А. Агафонова, Т. А. Головина**



# **ENGLISH FOR CAREER**

**Учебное пособие**

**Барнаул  
2024**

*Министерство науки и высшего образования Российской Федерации*

Алтайский государственный технический  
университет им. И. И. Ползунова

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*Рекомендовано*

*Алтайским государственным техническим университетом им. И.И. Ползунова  
в качестве учебного пособия для студентов всех направлений подготовки*

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Учебное пособие предназначено для занятий со студентами, освоившими базовый курс, с целью углубленного изучения английского языка в сфере деловой и профессиональной коммуникации.

Пособие состоит из 6 уроков. Каждый урок включает аутентичный текст, словарь с транскрипцией, вопросы для проверки понимания прочитанного и упражнения, способствующие развитию умений и навыков устной и письменной коммуникации, усвоению и использованию в речи деловой лексики, а также специальных терминов. В конце учебного пособия имеется раздел с дополнительными заданиями для каждого урока, а также приложение с фонетическим и грамматическим комментариями. Учебное пособие будет способствовать развитию языковых компетенций, необходимых для дальнейшего совершенствования в сфере иноязычной профессиональной коммуникации.

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## ВВЕДЕНИЕ

Изучение английского языка занимает одно из важных мест в подготовке будущих инженеров, менеджеров и экономистов. Учебное пособие 'English for Career' предназначено для работы со студентами, уже завершившими базовый курс английского языка, овладевшими основами нормативной грамматики и освоившими некоторый запас общеупотребительной лексики. Целью учебного пособия является развитие навыков устной и письменной коммуникации на английском языке в сфере межличностного, межкультурного, делового и профессионального общения. Кроме того, освоение тем, представленных в пособии, способствует развитию навыков профессионально-ориентированного чтения и перевода, решения задач в деловой сфере, развитию памяти, внимания, анализа, логического мышления.

Пособие состоит из основной части в виде 6 уроков, раздела Supplementary Activities, содержащего дополнительные задания по каждой из представленных в основной части тем, а также приложения с фонетическим и грамматическим комментариями. Каждый урок включает аутентичный текст, сопровождаемый аудиозаписью, словарь с транскрипцией, вопросы для проверки понимания прочитанного и упражнения, способствующие развитию навыков устной и письменной коммуникации, усвоению и использованию в речи деловой лексики, задания на развитие навыков перевода, выполнение небольших индивидуальных проектов, кроссворды и игры для развития способности работать в малых группах.

Рекомендовано Алтайским государственным техническим университетом им. И.И. Ползунова в качестве учебного пособия для студентов всех направлений подготовки. Протокол заседания научно-методического совета АлтГТУ №3 от 29.11.2023.

# UNIT

# 1



## STUDYING TECHNOLOGY

### Discussion

**Answer the questions. Then talk about your answers.**

What is technology?

How does technology impact your life?

Why should young people study technology?

## I. LISTENING AND READING



**Listen to the text.**



**Read and translate it.**

### STUDYING TECHNOLOGY



John Wilson is Managing Director at Pringle's, a big engineering company. The company is located in Birmingham, UK. John is very rich. He has a big house and drives a brand-new car. He is married and has two children. But how did his professional career start?

When John was 16, he decided to leave school and begin earning money as soon as possible. He started as an apprentice fitter with a small engineering company. He worked for a year and realized that he hated spending all his day at work and being paid less than the others.

So he made up his mind to get a vocational qualification and study technology. He went to a technical college and chose to study full time. His course combined applied science, practical skills, and technical know-how. He got some basic knowledge about engines and machine tools. He also learnt to repair equipment. Besides, his course included communication skills which are important to deal with co-workers and the public.

Being at college gave John more time to decide which career he wanted to follow. When he graduated from college he could start work as a technician, but he decided to go to University and study Engineering. John liked studying Mathematics and Mechanics, but he did not do very well in Chemistry or Material Science.

John kept thinking about making the best choice of his future career. For a while he even thought of doing research and becoming a research engineer. But then he changed his mind because most of all he wanted to be his own boss and look for new and better ways of doing things.





## NOTES

John Wilson [dʒɒn 'wɪlsən]	Джон Уилсон
Pringle's ['prɪŋɡlz]	Принглз
Birmingham ['bɜːmɪŋəm]	Бирмингем
brand-new ['brænd 'njuː]	совершенно новый
knowledge ['nɒlɪdʒ]	знания
Mathematics [,mæθə'mætɪks]	математика
public ['pʌblɪk]	люди
Mechanics [mɪ'kænɪks]	механика
Chemistry ['kemɪstri]	химия
Material Science [mə'tɪəriəl' saɪəns]	материаловедение
research engineer [rɪ'sɜːtʃ ,endʒɪ'nɪə]	научно-технический работник

## II.VOCABULARY

<b>1. technology</b> [tek'nɒlədʒi] to study technology	технология, технические науки изучать технические науки
<b>2. director</b> [də'rektə] Managing ['mænɪdʒɪŋ] Director  John Wilson is Managing Director at Pringle's, a big engineering company.	директор генеральный директор, управляющий Джон Уилсон – генеральный директор Принглз, крупной машиностроительной компании.
<b>3. career</b> [kə'riə] professional [prə'feʃənəl] career How did his professional career start?	карьера профессиональная карьера Как началась его профессиональная карьера?
<b>4. apprentice</b> [ə'prentɪs] to start as an apprentice He started as an apprentice fitter with a small engineering company.	ученик, стажер, подмастерье начать работать в качестве стажера Он начал работать в качестве стажера-механика в небольшой машиностроительной компании.
<b>5. to make up one's mind</b> [maɪnd] <b>to do smth</b> to change one's mind	решить, настроиться сделать ч-л  передумать
<b>6. to get a qualification</b> [kwɒlɪfɪ'keɪʃən]	получить образование,



<p>to get a vocational [vəʊ'keɪʃənəl] qualification John made up his mind to get a vocational qualification.</p>	<p>квалификацию получить среднее профессиональное образование Джон решил получить среднее профессиональное образование.</p>
<p><b>7. technical college</b> ['teknɪkəl 'kɒlɪdʒ] He went to a technical college.</p>	<p>технический колледж, техникум Он поступил в технический колледж.</p>
<p><b>8. to study full-time</b> ['fʊltaɪm] to study part-time ['pɑ:ttɑɪm] He chose to study full-time.</p>	<p>учиться на дневном отделении учиться на заочном отделении Он предпочел учиться на дневном отделении.</p>
<p><b>9. applied</b> [ə'plaɪd] applied science ['saɪəns]</p>	<p>прикладной прикладная наука</p>
<p><b>10. engine</b> ['endʒɪn]</p>	<p>двигатель</p>
<p><b>11. machine tool</b> [mə'ʃi:n tu:l] He got some basic ['beɪsɪk] knowledge ['nɒlɪdʒ] about engines and machine tools.</p>	<p>станок, инструмент Он получил базовые знания о двигателях и станках.</p>
<p><b>12. equipment</b> [ɪ'kwɪpmənt] to repair [rɪ'reə] equipment He also learnt to repair equipment.</p>	<p>оборудование, техника ремонттировать оборудование Он также научился ремонттировать оборудование.</p>
<p><b>13. to graduate</b> ['grædʒueɪt] <b>from college</b></p>	<p>закончить колледж</p>
<p><b>14. technician</b> [tek'nɪʃən] When he graduated from college he could start work as a technician.</p>	<p>техник, технический специалист Когда он закончил колледж, он мог начать работать техником.</p>
<p><b>15. engineering</b> [ˌendʒɪ'nɪərɪŋ] to study Engineering He decided to go to University and study Engineering.</p>	<p>машиностроение, инженерное дело изучать машиностроение Он решил пойти в университет и изучать машиностроение.</p>
<p><b>16. research</b> [rɪ'sɜ:tʃ]  to do research</p>	<p>исследование, исследовательская работа заниматься исследовательской работой</p>

### III. READING COMPREHENSION

#### 1. Answer the questions.



1. What does John Wilson do? What is his job?
2. How big is his family? Where does he live?
3. What decision did John make when he was 16?
4. How did he start his career? Why did he quit his first job?
5. How did he get a vocational qualification? What did his course combine?
6. What knowledge did he get in the technical college?
7. What other important skills did he get?
8. What choice did John have when he graduated from college? What choice did John make?
9. In what subjects did John do well at University?
10. What career did he think of when he was at University?
11. Why did he finally change his mind?

#### 2. Read the statements and say whether they are true or false.

##### Correct the false ones.

1. John Wilson is Managing Director at Pringle's, a big engineering company. The company is located in the USA.
2. John is a very wealthy man.
3. When John was 16 he decided to go to University.
4. When he worked as an apprentice fitter with a small engineering company he realized that he hated spending all his day at work and being paid less than others.
5. John went to a technical college and chose to study part-time.
6. He got some basic knowledge about engines and management tools.
7. His course included communication skills which are vital to deal with co-workers and the public.
8. Being at college gave him time to think about his future travels.
9. When he graduated from college he could start work as a technician, but he decided to go to University and study Information Technologies.
10. For a while he even thought of doing research and becoming a research engineer.

## IV. EXERCISES

### 1. Match these halves of the sentences.

1) John Wilson is Managing Director at	a) and drives a new and expensive car.
2) The company is located	b) new and better ways of doing things.
3) John is a successful businessman, he has a big house	c) Pringle's, a big engineering company.
4) When John was young he wanted	d) got a job as an apprentice fitter with a small engineering company.
5) So he left school and	e) went to a technical college.
6) Then he made up his mind to get a vocational qualification and	f) decided to study Engineering at University.
7) When he graduated from college he could start work as a technician, but he	g) kept thinking about making the best choice of his future career.
8) When John was a University student he liked studying Mathematics and Mechanics and	h) changed his mind.
9) At first he thought of becoming a research engineer but then he	i) to start his professional career as soon as possible.
10) Most of all he wanted to be his own boss and look for	j) in Birmingham, UK.

### 2. Put the sentences in the right order.

- 1 a) John decided to leave school and begin earning money as soon as possible.
- \_ b) He decided that most of all he wanted to be his own boss and look for new and better ways of doing things.
- \_ c) He made up his mind to get a vocational qualification.
- \_ d) He started as an apprentice fitter with a small engineering company.
- \_ e) He went to University and studied Engineering.
- \_ f) He thought of becoming a Research engineer but changed his mind.
- \_ g) He realized that he hated spending all his day at work and being paid less than others.
- \_ h) He got some basic knowledge about engines and machine tools and learnt to repair equipment.
- \_ i) He went to a technical college.
- \_ j) He worked for a year.

### 3. Complete the sentences.

1. John Wilson is Managing Director at ... .
2. He has a big house and drives ... .
3. When John was 16, he decided to ... .
4. He started as ... .
5. He worked for a year and realized ... .
6. John made up his mind to get a vocational qualification, he went to a technical college and chose ... .
7. He got some basic knowledge about ... .
8. His course included communication skills which are important ... .
9. Being at college gave John more time to decide ... .
10. When he graduated from college he could ... .
11. But he decided to go to University and study ... .
12. He liked studying ... .
13. But he did not do very well in ... .
14. John kept thinking about ... .
15. Most of all he wanted to be his own boss and ... .

### 4. Choose the right variant.

1. John Wilson is Managing Director at a big ... company, located in Birmingham, UK.
  - a) chemical
  - b) civil engineering
  - c) engineering
  - d) state-owned
2. He started his career as ... with a small engineering company.
  - a) an apprentice fitter
  - b) a technician
  - c) Managing Director
  - d) an engineer
3. He worked for a year as an apprentice fitter and realized that ... .
  - a) he absolutely loved his job
  - b) he liked spending all his day at work and being paid less than the others
  - c) he liked spending all his day at work and being paid more than the others
  - d) he hated spending all his day at work and being paid less than the others
4. He went to a technical college and chose to study... .
  - a) part time
  - b) full time



- c) half the time
  - d) all the time
5. His course combined applied science, practical skills, and ... .
- a) scientific research
  - b) engineering subjects
  - c) technical know-how
  - d) entertainment
6. When he graduated from college he could start work as ... , but he decided to go to University.
- a) a technician
  - b) a technologist
  - c) a technical support specialist
  - d) a technical worker
7. When he graduated from college he decided to go to University and study... .
- a) engines
  - b) engineers
  - c) Engineering
  - d) Humanities
8. As a University student John liked studying ... , but he did not do very well in Chemistry or Material science.
- a) Mechanics and Geometry
  - b) Mechanics and Technical Drawing
  - c) Mathematics and Mechanics
  - d) Chemistry and Material Science
9. At University John kept thinking about making the best choice of his future ... .
- a) wife
  - b) company
  - c) career
  - d) profession
10. Most of all he wanted to be his own boss and look for... .
- a) new and better ways of buying things
  - b) old and better ways of doing things
  - c) new and worse ways of doing things
  - d) new and better ways of doing things

## 5. Match the words with their definitions.

1. A *Managing Director* is a) the work involved in designing and constructing engines and machinery, or structures such as roads and bridges, it is also the subject studied by people who want to do this work

- |                                    |   |
|------------------------------------|---|
| 2. <i>Engineering</i> is           | b) to make a decision   |
| 3. To <i>earn</i> is               | c) relating to an occupation or employment  |
| 4. An <i>apprentice</i> is         | d) used for describing educational subjects when they are studied for their practical uses                                    |
| 5. To <i>make up one's mind</i> is | e) a person with the most senior position in a company and with the responsibility for managing all of it                     |
| 6. <i>Vocational</i> is            | f) the detailed study of something in order to discover new facts, especially in a university or scientific institution       |
| 7. A <i>know-how</i> is            | g) the tools, machines, or other things that you need for a particular job or activity  |
| 8. <i>Applied</i> is               | h) someone who works for a particular person or company, usually for low pay, in order to learn the type of work that they do |
| 9. <i>Equipment</i> is             | i) to fix something that is broken or damaged   |
| 10. To <i>repair</i> is            | j) someone with technical training whose job involves using special equipment and machines                                    |
| 11. A <i>technician</i> is         | k) knowledge that is needed to do something, usually something practical  |
| 12. <i>Research</i> is             | l) to receive money for work that you do  |

**6. Use these words and word combinations to complete the text.**

**A.**

- a) Mathematics
- b) Engineering
- c) engines and machine tools
- d) Material Science
- e) application

Engineering is based on Physics, Chemistry and 1) ... , and the extensions to 2) ... , Solid and Fluid Mechanics, Thermodynamics, Transfer and Rate Processes and Systems Analysis. 3) ... as a profession involves different tasks. It can refer to the manufacture or assembly of 4) ... . It is also used to describe the creative 5) ... of scientific principles to design, develop, and construct structures, machines, manufacturing processes, etc.

## **B.**

- a) engineer
- b) to communicate
- c) do research
- d) Engineering
- e) Maths

Engineering students should have an understanding of 1) ... , Physics, Chemistry, and some business principles. General engineering courses teach students how to 2) ... , to conduct experiments, to identify and solve problems, to understand professional responsibility, and 3) ... effectively. An 4) ... is trained to understand, design and control material flows. If you enjoy problem solving, 5) ... may be for you.

## **7. Put the words in the correct word order.**

1. Managing Director / company / John Wilson is / at a big engineering /.
2. professional career / start / his / how / did / ?
3. he started / with / a small engineering company / as an apprentice fitter / when John was 16 / .
4. to get a vocational qualification / he worked / a technical college / and went to / for a year /.
5. repair equipment / and learnt to / he got / about engines / and machine tools / some basic knowledge /.
6. communication skills / and the public / to deal with co-workers / included / which are important / his course / .
7. he wanted / which career / being at college / more time to decide / gave John / to follow /.
8. Engineering / he decided / and study / to go to University.
9. John kept thinking / of his future career / being at college / about making the best choice / .
10. of doing things / his own boss / and look for new / he wanted to be / and better ways / .

## **8. Use the text to prove the following statements.**

1. John is a very successful person.
2. He did not like working as an apprentice fitter.
3. He got a lot of useful skills at college.
4. John did not do well in all the subjects at University.
5. John was very careful with his career choice.



## 9. Translate the sentences.

1. Джон Уилсон работает в Принглз, крупной машиностроительной компании. Он – генеральный директор.
2. Как началась его профессиональная карьера?
3. Он начал работать стажером-механиком в небольшой машиностроительной компании.
4. Джон проработал один год. Потом он решил получить среднее профессиональное образование.
5. Его курс включал прикладную науку, практические навыки и техническое ноу-хау.
6. Он также научился ремонтировать оборудование.
7. Когда Джон закончил колледж, он решил поступить в университет и изучать машиностроение.
8. Ему нравилось изучать математику и механику, но у него были проблемы с химией и материаловедением, и он все время думал о своей будущей карьере.
9. Некоторое время он хотел заниматься исследовательской работой и стать научно-техническим работником.
10. Но потом он передумал, потому что ни у кого не хотел быть в подчинении. Он также хотел искать новые и лучшие способы производства.

## V. SPEAK

### 1. Speak about John Wilson and his educational background.

### 2. Make up conversations and reproduce them.

1. Make up and reproduce a conversation between John Wilson and his daughter who wants to study technology and build up a career in engineering. Use these words and word combinations:

professional career

to study technology

engineering company

to make up one's mind

qualification

to study full-time

to graduate from

to make the best choice

to do research



2. Make up and reproduce a conversation between John Wilson and his son who wants to leave school and start working as soon as possible. Use these words and word combinations:

to leave school

to earn money

to make up one's mind

qualification

applied

to make the best choice

to be one's own boss

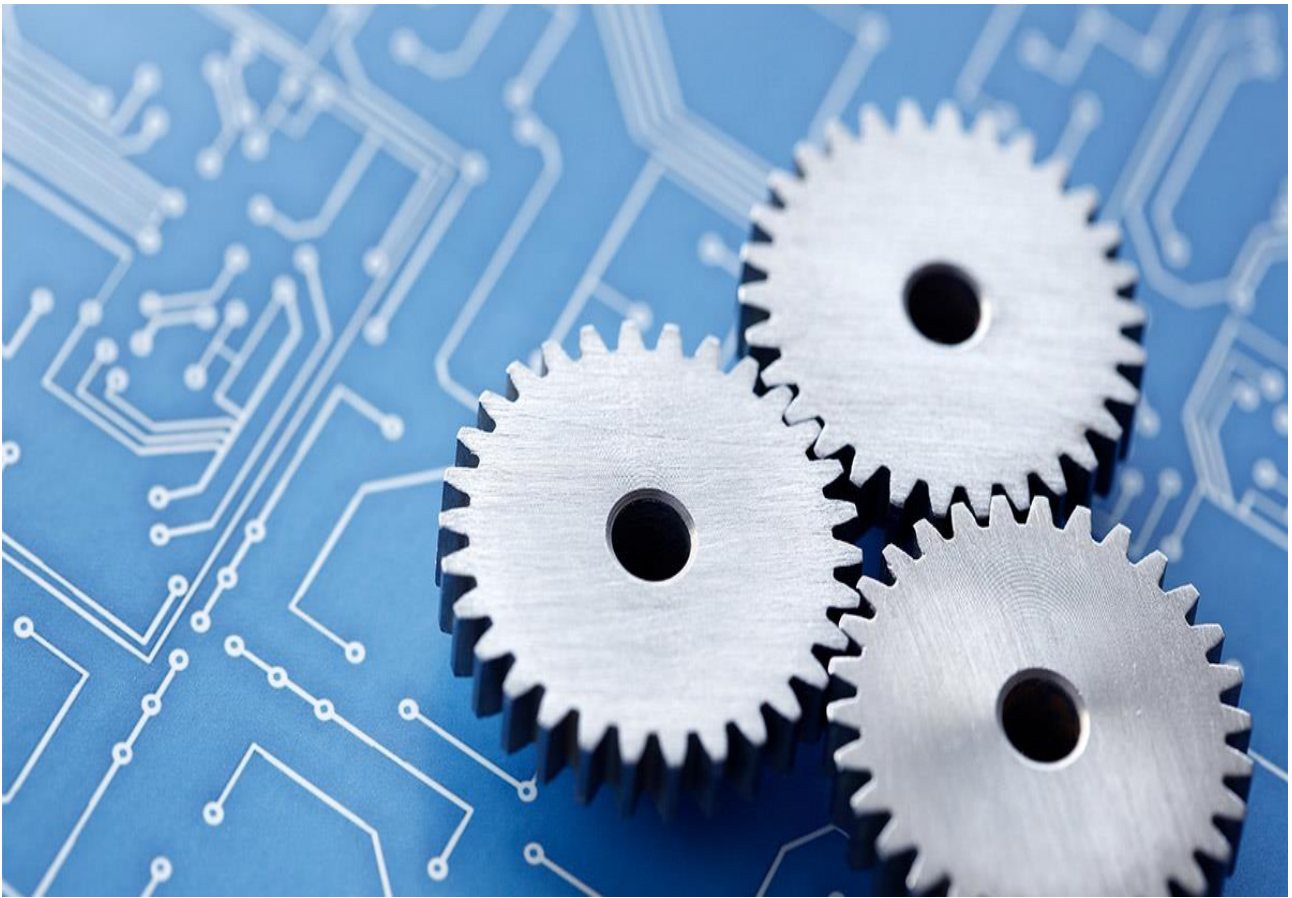
### **3. Read and translate the quotes, then comment on them.**

1. *The roots of education are bitter, but the fruit is sweet (Aristotle).*

2. *An investment in knowledge pays the best interest (Benjamin Franklin).*

3. *Formal education will make you a living, self-education will make you a fortune (Jim Rohn).*

4. *If you think education is expensive, try ignorance.*



## MAKING A CAREER IN ENGINEERING

### Discussion

**Answer the questions. Then talk about your answers.**

Why did you decide to make a career in engineering?

Why does a career in engineering seem to be a good idea?

What does it require to make a career in engineering?

## I. LISTENING AND READING



**Listen to the text.**



**Read and translate it.**

### MAKING A CAREER IN ENGINEERING

When John Wilson graduated from University, he took a bank loan and launched a small company selling gadgets. But he never made a good profit because his business was not a success. Soon he went bankrupt and lost everything. Then he was unemployed for six months. He had no income and his family and friends were worried.

Luckily, John managed to get a job as a Junior Production Engineer at a local company Vanguard Engineering. He did his best and two years later he was promoted to become a Senior Engineer. After his boss retired, John took over as Production Manager at Vanguard Engineering.

Last year a defense industry company Pringle's offered him a position of Managing Director. Pringle's was having a hard time then and the shareholders invited John as Managing Director and, in fact, as a crisis manager. John loved his job at Vanguard Engineering but he didn't want to miss his once-in-a-lifetime career opportunity. Besides, he wanted a fresh challenge. So he accepted the offer.

Now John is in charge of managing the whole company. He takes the responsibility for the company's profits and represents Pringle's with major customers. Every day he makes a lot of decisions. He also comes up with innovative ideas which make the company more competitive.

He regularly works 11 hours a day starting around eight in the morning and finishing around seven in the evening. He does not have much time for his family and friends, but he is happy because the money is good and the career prospects look great. He puts his success down to good ideas, good people and good luck.



## NOTES

gadget ['gædʒɪt]	гаджет
luckily ['lʌkɪli]	к счастью
Vanguard ['væŋgɑ:d] Engineering	Вэнгард Энжиниринг
besides [bɪ'saɪdz]	кроме того
whole [həʊl]	целый, весь
innovative ['ɪnəveɪtɪv]	инновационный
regularly ['regjʊləli]	регулярно
decision [dɪ'sɪʒən]	решение

## II.VOCABULARY

<b>1. bank loan</b> [ləʊn] to take a bank loan	банковский кредит взять кредит в банке
<b>2. to launch</b> [ləʊntʃ] to launch a company He launched a small company selling gadgets.	начинать, запускать основать компанию Он основал небольшую компанию по продаже гаджетов.
<b>3. profit</b> ['prɒfɪt] to make a good profit He never made a good profit.	прибыль получать хорошую прибыль Он так и не получил прибыли.
<b>4. to be a success</b> [sək'ses] His business was not a success.	иметь успех, оказаться успешным Его бизнес не увенчался успехом.
<b>5. to go bankrupt</b> ['bæŋkrʌpt] Soon he went bankrupt and lost everything.	обанкротиться Вскоре он обанкротился и все потерял.
<b>6. to be employed</b> [ɪm'plɔɪd] to be unemployed [ˌʌnɪm'plɔɪd] He was unemployed for six months.	быть трудоустроенным быть безработным Он был безработным в течение полугода.
<b>7. income</b> ['ɪŋkʌm] to have no income He had no income and his family and friends were worried.	доход не иметь дохода У него не было никаких доходов, и его родственники и друзья были обеспокоены.
<b>8. junior</b> ['dʒuːniə] Junior Production Engineer	младший младший инженер-технолог

<b>9. senior</b> ['si:niə] Senior Engineer	старший, вышестоящий ведущий инженер
<b>10. to do one's best</b> He did his best.	очень стараться, делать все возможное Он очень старался.
<b>11. to be promoted</b> [prə'məʊtɪd] Two years later John was promoted to become a Senior Engineer.	получить повышение, получить продвижение по службе Через два года Джон получил повышение и стал ведущим инженером.
<b>12. to retire</b> [ri'taɪə]	выходить на пенсию
<b>13. to take over</b> ['teɪk,əʊvə] After his boss retired, he took over as Production Manager.	принимать должность, принимать руководство После того, как его начальник вышел на пенсию, он принял должность директора по производству.
<b>14. shareholder</b> ['ʃeə,həʊldə]	акционер
<b>15. crisis manager</b> ['kraɪsɪs] The shareholders invited John as Managing Director and, in fact, as a crisis manager.	антикризисный управляющий Акционеры пригласили Джона в качестве генерального директора, а фактически антикризисного управляющего.
<b>16. career opportunity</b> [kə'riə ,ɒpə'tju:nəti] once-in-a lifetime career opportunity He didn't want to miss his once-in-a- lifetime career opportunity.	возможность карьерного роста возможность карьерного роста, которая дается один раз в жизни Он не хотел упустить возможность карьерного роста, которая дается один раз в жизни.
<b>17. challenge</b> ['tʃæləndʒ] He wanted a fresh challenge.	сложная и интересная задача, вызов Он хотел решать новые задачи.
<b>18. to accept</b> [ək'sept] <b>an offer</b> He accepted the offer.	принимать предложение Он принял это предложение.
<b>19. to be in charge</b> [tʃɑ:dʒ] <b>of smth</b> John is in charge of managing the whole company.	руководить ч-л Джон руководит всей компанией.
<b>20. to put smth down to smth</b> He puts his success down to good ideas.	объяснять что-либо чем-либо Он объясняет свой успех тем, что у него были хорошие идеи.



### III. READING COMPREHENSION

#### 1. Answer the questions.

1. What did John Wilson do when he graduated from University?
2. Why did he never make a good profit?
3. Why were his family and friends worried?
4. What job did he manage to get at a local company?
5. What did John do when his boss retired?
6. Why did Pringle's invite John as Managing Director?
7. Why did John accept their offer?
8. What is he in charge of now?
9. What are his responsibilities?
10. How many hours a day does he work? What time does he start and finish work?
11. Why is he happy?
12. What does he put his success down to?



#### 2. Read the statements and say whether they are true or false.

##### Correct the false ones.

1. When John Wilson graduated from University, he took a bank loan and launched a small company producing toys.
2. His business made a good profit and he became rich.
3. John was lucky to get a job as a Junior Production Engineer at Vanguard Engineering.
4. After his boss died John took over as Production Manager at Vanguard Engineering.
5. A year ago a defense industry company Pringle's offered John a position of Managing Director but he refused.
6. The shareholders invited John as Managing Director because Pringle's was making a good profit.
7. He wanted a fresh challenge so he accepted the offer from Pringle's.
8. Now John is in charge of managing the whole company but he never makes any decisions.
9. He does not spend enough time with his family and friends, but he is happy because the money is good and the career prospects look great.
10. He puts his success down to the shareholders.



## IV. EXERCISES

### 1. Match these halves of the sentences.

1) When John Wilson graduated from University, he took a bank	a) profit because his business was not a success.
2) But he never made a good	b) best and two years later was promoted to become a Senior Engineer.
3) Soon he went	c) career opportunity and so he accepted the offer.
4) Then he managed to get a job as a Junior	d) over as Production Manager at Vanguard Engineering.
5) He did his	e) ideas which make the company more competitive.
6) After his boss retired John took	f) of Managing Director.
7) Last year a defense industry company Pringle's offered him a position	g) of managing the whole company.
8) John loved his job at Vanguard Engineering but he didn't want to miss his once-in-a-lifetime	h) bankrupt and lost everything.
9) Now John is in charge	i) loan and launched a small company selling gadgets.
10) He makes a lot of decisions and comes up with innovative	j) Production Engineer at a local company Vanguard Engineering.

### 2. Choose the right variant.

1. When John Wilson graduated from University, he took ... and launched a small company selling gadgets.

- a) a credit card
- b) all his banknotes
- c) a loan from a bank
- d) money from his family and friends

2. However he never made a good profit because his business was not... .

- a) a good idea
- b) profitable
- c) competitive
- d) innovative

3. Then John was ... for six months.



- a) a success
  - b) worried
  - c) without a job
  - d) employed
4. Then John managed to get a job as ... at a local company Vanguard Engineering.
- a) a Junior Production Engineer
  - b) a Senior Production Engineer
  - c) Production Manager
  - d) Managing Director
5. He did his best and two years later was ... .
- a) employed
  - b) asked to retire
  - c) offered a higher position
  - d) given good money
6. He accepted the offer of Pringle's because he ....
- a) wanted to have a hard time
  - b) wanted to make a lot of decisions
  - c) wanted to take this once-in-a-lifetime career opportunity
  - d) wanted to launch a new company
7. Now John takes the responsibility for ... and represents Pringle's with major customers.
- a) the company's progress
  - b) the company's problems
  - c) the company's profiles
  - d) the company's profits
8. He ... works 11 hours a day starting around eight in the morning and finishing around seven in the evening.
- a) regally
  - b) regularly
  - c) rarely
  - d) randomly
9. He does not have much time for his family and friends, ... .
- a) and he is worried because his salary is low
  - b) and he is stressed because the salary is low and the career prospects look bad
  - c) and he is unhappy though the money is good and the career prospects look great
  - d) but he is happy because the money is good and the career prospects look great
10. He puts his success ... good ideas, good people and good luck.
- a) up to
  - b) down from
  - c) down on
  - d) down to

### 3. Complete the sentences.

1. When John Wilson graduated from University he ... .
2. His business never made a good profit so ... .
3. John managed to get a job as a Junior Production Engineer ... .
4. He did his best and two years later he was ... .
5. After his boss retired ... .
6. Last year a defense industry company Pringle's ... .
7. Pringle's was having a hard time then and ... .
8. John loved his job at Vanguard Engineering but ... .
9. John is in charge of ... .
10. He takes the responsibility for ... .
11. He makes a lot of decisions and comes up with ... .
12. He regularly works 11 hours a day and does not have much time for ... .
13. But he is happy because ... .
14. He puts his success down to ... .

### 4. Put the sentences in the right order.

- 1 a) John Wilson graduated from University.
- \_ b) He got a job as a Junior Production Engineer at Vanguard Engineering.
- \_ c) He was promoted to become a Senior Engineer.
- \_ d) He accepted the offer and became Managing Director at Pringle's.
- \_ e) His family and friends were worried.
- \_ f) A defense industry company Pringle's offered him a position of Managing Director.
- \_ g) He took over as Production Manager at Vanguard Engineering.
- \_ h) He was unemployed for six months and had no income.
- \_ i) He took a bank loan and launched his own company.
- \_ j) He went bankrupt and lost everything.

### 5. Match the words with their definitions.

- |                               |  |
|-------------------------------|--|
| 1. A <i>bank loan</i> is      | a) to begin to do something that someone else was doing  |
| 2. A <i>gadget</i> is         | b) to be without a job   |
| 3. To <i>go bankrupt</i> is   | c) someone whose job is to organize and control the work of a business or organization or a part of it |
| 4. To <i>be unemployed</i> is | d) an amount of money that a person, business, or country borrows from a bank                          |
| 5. To <i>retire</i> is        | e) something that needs a lot of skill, energy, and  |

determination to deal with or achieve

6. To *take over* is **f)** to admit that you have no money and cannot pay what you owe
7. A *shareholder* is **g)** a small tool or piece of equipment that does something useful or impressive
8. A *challenge* is **h)** someone who owns shares in a company
9. A *manager* is **i)** to have control over someone or something
10. To *be in charge of smth* is **j)** to stop working, especially when you reach the age when you are officially too old to work

### 6. Put the words in the correct word order.

1. what / John Wilson / do / from University / did / when he graduated / ?
2. why / he / lose / everything / did / ?
3. why / his family / and friends / were / worried / ?
4. did / to get / manage / he / a job / at a local company / ?
5. what / John / did / when / his boss / do / retired / ?
6. why / Pringle's / John / did / as Managing Director / invite / ?
7. their / he / accept / did / offer / ?
8. in charge / what / John / is / of / ?
9. does / finish work / what / he / and / time / start / ?
10. what / he / his success down / to / does / put / ?

### 7. Use the text to prove the following statements.

1. When John Wilson was young his family and friends had a good reason to be worried.
2. John Wilson made a great career in engineering.
3. John Wilson takes a lot of responsibility at Pringle's.
4. John Wilson works very hard.
5. John Wilson has every reason to be pleased with his career and his life.

### 8. Translate the sentences.

1. Когда Джон Уилсон окончил университет, он взял кредит в банке.
2. Он основал небольшую компанию по продаже гаджетов, но обанкротился.
3. Потом он был безработным в течение полугода.
4. К счастью, потом он смог устроиться на должность младшего инженера-технолога в одной местной компании.

5. Джон очень старался, и через два года он получил повышение и стал ведущим инженером.
6. После того, как его начальник вышел на пенсию, он принял должность директора по производству Вэнгард Энжиниринг.
7. В прошлом году оборонно-промышленное предприятие Принглз предложило ему должность генерального директора.
8. Джон не хотел упустить возможность карьерного роста, которая дается один раз в жизни, и принял это предложение.
9. Дела у Принглз шли не очень хорошо, и Джон фактически стал антикризисным управляющим.
10. Сейчас он руководит всей компанией, отвечает за ее прибыль и предлагает инновационные решения, чтобы сделать компанию более конкурентноспособной.

## V. SPEAK

### 1. Speak about John Wilson's career in engineering.

### 2. Choose one of the successful engineers from the list and speak about their career.

1. Nikola Tesla
2. Thomas Edison
3. Henry Ford
4. Alexander Graham Bell
5. Elon Musk
6. Alexander Popov
7. Ivan Kulibin
8. Ivan Polzunov

### 3. Read and translate the quotes, then comment on them.

1. *Don't give up, the beginning is always the hardest.*
2. *Choose a job you love, and you will never have to work a day in your life.*
3. *Work until you no longer have to introduce yourself.*
4. *Failure is not the opposite of success, it's part of success.*
5. *Don't be afraid to give up the good to go for the great (John Rockefeller).*





## COMPANY'S HISTORY

### Discussion

**Answer the questions. Then talk about your answers.**

Would you like to run your own business? What are the advantages and disadvantages of running your own business?

Have you ever talked about running a business to anybody who runs his / her own company?

What are the steps in the development of any business?



## I. LISTENING AND READING



**Listen to the text.**



**Read and translate it.**

### COMPANY'S HISTORY

**John Wilson tells a group of interns about Pringle's and its history.**



'If you want to understand how business works you should talk to somebody who runs his own small company, employing, say, fifty people. That's how companies like 'J. Pringle & Sons' begin. First, people get an idea of how to make something cheaper and better than anybody else. Then, they start a factory with a small team of employees. If all goes well they take on more staff and bring their sons into the business to take over when

they retire. It is exactly how James Pringle did his business.

Pringle was a mechanic who started a small workshop repairing cars and all sorts of equipment. His sons started working for him when they were about 12 years old and their father was just setting up the business. Gradually his business grew in both total revenues and staff.

But James Pringle and his sons are not the owners of the company any more. They sold the company, took their money and left when everything was going well. The company has been bought and sold twice since then. Now 'J. Pringle & Sons' belongs to the Engineering Division of Midland Amalgamated.

What exactly does the company do? Pringle's does some assembly work, but basically it is a general engineering company. It supplies components to the defense industry. Pringle's has several Ministry of Defense contracts to make gearboxes for tanks and engine components for military trucks'.





## NOTES

Midland Amalgamated [ 'mɪdlənd ə 'mælgəmənt]	укрупненная компания Мидланд
gradually [ 'grædʒʊəli]	постепенно
basically [ 'beɪsɪkli]	главным образом

## III. VOCABULARY

<b>1. intern</b> [ɪn 'tɜ:n] a group of interns	стажер, практикант группа стажеров
<b>2. to run smth</b> to run a company	управлять, руководить ч-л руководить компанией
<b>3. to start smth</b> to start a factory [ 'fæktəri] to start a workshop [ 'wɜ:k ʃɒp]	основать ч-л, открыть ч-л открыть фабрику открыть мастерскую
<b>4. team</b> [ti:m] team of employees	команда, группа, коллектив команда работников
<b>5. to employ</b> [ɪm 'plɔɪ] employer [ɪm 'plɔɪə] employee [ ,emplɔɪ 'i] Then, they start a factory with a small team of employees.	нанимать, брать на работу наниматель, работодатель сотрудник Затем они открывают фабрику с небольшой командой работников.
<b>6. staff</b> [stɑ:f] to take on staff If all goes well they take on more staff.	штат, сотрудники набирать штат Если все идет хорошо, они набирают еще работников.
<b>7. to bring smb into business</b> [ 'bɪznəs]  If all goes well they bring their sons into the business.	ввести к-л в дело, приобщить к-л к делу Если все идет хорошо, они приобщают к делу сыновей.
<b>8. to do business</b> It is exactly how James Pringle did his business.	заниматься бизнесом, вести бизнес Именно так Джеймс Прингл вел свой бизнес.
<b>9. mechanic</b> [mɪ 'kænɪk] Pringle was a mechanic who started a small workshop.	механик Прингл был механиком, который открыл маленькую мастерскую.
<b>10. to repair</b> [rɪ 'peə] to repair cars	ремонттировать, чинить ремонттировать машины
<b>11. revenue</b> [ 'revənju] total revenue His business grew in total revenues.	доход, годовой доход совокупный доход, общий доход Доходы от его бизнеса росли.

<b>12. owner</b> ['əʊnə] They are not the owners of the company any more.	собственник Они больше не являются собственниками компании.
<b>13. to belong</b> [bi'ləŋ] <b>to smth</b>	быть частью ч-л, принадлежать к ч-л
<b>14. division</b> [di'vɪʒən] The company belongs to the Engineering Division of Midland Amalgamated.	отдел, подразделение Компания находится в машиностроительном подразделении укрупненной компании Мидланд.
<b>15. assembly</b> [ə'sembli] assembly work [ə'sembli wɜ:k] Pringle's does some assembly work.	сборка сборочные работы Принглз выполняет работы по сборке.
<b>16. to supply</b> [sə'plai] to supply components [sə'plai kəm'pəʊnənts]	поставлять, снабжать поставлять комплектующие
<b>17. defense industry</b> [di'fens 'ɪndəstri]  It supplies components to the defense industry.	оборонная промышленность, военно-промышленный комплекс Она предоставляет комплектующие для военно-промышленного комплекса.
<b>18. military</b> ['mɪlɪtəri] military truck ['mɪlɪtəri trʌk]	военный военный грузовик
<b>19. gearbox</b> ['gɪə,bɒks] to make gearboxes for tanks	коробка передач изготавливать коробки передач для танков

### III. READING COMPREHENSION

#### 1. Answer the questions.

- Whom does John Wilson tell about Pringle's and its history?
- What should you do if you want to understand how business works?
- How do companies like 'J. Pringle & Sons' begin? What are the steps in their development?
- Who often takes over a company when its boss retires?
- What was James Pringle's job before he started his own company?
- At what age did his sons start working for him?
- How did his business grow?
- Why are James Pringle and his sons not the owners of the company any more?
- Who does the company belong to now?
- What exactly does the company do?



## IV. EXERCISES

### 1. Read the statements and say whether they are true or false.

#### Correct the false ones.

1. According to John Wilson, if you want to understand how business works you should talk to somebody who runs a huge corporation.
2. 'J. Pringle & Sons' started as a small family business.
3. According to John Wilson, if all goes well the owner of a company takes on more staff and brings his sons into the business to take over when he retires.
4. James Pringle was a salesman who started a small business selling cars and all sorts of equipment.
5. His sons started working for the company when they were about 12 years old.
6. James Pringle and his sons still own the company.
7. James Pringle and his sons went bankrupt.
8. Now 'J. Pringle & Sons' belongs to Midland Amalgamated.
9. 'J. Pringle & Sons' is a general trade company.
10. Pringle's has several Ministry of Defense contracts to make engine components for military planes.

### 2. Match these halves of the sentences.

1) First, people get an idea of how	a) they take on more staff.
2) Then, they start a factory	b) to make something cheaper and better than anybody else.
3) If all goes well	c) did his business.
4) They bring their sons into the business	d) with a small team of employees.
5) It is exactly how James Pringle	e) to take over when they retire.

### 3. Put the sentences in the right order.

- 1 a) James Pringle was a mechanic who started a small workshop repairing cars and all sorts of equipment.
- b) Gradually his business grew in both total revenues and staff.
- c) All went well and he took on more staff and brought his sons into the business.
- d) He and his sons took their money and left.
- e) He got an idea of how to make something cheaper and better than anybody else.
- f) The company was bought and sold.
- g) He started a business with a small team of employees.
- h) Then they decided to sell the company.
- i) The company became a part of the Engineering Division of Midland Amalgamated.
- j) The company has got several Ministry of Defense contracts to make gearboxes for tanks and engine components for military trucks.

#### 4. Complete the sentences.

1. John Wilson tells a group of interns about... .
2. 'J. Pringle & Sons' belongs to ... .
3. Pringle's does some assembly work, but basically ... .
4. They supply components ... .
5. They have several Ministry of Defense contracts to make ... .

#### 5. Match the words with their definitions.

- |                         |  |
|-------------------------|--|
| 1. An <i>intern</i> is  | a) to provide, to bring  |
| 2. A <i>revenue</i> is  | b) someone whose job is to repair vehicles and machines  |
| 3. To <i>repair</i> is  | c) the total amount of money brought in by a company over a set amount of time before subtracting any expenses |
| 4. To <i>supply</i> is  | d) a box inside a vehicle that contains gears  |
| 5. A <i>gearbox</i> is  | e) a student or graduate who is gaining experience   |
| 6. A <i>mechanic</i> is | f) the process of building something by putting all its parts together   |
| 7. <i>Assembly</i> is   | g) to fix something broken or damaged  |
| 8. <i>Defense</i> is    | h) relating to armies or armed forces and the way in which they are organized                                  |
| 9. <i>Military</i> is   | i) someone who owns something  |
| 10. An <i>owner</i> is  | j) the system of weapons, equipment, and people that is used to protect a country                              |

#### 6. Which of the following is NOT true?

1. John Wilson tells a group of interns ... .
  - a) the story of his own success
  - b) about the history of Pringle's
  - c) what Pringle's does now
2. If you want to understand how business works you should talk to somebody ... .
  - a) who is the owner of a company
  - b) who runs a company
  - c) who ruins a company
3. A company starts when people get an idea of how to make something ....
  - a) more expensive than anybody else
  - b) cheaper than anybody else
  - c) better than anybody else
4. If all goes well they... .
  - a) take a bank loan and leave
  - b) employ more people



- c) bring their sons into business
- 5. James Pringle ... .
  - a) ran his business well so that it gradually grew in both total revenues and staff
  - b) still owns 'J. Pringle & Sons'
  - c) was a mechanic who set up a small business repairing cars and all sorts of equipment
- 6. When all was going well James Pringle... .
  - a) brought his sons into the business
  - b) sold the company, took the money and left
  - c) lost everything
- 7. 'J. Pringle & Sons' is a company that... .
  - a) has always been a success
  - b) is a part of the Engineering Division of Midland Amalgamated
  - c) has been bought and sold several times
- 8. Today Pringle's ... .
  - a) is a general engineering company
  - b) does some assembly work
  - c) is still a small family business
- 9. The company produces... .
  - a) components for military equipment
  - b) gearboxes for tanks
  - c) military trucks
- 10. Pringle's ... .
  - a) is still a small workshop
  - b) has got some Ministry of Defense contracts
  - c) does some assembly work

### **7. Put the words in the correct word order.**

1. you / to understand / how business works / who / talk to / if you want / should / ?
2. business / did / James / Pringle / what / start / ?
3. did / start / at what age / working for him / his sons / ?
4. they / sell / when / did / the company / ?
5. does / do / what / the company / exactly / ?

### **8. Use the text to prove the following statements.**

1. Businesses usually start with an idea.
2. Pringle's has a long history of growth and development.
3. Pringle's is now a general engineering company.

### **9. Translate the sentences.**

1. Джон Уилсон рассказывает группе стажеров об истории компании Принглз.
2. Вот как основываются такие компании, как Принглз.

3. Сначала людям приходит идея, как изготовить что-то лучше и дешевле других.
4. Затем они создают фабрику с небольшой командой работников и, если все идет хорошо, они набирают еще работников.
5. Затем они приобщают к делу сыновей, чтобы те приняли дела.
6. Именно так Джеймс Прингл вел свой бизнес.
7. Сыновья стали работать на него, когда им было лет по 12, а их отец только начинал свой бизнес.
8. Сначала компания ремонтировала машины и различное оборудование.
9. Постепенно увеличился общий доход бизнеса и число работников.
10. Все шло хорошо.
11. Принглз стал машиностроительной компанией.
12. А затем Прингл и сыновья продали компанию и покинули ее.
13. Сейчас Принглз находится в машиностроительном подразделении укрупненной компании Мидланд.
14. Мы выполняем работы по сборке и поставляем комплектующие для военно-промышленного комплекса.

## V. SPEAK

### 1. Speak about Pringle's and its history.

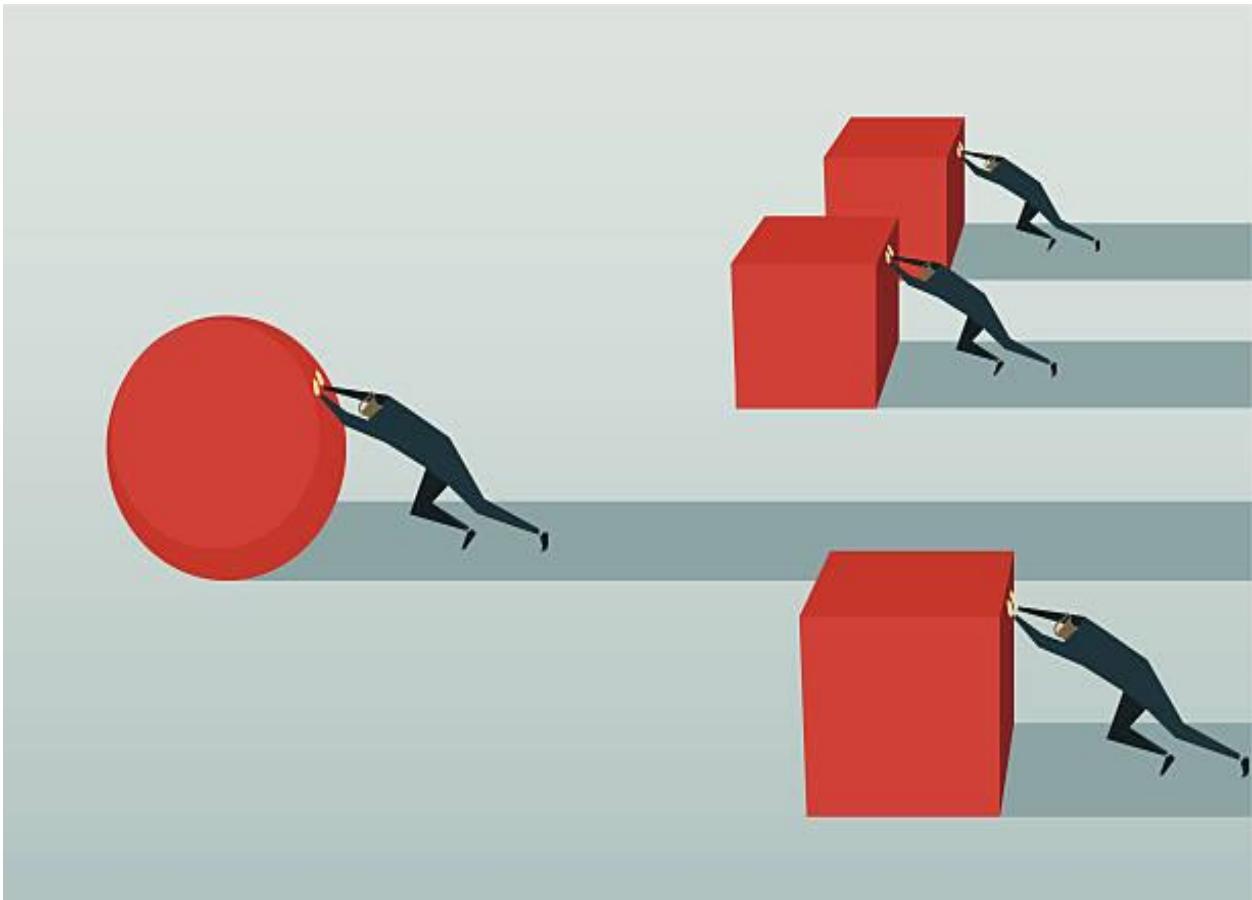
### 2. Choose one of the successful companies from the list and speak about its history.

1. Toyota Industries Corporation
2. The Ford Motor Company
3. IBM
4. Apple
5. Siemens AG
6. Xiaomi Inc.

### 3. Read and translate the quotes, then comment on them.

1. *Start small. Think big.*
2. *Never start a business just to 'make money'. Start a business to make a difference (Marie Forleo).*
3. *My father didn't tell me how to live; he lived, and let me watch him do it (Clarence B. Kelland).*





## MAKING A COMPANY MORE COMPETITIVE

### Discussion

**Answer the questions. Then talk about your answers.**

Why is it important for a company to be competitive?

In what spheres of engineering is competition especially tough?

What measures do engineering companies take to compete in the market?



## I. LISTENING AND READING



**Listen to the text**



**Read and translate it**

### MAKING A COMPANY MORE COMPETITIVE

**John Wilson, Managing Director at Pringle's, has a meeting with his managers. He speaks about making the company's operations more efficient.**



**John Wilson:** Does anybody know how many different products this company made last year? Nine hundred and thirty-seven! That is about nine hundred too many, in my opinion. Every new specification means that we have to stop production, reset the machines, stop the flow line, or whatever. That costs time, and time is money.

**Technical Manager:** That's right. And the workers start making mistakes. That leads to increased wastage.

**John Wilson:** My point is simply this. We are producing too many different things meeting small orders. We must rationalize. Why don't we offer our customers a small range of standard products at competitive prices?

**Production Manager:** But that means the customers will have to design their systems around *our* products. Why should they?

**John Wilson:** Because the products will be cheap, reliable and available at short notice. If they want something manufactured to their own specifications, it's OK, but we insist on a higher price.

**Production Manager:** And if they don't pay?

**John Wilson:** Then let them go elsewhere.

**Technical Manager:** I don't like it. The small orders bring in the big ones. Don't you believe that? Besides, our slogan has always been *If it can be made, Pringle's will make it.*

**John Wilson:** Well, I am proposing a new slogan. *If it's profitable, Pringle's will make it.*

**Production Manager:** But the competition is tough, let's face it. There are too many companies in this business. We are doing everything to provide our customers with high-quality products.

**John Wilson:** Look here, there's only one way to succeed in business: make something people want, make it well, and make it one size. A repeatable operation is always cheaper and more reliable.

**Production Manager:** OK, I agree. That is absolutely true.

## NOTES

product ['prɒdʌkt]	изделие
to rationalize ['ræʃənəlaɪz]	рационализировать, совершенствовать производство
standard ['stændəd]	стандартный

## III. VOCABULARY

<p><b>1. technical</b> ['teknɪkəl] <b>manager</b> John Wilson has a meeting with his technical manager.</p>	<p>главный инженер Джон Уилсон проводит совещание с главным инженером.</p>
<p><b>2. efficient</b> [ɪ'fɪʃənt] to make smth more efficient He speaks about making the company's operations more efficient.</p>	<p>эффективный, успешно работающий сделать ч-л более эффективным Он говорит о том, чтобы сделать работу компании более эффективной.</p>
<p><b>3. opinion</b> [ə'pɪnjən] in my opinion</p>	<p>мнение по моему мнению</p>
<p><b>4. specification</b> [ˌspesɪfɪ'keɪʃən]  Every new specification means that we have to stop production.</p>	<p>спецификация, технические требования Каждая новая спецификация означает, что мы должны останавливать производство.</p>
<p><b>5. to reset</b> [ˌri:'set] <b>smth</b> to reset the machines [mə'ʃɪ:nz]</p>	<p>перенастраивать, регулировать ч-л перенастраивать оборудование</p>
<p><b>6. flow line</b> [fləʊ laɪn] to stop the flow line</p>	<p>поточная линия, конвейер останавливать конвейер</p>
<p><b>7. wastage</b> ['weɪstɪdʒ] increased wastage  That leads to increased wastage.</p>	<p>производственный брак увеличение производственного брака Это приводит к увеличению производственного брака.</p>
<p><b>8. point</b> My point is simply this.</p>	<p>точка зрения, мысль Моя мысль состоит в следующем.</p>
<p><b>9. order</b> ['ɔ:rdə]</p>	<p>заказ</p>

to meet an order The small orders bring in the big ones.	выполнять заказ За маленькими заказами идут большие.
<b>10. range</b> [reɪndʒ] range of products to offer a small range of standard products	ряд, многообразие, ассортимент ассортимент продукции предлагать небольшой ассортимент стандартной продукции
<b>11. competitive</b> [kəm'petətɪv] at competitive prices competition [kəmpe'tɪʃən] But the competition is tough [tʌf].	конкурентноспособный по конкурентным ценам конкуренция Но конкуренция очень жесткая.
<b>12. to design</b> [dɪ'zaɪn] <b>smth</b> to design a system The customers will have to design their systems around our products.	конструировать, проектировать проектировать систему Заказчикам придется проектировать собственные системы под наш продукт.
<b>13. reliable</b> [rɪ'laɪəbəl] a reliable product The product will be cheap and reliable.	надежный, проверенный надежная продукция Продукция будет недорогой и надежной.
<b>14. available</b> [ə'veɪləbəl]	имеющийся в наличии
<b>15. at short notice</b> ['nɔːtɪs] The product will be available at short notice.	быстро, в короткий срок Продукция будет предоставлена в короткий срок.
<b>16. to manufacture</b> [mænʃʊ'fæktʃə]	производить, выпускать
<b>17. to insist</b> [ɪn'sɪst] <b>on smth</b> But we insist on a higher ['haɪə] price.	настаивать на ч-л Но мы настаиваем на более высокой цене.
<b>18. to propose</b> [prə'pəʊz] <b>smth</b> I am proposing a new slogan.	предлагать ч-л Я предлагаю новый девиз.
<b>19. to provide</b> [prə'vaɪd] <b>smb with smth</b> to provide the customers ['kʌstəməz] with smth	обеспечить к-л ч-л обеспечить заказчиков ч-л
<b>20. high-quality</b> [haɪ 'kwɒləti] high-quality products We are doing everything to provide our customers with high-quality products.	высококачественный продукция высокого качества Мы делаем все, чтобы обеспечить заказчиков продукцией высокого качества.
<b>21. to succeed</b> [sək'si:d] to succeed in business Look here, there's only one way to succeed in business.	преуспевать преуспевать в бизнесе Послушайте, есть только один способ преуспеть в бизнесе.

### III. READING COMPREHENSION

#### 1. Answer the questions.



1. What is the conversation between John Wilson and the managers about? What issue is under discussion?
2. How many different products did Pringle's make last year?
3. What does every new specification of a product require?
4. What do the workers' mistakes lead to?
5. Why, in Wilson's opinion, must they rationalize? How should they do it?
6. Why will the customers agree to design their systems around Pringle's products?
7. What, in Wilson's opinion, should the company do if the customers want something manufactured to their own specifications?
8. Why doesn't Technical manager like Wilson's idea?
9. What has the slogan of the company always been? What new slogan is John Wilson proposing?
10. What is, according to John Wilson, the only way to succeed in business?

#### 2. Read the statements and say whether they are true or false.

##### Correct the false ones.

1. John Wilson wants to make the company's operations less efficient.
2. In Wilson's opinion, Pringle's makes too many different products meeting small orders.
3. Every new specification costs time, and time is money.
4. Every new specification leads to increased wastage.
5. Wilson's idea is to customize the production.
6. Production Manager is sure that the customers will agree to design their systems around Pringle's products.
7. John Wilson says if the customers want something manufactured to their own specifications, Pringle's must insist on a lower price.
8. The company's slogan has always been *If it's profitable, Pringle's will make it.*
9. Production Manager thinks the competition is tough.
10. John Wilson thinks that a repeatable operation is never cheaper or more reliable.

### IV. EXERCISES

#### 1. Match these halves of the sentences.

1) John Wilson has a meeting with	a) a new slogan for the company.
2) He asks how many different products	b) they have to stop production, reset the machines, and stop the flow line.
3) Every new specification means that	c) they are producing too many different things meeting small orders.
4) They must rationalize because	d) a small team of managers.
5) Wilson is proposing	e) the company made last year.

## 2. Translate the word combinations.

1. сделать работу компании более производительной

---

2. по моему мнению

---

3. останавливать производство

---

4. останавливать конвейер

---

5. увеличение производственного брака

---

6. совершенствовать производство

---

7. что-либо, сделанное под их спецификации

---

8. предлагать небольшой ассортимент стандартной продукции

---

9. в короткий срок

---

10. предложить новый девиз

---

## 3. Match the words with their definitions.

- |                              |  |
|------------------------------|--|
| 1. <i>At short notice</i> is | a) an exact measurement or detailed plan about how something is to be made   |
| 2. <i>A specification</i> is | b) a machine with a flat wide belt used for moving objects from one place to another, especially in a factory                    |
| 3. <i>To succeed</i> is      | c) to make goods in large quantities in a factory  |
| 4. <i>To manufacture</i> is  | d) able to be obtained, taken, or used   |
| 5. <i>A flow line</i> is     | e) relating to a vehicle, piece of equipment, or system always working well  |
| 6. <i>Available</i> is       | f) without being given much warning before something happens   |
| 7. <i>Reliable</i> is        | g) to decide how something will be made, including how it will work and what it will look like, and often to make drawings of it |
| 8. <i>To propose</i> is      | h) of a high standard  |
| 9. <i>To design</i> is       | i) to suggest a plan, idea, or action  |
| 10. <i>High-quality</i> is   | j) to achieve something that you planned to do or attempted to do  |

#### 4. Which of the following is NOT true?



1. John Wilson ...
  - a) tries to make the company's operations more efficient
  - b) believes they are producing too many different things meeting small orders
  - c) is against rationalization
2. John Wilson wants to propose...
  - a) a toast
  - b) a new slogan
  - c) a different system of manufacturing products
3. In Wilson's opinion, meeting small orders leads to ...
  - a) resetting the machines
  - b) stopping the flow line
  - c) increased revenues
4. John Wilson thinks that ...
  - a) time is money
  - b) the competition is tough
  - c) they must rationalize
5. John Wilson's opinion is that ...
  - a) the customers will agree to design their systems around Pringle's products
  - b) small orders bring in the big ones
  - c) if they rationalize, their product will be cheap, reliable and available at short notice
6. The slogan of the company:...
  - a) will probably be changed into *If it's profitable, Pringle's will make it*
  - b) has always been *If it can be made, Pringle's will make it*
  - c) has always been *If it's profitable, Pringle's will make it*
7. If the customers want something manufactured to their own specifications, ...
  - a) Pringle's should let them go elsewhere
  - b) Pringle's should let them go elsewhere, in case they refuse to pay a higher price
  - c) it's OK, but Pringle's must insist on a higher price
8. Production Manager says that...
  - a) the competition is tough
  - b) there are too few companies in their business
  - c) there are too many companies in their business
9. Production Manager thinks that...
  - a) there's only one way to succeed in business
  - b) they must face the fact that the competition is tough
  - c) they are doing everything to provide their customers with high-quality products
10. Technical Manager ...
  - a) says that the workers' mistakes lead to increased wastage
  - b) wonders what they should do if their customers don't agree to pay a higher price
  - c) does not agree with the opinion that a repeatable operation is always cheaper and more reliable



## 5. Put the words in the correct word order.

1. products / did / last year / make / how many / this company / ?
2. at competitive prices / don't / our customers / we / a small range of standard products / why / offer / ?
3. around our products / should / the customers / design their systems / why / ?
4. the big ones / that / believe / you / the small orders / bring in / don't / ?
5. in business / what / to succeed / the only way/ is / ?

## 6. Use the text to prove the following statements.

1. John Wilson wants to make the company's operations more efficient.
2. Every new specification leads to increased wastage.
3. There's only one way to succeed in business: make something people want, make it well, and make it one size.

## 7. Translate the sentences.



1. Джон Уилсон, новый управляющий директор компании Принглз, проводит совещание с главным инженером и директором по производству.
2. Он хочет сделать работу компании более производительной.
3. По его мнению, компания производит слишком много

разной продукции небольшими партиями.

4. Каждая новая спецификация означает, что они должны останавливать производство, перенастраивать оборудование, останавливать конвейер.
5. На это приходится тратить время, а время – деньги.
6. Главный инженер считает, что это приводит к большему количеству производственного брака, так как рабочие начинают допускать ошибки.
7. По мнению Джона Уилсона, они должны рационализировать производство и предложить заказчикам более узкий ассортимент стандартной продукции по конкурентным ценам.
8. Директор по производству спрашивает, почему заказчики должны соглашаться приспособлять собственные системы под продукцию Принглз.
9. Точка зрения Уилсона такова: потому, что продукция будет недорогой, надежной и предоставленной в кратчайшие сроки.
10. Но главному инженеру это не нравится. Он считает, что за маленькими заказами идут большие.
11. Конкуренция очень сильна, и Принглз делает все, чтобы обеспечить заказчиков продукцией высокого качества.



## V. SPEAK

**1. Explain why John Wilson thinks that it is necessary to rationalize production at Pringle's?**

**2. Who do you think is right – John Wilson or Production Manager? Give your reasons.**

**3. Using the example of one of the companies listed below say what made the company competitive and its performance more efficient.**

1. Toyota Industries Corporation
2. The Ford Motor Company
3. IBM
4. Apple
5. Siemens AG
6. Xiomi Inc.

**4. Read and translate the quotes, then comment on them.**

1. *No competition, no progress (Bela Karolyi).*
2. *Don't fight a battle if you don't get anything by winning (George S. Patton).*
3. *Look in the mirror. That's your competition.*



# UNIT

# 5



## PRODUCTIVITY

### Discussion

**Answer the questions. Then talk about your answers.**

Why is productivity an important concept in business?

What factors can help a manufacturing business increase productivity for a manufacturing business?

## I. LISTENING AND READING



**Listen to the text.**



**Read and translate it.**

### PRODUCTIVITY

Read the interview with John Wilson who talks about what productivity means in his business.



**Journalist:** Is productivity an important concept in your business?

**John Wilson:** Yes, it is. When you increase productivity, you reduce costs and increase your profit. And all businesses are trying to increase profit.

**Journalist:** How have you increased productivity?

**John Wilson:** Mainly by investing in new equipment that uses up-to-date technology and does the work more efficiently. But experience is also vital, and we have learned a lot. We've improved our methods and learnt how to solve problems.

**Journalist:** What kind of problems?

**John Wilson:** Well, it's technical problems, mainly. If there's a problem with the process, it will produce a poor quality product which we can't sell and we lose a lot of money. Mistakes can be very expensive! But people are the biggest problem – managing people.

**Journalist:** Why is that?

**John Wilson:** Well, if there's a lot of work to do, people don't always agree to work overtime, especially if it's at night. Or people may be sick and then we are short of staff.

**Journalist:** Is it a problem to find good workers?

**John Wilson:** It's very difficult. So when you've found good people, you want to keep them. We've been very successful in keeping our staff. Most have been with us for more than ten years. They have a lot of experience and they all work well as a team. That's essential to high productivity – good team work!

## NOTES

concept ['kɒnsɛpt]	понятие, идея
mainly ['meɪnli]	в основном

## III. VOCABULARY

<b>1. productivity</b> [ˌprɒdʌk'tɪvəti]	производительность
<b>2. to increase</b> [ɪn'kri:s] to increase productivity How have you increased productivity?	повышать, увеличивать повышать производительность Как вы повысили производительность?
<b>3. to reduce</b> [rɪ'dju:s] to reduce costs	понижать, уменьшать понижать затраты
<b>4. to invest</b> [ɪn'vest] <b>in smth</b>  to invest in new equipment	вкладывать деньги, инвестировать во ч-л инвестировать в новое оборудование
<b>5. up-to-date</b> [ˌʌptə'deɪt] up-to-date technology [ˌtek'nɒlədʒi]	современный современная технология
<b>6. experience</b> [ɪk'spɪəriəns] Experience is also vital ['vaɪtəl].	опыт, практические знания Опыт также очень важен.
<b>7. to improve</b> [ɪm'pru:v] to improve methods ['meθədz] We have improved our methods.	улучшать, усовершенствовать усовершенствовать методы Мы усовершенствовали свои методы.
<b>8. to solve</b> [sɒlv] to solve problems We have learnt how to solve problems.	решать, находить выход решать проблемы Мы научились решать проблемы.
<b>9. process</b> ['prəʊses]	процесс, технологический процесс
<b>10. poor quality</b> [pʊə 'kwɒləti] poor quality product	низкокачественный низкокачественный продукт
<b>11. to work overtime</b> [ˈəʊvəˌtaɪm] People don't always agree to work overtime.	работать сверхурочно Люди не всегда соглашаются работать сверхурочно.
<b>12. to be short of smth</b>  to be short of staff [stɑ:f] People may be sick and then we are short of staff.	испытывать недостаток ч-л, испытывать нехватку ч-л испытывать нехватку рабочих рук Люди могут заболеть, и тогда нам не缺ает рабочих рук.
<b>13. to keep</b> to keep staff We've been very successful in keeping our staff.	сохранять сохранять персонал Нам удастся сохранять персонал.

### III. READING COMPREHENSION

#### 1. Answer the questions.



1. What is John Wilson's interview about?
2. Why is productivity an important concept in business? How does it influence the costs and profit of a company?
3. How has Pringle's increased productivity?
4. What factor is vital?
5. What kind of problems has the company learned to solve?
6. Why can mistakes be expensive?
7. What seems to be the biggest problem for the company?
8. What problems can be there with people?
9. Is it a problem to find good workers? What does the company try to do when it finds good employees?
10. What is essential to high productivity?

### IV. EXERCISES

#### 1. Read the statements and say whether they are true or false.

##### Correct the false ones.

1. Productivity is an important concept in manufacturing business.
2. When you increase productivity, you increase costs and reduce your profit.
3. Pringle's increased productivity mainly by investing in new equipment that uses up-to-date technology and does the work more efficiently.
4. They have learned a lot from their experience.
5. The company's problems are mainly technical ones.
6. If there's a problem with the process, it will produce a high quality product.
7. Managing people is not a problem.
8. If there's a lot of work to do, people don't always agree to work overtime.
9. The company is never short of staff.
10. Most of the staff have been with Pringles' for more than ten years.

#### 2. Match these halves of the sentences.

1) Productivity is an important	a) you reduce costs and increase your profit.
2) When you increase productivity,	b) have learned a lot.
3) The company has increased productivity	c) a poor quality product which the company can't sell and they lose a lot of money.
4) Experience is also vital, and they	d) is short of staff.
5) The company has improved	e) concept in business.
6) If there's a problem with the process, it will produce	f) for more than ten years.

7) When people are sick the company	g) essential to high productivity
8) It is a problem to find	h) good workers.
9) Most staff have been with the company	i) mainly by investing in new equipment that uses up-to-date technology and does the work more efficiently.
10) Good team work is	j) their methods and learnt how to solve problems.

### 3. Choose the right variant.



1. Productivity is ... .
  - a) not an important concept for Pringle's
  - b) of great importance in manufacturing business
  - c) of no importance in manufacturing business
2. When companies increase productivity, they... .
  - a) increase costs and reduce their profit
  - b) reduce costs and increase their profit
  - c) reduce costs and change their methods
3. Pringle's has increased productivity mainly by ... .
  - a) making its staff work overtime
  - b) investing in new equipment that uses obsolete technology and does the work more efficiently
  - c) investing in new equipment that uses up-to-date technology and works more efficiently
4. They've improved their methods and learnt ... .
  - a) how to solve technical problems
  - b) how to solve personal problems
  - c) how to cause technical problems
5. If there's a problem with the process, it will produce ... .
  - a) a high quality product
  - b) a poor quality product and the customer loses a lot of money
  - c) a poor quality product which can't be sold
6. Managing people... .
  - a) is the biggest problem
  - b) is not a big problem
  - c) can be very expensive
7. So when you've found good people, ... .
  - a) you want to fire them
  - b) you don't want to keep them
  - c) you want to make them stay with the company
8. If there's a lot of work to do, people ... .
  - a) don't always agree to work overtime
  - b) don't always agree to work overtime, especially if it's in the daytime
  - c) never agree to work overtime, especially if it's at night
9. Most staff have been with Pringle's... .



- a) for more than fifteen years
  - b) for less than ten years
  - c) for more than a decade
10. Good team work is....
- a) very important for high productivity
  - b) essential to low productivity
  - c) not essential to high productivity

#### 4 Match the words with their definitions.

- |                                  |  |
|----------------------------------|--|
| 1. <i>Productivity</i> is        | a) used for saying that you have used almost all of a particular thing and there is not much left                      |
| 2. <i>Up-to-date</i> is          | b) used to describe a product that does not meet its specifications or fails to perform as it should                   |
| 3. <i>To be short of smth</i> is | c) knowledge and skill that is gained through time spent doing a job or activity                                       |
| 4. <i>To increase</i> is         | d) a series of actions used to make a product, or to treat it with chemicals   |
| 5. <i>To solve</i> is            | e) to make something better  |
| 6. <i>A process</i> is           | f) modern and using the latest ideas or knowledge  |
| 7. <i>Poor quality</i> is        | g) to make something smaller or less in size, amount, importance etc.  |
| 8. <i>To improve</i> is          | h) to make something become larger in amount or number   |
| 9. <i>Experience</i> is          | i) the rate at which goods are produced, especially in relation to the time, money, and workers needed to produce them |
| 10. <i>To reduce</i> is          | j) to find a solution to something that is causing difficulties  |

#### 5. Use these words and word combinations to complete the text. Answer the question in the end of each text.

##### A.

- a) reduces
- b) improve
- c) efficiently
- d) up-to-date
- e) productivity

In manufacturing, 1) ... means the amount of goods produced in relation to the work, time and money needed to produce them. There are many ways for companies to 2) ... productivity: by installing new equipment with more 3) ... technology, for example. Many manufacturers and suppliers have a system of just-in-time delivery, which 4) ... the cost of carrying large quantities of stock. More generally, productivity means doing something 5) ... not wasting time and resources.



What measures can be taken to increase productivity?

**B.**

- a) productivity
- b) manufactures
- c) financial
- d) customers
- e) poor quality

Pringle's has many competitors in the market. One of them, Scrutons Ltd, is an engineering firm that 1) ... machine parts. The managers of Scrutons Ltd have a problem: 2) ... has fallen significantly in the last two years, and the business has started to suffer. The workers are making mistakes and the company is very often late with deliveries to 3) ... . There are also complaints about 4) ... . The workers are unhappy because they are never able to earn their productivity bonuses. The situation has now reached a crisis: the company's reputation is badly damaged, sales are falling and 5) ... losses are huge.

What should the managers do to solve the problem?

**6. Put the words in the correct word order.**

- 1. your business / productivity / an important concept / in / is / ?
- 2. increased / you / productivity / how / have / ?
- 3. you / have / methods / improved / what / ?
- 4. to solve / problems / have / what kind of / learned / you / ?
- 5. to work overtime / agree / always / people / do / ?

**7. Find at least 10 words and word combinations from the VOCABULARY (Units 1-5) in the word search below.**

1. PRODUCTIVITY

- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_
- 7. \_\_\_\_\_
- 8. \_\_\_\_\_
- 9. \_\_\_\_\_
- 10. \_\_\_\_\_

<b>P</b>	R	O	C	E	S	S	I	N	G	A	B
O	<b>R</b>	D	E	R	E	E	R	A	C	C	I
O	I	<b>O</b>	V	E	R	T	I	M	E	F	N
R	R	E	<b>D</b>	U	C	E	T	O	O	L	C
Q	T	E	Q	<b>U</b>	I	P	M	E	N	T	R
U	S	Z	J	L	<b>C</b>	O	L	L	E	G	E
A	C	C	E	P	T	<b>T</b>	H	E	E	D	A
L	A	U	N	C	H	K	<b>I</b>	A	D	L	S
I	N	V	E	S	T	T	R	<b>V</b>	Q	P	E
T	R	A	I	N	I	N	G	E	<b>I</b>	W	O
Y	N	A	P	M	O	C	S	U	X	<b>T</b>	Z
J	O	P	P	O	R	T	U	N	I	T	<b>Y</b>

## 8. Use the text to prove the following statements.

1. Productivity is an important concept in business.
2. There are many ways to increase productivity.
3. Experience is vital in business.
4. Managing people is the biggest problem.
5. Good team work is essential to high productivity.

## 9. Translate the sentences.

1. Производительность – это важное понятие в вашем бизнесе?
2. Как вы повысили производительность?
3. Когда вы повышаете производительность, вы снижаете затраты и повышаете свою прибыль.
4. Мы повысили производительность в основном благодаря инвестированию в новое оборудование.
5. Такое оборудование использует отвечающие современным требованиям технологии и выполняет работу более эффективно.
6. Опыт также очень важен, и мы многому научились.
7. Мы усовершенствовали свои методы и научились решать проблемы.
8. Ошибки могут стоить дорого: если есть какая-то проблема с технологическим процессом, будет произведен некачественный продукт, который мы не сможем продать.
9. Но самая большая проблема – это найти хороших работников.
10. Компании удастся сохранять персонал, который имеет большой опыт и хорошо работает как единая команда.

## V. SPEAK

### 1. Speak about productivity and the measures taken by Pringle's to increase it.

### 2. Make up conversations and reproduce them.

1. Make up and reproduce a conversation between Managing Director and Production Manager of a small company. Use these words and word combinations:

productivity  
important concept  
to increase profit  
to reduce costs  
to invest in smth  
new equipment  
up-to-date technology

2. Make up and reproduce a conversation between Managing Director and Technical Manager of a big engineering firm. Use these words and word combinations:

productivity  
technical problems  
process  
poor quality product  
to lose money  
expensive

3. Make up and reproduce a conversation between Managing Director and Personnel Manager of a production company. Use these words and word combinations:

productivity  
experience  
vital  
to learn a lot  
to solve problems  
to manage people  
to work overtime  
to be short of staff  
to find good people  
to keep staff  
to work well as a team

### 3. Read and translate the quotes, then comment on them.

1. *A worker without genius is better than a genius who won't work (Leopold Aue).*

2. *Activity leads to productivity (Jim Rohn).*

3. *There is no substitute for hard work (Thomas A. Edison).*





## MOTIVATION

### Discussion

**Answer the questions. Then talk about your answers.**

What can you work hard at?

What motivates you to work hard?

What do companies do to motivate their staff?

What factors can be important for motivation?

What do you think of money as a factor in staff motivation?

Can motivation be influenced by cultural factors?

## I. LISTENING AND READING



**Listen to the text.**



**Read and translate it.**

### MOTIVATION

**Ellen Breeze, a human resources consultant, and John Wilson speak about staff motivation in business.**



**Ellen Breeze:** Motivation means different things to different people. Some people are motivated by money and competition; others are motivated by working in a friendly environment, or being able to have fun.

Most people feel motivated when they know they are making a contribution, and doing something useful. People need to receive praise. They want to feel that others listen to their problems or suggestions. And most want to develop their skills and learn new things.

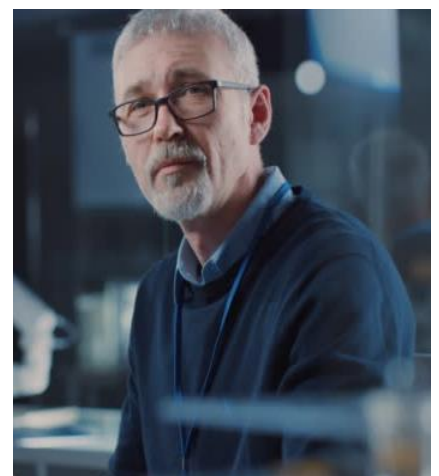
It's important for managers to stimulate and encourage their staff to get the best from them. Staff will be more motivated if they have a challenge, and the work is interesting. But they also need to believe that they can do the job. So it's important for managers to support their staff, listen to their problems and help them feel more confident. People only get satisfaction from work if they feel they can do it well.

**John Wilson:** To feel motivated workers have four kinds of needs called the four Cs. The first C is connection. To feel connected to the company people need to understand their role and feel that they are helping to achieve the company goals.

The second C is content. Workers need to enjoy the job in order to get satisfaction from it.

The third C is context: the company's systems and organization. This can include the IT network, machine maintenance, or the pay system. If things don't work smoothly – because the computer system is out-of-date, for example – workers will soon become demotivated because they can't do a good job.

The final C is climate, or company culture. It depends on the relationships



between management and the staff. In order to create a good climate, managers need to listen to the staff and respond to their suggestions. They should encourage staff to have ideas and use their initiative, and support their team when they need help.

## NOTES

to stimulate ['stimjʊleɪt]	стимулировать
smoothly ['smu:ðli]	гладко

## III. VOCABULARY

<p><b>1. motivation</b> [məʊtɪ'veɪʃən] Motivation means different things to different people.</p>	<p>мотивация, стимул Разные люди понимают мотивацию по-разному.</p>
<p><b>2. to be motivated</b> ['məʊtɪ'veɪtɪd] Some people are motivated by money and competition. to be demotivated [di:'məʊtɪveɪtɪd] Workers will soon become demotivated because they can't do a good job.</p>	<p>быть мотивированным, Некоторых людей мотивируют деньги и конкуренция. терять мотивацию, расхолаживаться Сотрудники вскоре потеряют мотивацию, так как они не могут выполнять работу хорошо.</p>
<p><b>3. environment</b> [ɪn'veɪrənmənt] friendly ['frendli] environment Others are motivated by working in a friendly environment.</p>	<p>окружающая обстановка, окружение благоприятная атмосфера Других людей мотивирует работа в благоприятной атмосфере.</p>
<p><b>4. to make a contribution</b> [ˌkɒntrɪ'bju:ʃən] Most people feel motivated when they know they are making a contribution.</p>	<p>вносить вклад (в общее дело) Большинство людей мотивирует знание, что они вносят свой вклад в общее дело.</p>
<p><b>5. to receive praise</b> [rɪ'si:v preɪz] People need to receive praise.</p>	<p>получать похвалу Люди нуждаются в похвале.</p>
<p><b>6. suggestion</b> [sə'dʒestʃən] to respond to suggestions Managers need to listen to the staff and respond to their suggestions.</p>	<p>предложение, рекомендация, совет реагировать на предложения Менеджерам нужно выслушивать своих сотрудников и реагировать на их предложения.</p>
<p><b>7. to encourage</b> [ɪn'kʌrɪdʒ] <b>smb</b> to encourage staff It's important for managers to encourage their staff.</p>	<p>поощрять, побуждать поддерживать сотрудников Важно, чтобы менеджеры поддерживали сотрудников.</p>
<p><b>8. to get the best from smb</b></p>	<p>добиться полной отдачи от к-л</p>

<b>9. to achieve a goal</b> [ə'tʃi:v 'gəʊl] They are helping to achieve the company goals.	достигать цели Они помогают достичь целей компании.
<b>10. maintenance</b> ['meɪntənəns] machine [mə'ʃi:n] maintenance	техобслуживание техобслуживание оборудования
<b>11. pay system</b> [peɪ 'sɪstəm] This can include the IT network, machine maintenance, or the pay system.	система оплаты труда Это может относиться к компьютерной сети, техобслуживанию оборудования или системе оплаты труда.
<b>12. out-of-date</b> [aʊt ɒv deɪt] The computer system is out-of-date.	устаревший Компьютерная система устарела.
<b>13. initiative</b> [ɪ'nɪʃətɪv] They should encourage staff to use their initiative.	инициатива Им следует побуждать сотрудников к проявлению инициативы.
<b>14. climate</b> ['klaɪmət] to create [kri'eɪt] a good climate So it's very important to create a good climate.	климат, атмосфера создавать хороший климат Поэтому очень важно создать хороший климат.

### III. READING COMPREHENSION

#### 1. Answer the questions.



1. What does motivation mean to different people according to Ellen Breeze?
2. In what case do most people feel motivated?
3. What do people need to receive and what do they want to feel to be motivated?
4. What do most people want to develop and learn according to Ellen Breeze?
5. What is it important for managers to do to get the best from their staff?
6. In what case will people get satisfaction from their work?
7. What are the four kinds of needs workers have to satisfy to feel motivated according to John Wilson? What does the four Cs stand for?
8. What do people need to understand to feel connected to the company?
9. What happens if things don't work smoothly in a company?
10. What does company culture depend on?

### IV. EXERCISES

#### 1. Read the statements and say whether they are true or false.

#### Correct the false ones.



1. Motivation always means the same thing to different people according to Ellen Breeze.
2. Nobody is motivated to work harder by money and competition.
3. Some people are motivated by being able to have fun at work.
4. People are motivated when they know they are doing something useful.
5. Nobody wants to develop skills and learn new things at work.
6. Staff need to believe that they can do the job.
7. To be motivated workers have three kinds of needs called the three Cs.
8. The first C is clothes: to feel confident people need to be well-dressed.
9. If things don't work smoothly in a company, staff will soon lose motivation because they can't do a good job.
10. In order to create a poor climate, managers need to listen to the staff and respond to their suggestions.

## 2. Match these halves of the sentences.

1) Some people are motivated by money and competition;	a) a contribution.
2) Most people feel motivated when they know they are making	b) praise.
3) People need to receive	c) encourage their staff to get the best from them.
4) And most want to develop	d) the company goals.
5) It's important for managers to	e) if the climate is poor.
6) Staff will be more motivated	f) these factors so that their staff are more productive.
7) To feel connected to the company people need to feel that they are helping to achieve	g) the staff and respond to their suggestions.
8) In order to create a good climate, managers need to listen to	h) others are motivated by working in a friendly environment.
9) Employees may feel angry or stressed	i) if they have a challenge.
10) Companies should pay close attention to	j) their skills and learn new things.

## 3. Use the definitions to complete the crossword.

### ACROSS

1. a feeling of enthusiasm or interest that makes you determined to do something
3. to succeed in doing or having what you planned or intended, usually after a lot of effort
5. to express strong approval or admiration for someone or something, especially in public
6. to get something that someone gives or sends to you

**DOWN**

- 1. a piece of equipment that does a particular job by using electricity, steam, gas etc.
- 2. old and no longer suitable for modern processes, purposes, or methods
- 4. the type of weather that a country or region has

1.	2.								
	3.	4.							
5.									
	6.								

**4. Use the words and word combinations from VOCABULARY to complete the sentences.**

- 1. These companies do everything by **m...** these days.
- 2. Our **g...** is to provide a high standard of quality.
- 3. He had some good **s...** for making improvements in the factory.
- 4. My parents **e...** me in my ambition to become an engineer.
- 5. Give your staff plenty of **p...** and encouragement.
- 6. We need to create a safe working **e...** for all employees.
- 7. A **p... s...** is a method used to determine how much a person should earn.
- 8. This project could not have been successful without your **c...**
- 9. Is it important to create a good **c...** in a company?
- 10. To be in good condition this machine needs **m...**

**5. Which of the following is NOT true?**

- 1. People are motivated by...
  - a) money and competition
  - b) working in a friendly environment
  - c) being unable to have fun
- 2) People also feel motivated when ...
  - a) they listen to other people’s problems or suggestions
  - b) they receive praise, develop their skills and learn new things
  - c) they know they are making a contribution and doing something useful



3. It's important for managers ... .
- a) to encourage their staff to get the best from them
  - b) not to give their staff any challenges
  - c) to support their staff, listen to their problems and help them feel more confident
4. Staff will be more motivated. ... .
- a) if the work is interesting
  - b) if they have a challenge
  - c) if they believe that they can't do the job
5. To feel connected to the company people need ... .
- a) to understand their role
  - b) to feel that they are helping to achieve the company goals
  - c) to understand the managers' role and feel that the managers are helping to achieve the company goals
6. Workers can become demotivated if ... .
- a) there's a problem with the company's systems and organization
  - b) things don't work smoothly in a company
  - c) they can do a good job
7. Climate in a company, or company culture ... .
- a) depends on the relationships between the management and the staff
  - b) does not depend on the relationships between the management and the staff
  - c) should be paid attention to
8. In order to create a good climate, managers need to ... .
- a) support their team when they need help
  - b) encourage staff not to use their initiative
  - c) listen to the staff and respond to their suggestions
9. Employees may feel ... .
- a) happy and relaxed if the climate is poor
  - b) angry if the climate is poor
  - c) stressed if the climate is poor
10. To feel motivated workers ... .
- a) have four kinds of needs called the four Cs: connection, content, context, and climate
  - b) should be encouraged to have ideas and use their initiative
  - c) should feel angry or stressed

**6. Use these words and word combinations to complete the text.**

**A.**

- a) encourage
- b) environment
- c) promotion
- d) motivated
- e) pay

People work hard because they are 1) ... to achieve something. Many companies 2) ... hard work by offering higher 3) ... or bonuses for good work. In the past, employers rewarded long-term service and loyalty to the company. The staff were motivated by the chance of 4) ... to senior positions. Nowadays people change jobs more often. This means that companies have to find new ways to attract and keep talented workers – for example by creating a more exciting working 5) ....

## **B.**

- a) responsibility
- b) employees
- c) decisions
- d) management
- e) company culture

Management styles can vary from company to company and manager to manager, and can also be influenced by cultural factors. Some organizations have an authoritarian 1) ... . This means that the manager's role is to pass down information and to implement 2) ... from above. Decisions are often made at the highest levels, so a manager might have little power or 3) ... . This can lead to a company culture where 4) ... avoid making decisions in case they get the blame if something goes wrong. In addition, when decisions are made it can be time-consuming, as they may be passed back up to the 5) ... .

## **7. Put the words in the correct word order.**

- 1. different people / to / different things / motivation / means /.
- 2. know / feel motivated / a contribution / they / most people / they are making / when /.
- 3. demotivated / workers / they can't do a good job / can become / because /.
- 4. to their suggestions / need to listen / managers / and respond / to the staff /.

## **8. Use the text to prove the following statements.**

- 1. Motivation means different things to different people.
- 2. It's important for managers to encourage their staff to get the best from them.
- 3. To feel motivated workers have four kinds of needs called the four Cs.
- 4. It's very important to create a good climate in a company.
- 5. Companies should pay close attention to motivation so that their staff are more productive.

## **9. Translate the sentences.**

- 1. Разные люди понимают мотивацию по-разному.
- 2. Некоторых людей мотивируют деньги или конкуренция, других мотивирует работа в благоприятной атмосфере или возможность получать удовольствие.
- 3. Люди нуждаются в похвале.
- 4. Важно, чтобы менеджеры поощряли сотрудников.

5. Сотрудники более мотивированы, если они имеют сложную задачу, и работа интересна.
6. Людям нужно понимать свою роль и чувствовать, что они помогают компании достигать ее целей.
7. Чтобы приносить удовлетворение, работа должна нравиться людям.
8. Если дела не идут гладко, сотрудники вскоре потеряют мотивацию, так как они не могут выполнять работу хорошо.
9. Компьютерная сеть, техобслуживание оборудования и система оплаты труда очень важны.
10. Климат в компании зависит от отношений между руководством и сотрудниками.

## VI. SPEAK

### 1. Speak about staff motivation in business.

### 2. Make up conversations and reproduce them.





















Make up and reproduce a conversation between John Wilson and Ellen Breeze, a human resources consultant.

Use these words and word combinations:

to be motivated, to be demotivated, to make a contribution,  
to receive praise, to encourage, to achieve goals.



### 3. Play Motivation game with your classmates.

 <p><b>20 YOU HAVE FINISHED THE GAME! WELL DONE!</b></p>	 <p><b>19</b> What do you enjoy about your job / course?</p>	 <p><b>18</b> What can you do now that you couldn't do ten years ago?</p>	 <p><b>17</b> Talk about two things you hope to achieve in the next five years.</p>
 <p><b>13</b> 'Reward talent not company loyalty'. Do you agree with this statement? Why?</p>	 <p><b>14</b> Talk about something you enjoyed taking part in recently.</p>	 <p><b>15</b> Do you want to become a manager? Why?</p>	 <p><b>16</b> Do you think it is important to have goals? Why?</p>
 <p><b>12</b> Would you prefer to work for a formal or informal company? Give reasons.</p>	 <p><b>11</b> Talk about one thing that you think each person you are playing with is good at.</p>	 <p><b>10</b> Think of a way to reward staff who have worked hard on a project.</p>	 <p><b>9</b> Name something that you learnt this year that you didn't know last year.</p>
 <p><b>5</b> Say three things that a good manager should do to motivate staff.</p>	 <p><b>6</b> Describe the sort of company you would like to work in.</p>	 <p><b>7</b> What personal qualities make you a good employee or student?</p>	 <p><b>8</b> Is company culture important to you? Why?</p>
 <p><b>4</b> Talk about something that you achieved this year.</p>	 <p><b>3</b> Which is more important to you – job satisfaction or earning a high salary? Give reasons.</p>	 <p><b>2</b> Talk about a talent or skill that you have.</p>	 <p><b>1</b> START</p>

# SUPPLEMENTARY ACTIVITIES

## UNIT 1

**1. Study these terms and use them to speak about your academic environment.**

term	meaning
Professor	a senior university teacher <i>E.g.: The head of department is Professor Bradley.</i>
Lecturer	a university teacher <i>E.g.: She is a new senior lecturer.</i>
Staff	all the teachers in a university <i>E.g.: Only staff can eat here.</i>
head of department	the most senior person in a department
Tutor	a teacher who looks after one student or a small group <i>E.g.: All students have a personal tutor.</i>
Supervisor	A teacher with responsibility for a particular student's work <i>E.g.: My dissertation supervisor has been really helpful.</i>
postgraduate student	a student who has completed his/her first degree and is studying for a second degree <i>E.g.: All postgraduate students must attend the research methods module.</i>
research student	a postgraduate student doing research
research assistant	someone who is paid to do research at a university
student counsellor	someone trained to give students advice about their problems
lecture	a large formal class where students listen and take notes



seminar	a smaller discussion group
tutorial	a very small group where students discuss their work
term (BrE) / semester (AmE)	one of the two usually 18-week periods of instruction into which an academic year is often divided
holiday (BrE) / vacation (AmE)	a time when a university is closed
office hours	the hours when the university offices are open
hall of residence	a building where students live

**2. Write the words in the box under the correct headings.**

cafeteria / counsellor / lecture / University health centre / lecturer / Faculty building / administration building / library / librarian / professor / semester / student / research assistant / research student / seminar / staff / sports centre / tutor / tutorial / lecture theatre / hall of residence

People	Places	events or institutions

# UNIT 2

## 1. Read what four different people say about their careers and answer the questions below.

1. Which of the speakers does not work full-time?
2. Which of the speakers is his/her own boss?
3. Which of the speakers has a chance to be promoted?
4. Which of the speakers likes his/her job? Why?
5. Which of the speakers has problems with his/her job? What problems?

### Speaker A

I've never had a permanent job. I've been with an employment agency since 2017, when I left college. I work in a different office every few weeks on short contracts. It's interesting and I don't get bored. But, of course, you can't get a promotion in my situation.

### Speaker B

I've been a consultant for five years. I work for lots of different companies on different projects. Sometimes there is too much work and I am very busy. At other times, there isn't enough work and I worry about money. I don't get a pension when I retire – that's a bit of a problem. But I don't like being an employee or have a boss, so this kind of work is good for me.

### Speaker C

When my department is busy, I work late. When we aren't busy, I leave early. I can choose the hours that I want to work, so I have lots of time to do other things. It's great. The company has modern offices and a gym for employees. We have private healthcare with our jobs and a great pension when we retire. It's a really good company to work for.

### Speaker D

I worked full-time for four years and then I started my family. So I wanted to work shorter hours. I've worked three days a week since December. I like my job and I'm happy that I can be with my children and continue my career. The only problem is my salary: I earn less than when I worked full-time.

## 2. Read the text and answer the questions below.

**Doug Scott:** I usually start work at six thirty in the evening. My company is in London but I work with an international team. I work at night because I contact colleagues in different countries. When I arrive at work I read my emails. Then I phone colleagues in the United States. When it's 7 pm in London, it's 11 am in LA. We have a video conference every Monday. I sometimes have a coffee and a sandwich at 11 pm. At midnight, I write a report and send it to the team. I finish work at 1.30 am. I never go out after work because I'm too tired. The hours are strange but

I like my job and I have free time during the day. It's fun to go out when everyone else is at work.

1. What time does Doug usually start work?
2. Why does he work at night?
3. What does he like about his job?
4. Would you like a job like his?

## **2. Choose the right variant.**

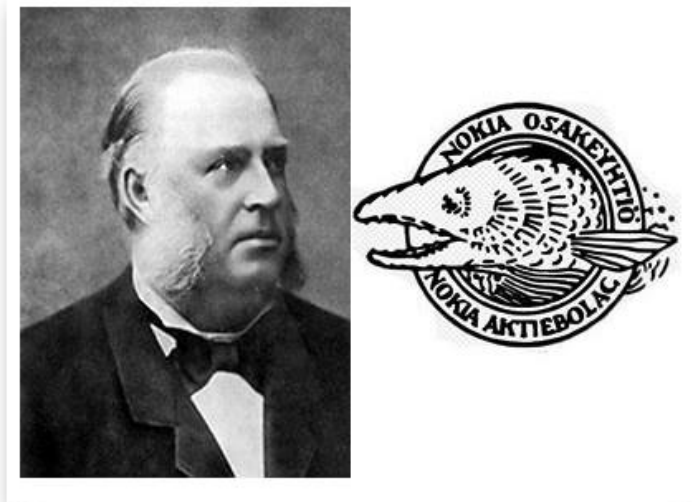
1. Federico finished work when he was 65, so he's ... now.
  - a) professional
  - b) retired
  - c) skilled
2. My company has ... hours, so I can choose when I start and finish work.
  - a) voluntary
  - b) permanent
  - c) flexible
3. Kate and Alex have ... jobs. They work three days a week.
  - a) part-time
  - b) full-time
  - c) no
4. You have worked hard on this project and we want to give you a ... .
  - a) freelance
  - b) hard time
  - c) promotion
5. I trained to use the equipment – it's ... job.
  - a) an administrative
  - b) a skilled
  - c) a managerial
6. We did a lot of market ... before we designed a new project.
  - a) share
  - b) research
  - c) leader
7. Laura has a lot of team ... . She is working in three teams so she is very busy.
  - a) expense
  - b) experience
  - c) experiments

# UNIT 3

## Text 1

### 1. Read and translate the text.

Nokia's history dates back to 1865 when a Finnish mining engineer, Frederik Idestam, established a **wood-pulp mill** in Southern Finland and started manufacturing paper. Since those early days the company has evolved first into a conglomerate **encompassing** several different industries ranging from paper to chemicals and rubber. More recently, in the 1990s, with a **clearly defined** strategy, Nokia developed into a dynamic telecommunications company.



The **groundwork** for telecommunications **was** already **laid** in the 1960s as Nokia was researching the field of **radio transmission** in its electronics department. In the late 1970s, mobile phones, and telecommunications infrastructure products were developed for both **domestic** and international customers. In the 1980s and 1990s, Nokia became a global leader in **digital communications technologies**.

From the very beginning, Nokia has **faced competition** from international competitors in the international and domestic telecommunications markets. Among other factors, the ability **to exploit the opportunities** created by continuous technological and market change has helped Nokia develop into the company it is today.

Nokia is now a successful company, but it still has a clear set **target** for the future. The company history has well shown that right decisions made at the right time breed success, and that success is earned through **determination** and by **foreseeing** coming markets as well as by bravely creating new ones.

## NOTES

<b>wood-pulp</b> ['wudpʌlp] <b>mill</b>	целлюлозно-бумажный комбинат
<b>to encompass</b> [ɪn'kʌmpəs]	включать в себя, охватывать
<b>clearly defined</b>	ясно определенный
<b>to lay the groundwork for smth</b>	заложить основы для ч-л
<b>radio transmission</b>	радиопередача
<b>domestic</b>	отечественный
<b>digital communication technologies</b>	цифровые коммуникационные технологии
<b>to face competition</b>	сталкиваться с конкуренцией
<b>to exploit</b> [ɪks'plɔɪt] <b>opportunities</b>	использовать возможности
<b>target</b> ['tɑ:ɡɪt]	цель
<b>determination</b> [dɪ'tɜ:mɪ'neɪʃən]	решимость, решительность
<b>to foresee</b> [fɔ: 'si:]	предвидеть

### 2. Read the statements and say whether they are true or false. Correct the false ones.

1. There is little connection between Nokia these days and how it began.
2. The company has gone through three clear stages.
3. Nokia was not involved in telecommunications in the 1970s.
4. The company produced mobile phones which were only for the domestic market.
5. Nokia became a world leader.
6. Nokia has never had many competitors.
7. Nokia has taken advantage of the opportunities offered by changes in technology.
8. Nokia is unsure about how it wishes to develop.
9. Nokia shows the importance of good judgment and timing (умение правильно оценивать ситуацию и выбирать время).
10. Nokia creates and anticipates new markets.

### 3. In the text find words and expressions which mean the following.

#### *Paragraph 1*

including

a plan

a large corporation made up of different firms

gradually developed and changed

#### *Paragraph 2*

home-based

worldwide  
technology using numbers  
basic idea  
the basic structures a country or organization needs to function efficiently

### Paragraph 3

take advantage of  
important quality

### Paragraph 4

generate / create more  
predicting  
established objective

## Text 2.

### 4. Read and translate the text.

Bill Roberts was the boss and **chief designer** of Roberts Car Design for nearly thirty years. He started as a mechanic in a garage near his hometown of Cambridge, England, when he was 16. He soon began adapting saloon cars into **rally cars** and racing them every weekend. He **won** many **races** and came third in the Round Britain Rally when he was 23. When the owner of the garage where he worked retired, Roberts bought the garage. He was 30.

Roberts **turned** his hobby **into** a serious business, combining his mechanical knowledge with a flair for design. At first, Robert's young company worked as consultants for other car manufacturers. The most famous collaboration was with Agen-Metz Cars in France. The AM Roberts won several rallies worldwide and had a big influence on sports car design.

In 1990, the company relocated to Wales and began to manufacture sports cars under the name of RCD, producing around 200 cars per year with a **workforce** of 30 employees. In 2000, Roberts sold the business to the General European Group and continued to work part-time as a consultant.

## NOTES

<b>chief designer</b> [tʃiːf diˈzaɪnə]	главный конструктор
<b>rally car</b>	гоночный легковой автомобиль
<b>to win a race</b>	выиграть гонку
<b>to turn smth into smth</b>	превратить ч-л во ч-л
<b>workforce</b> [wɜːk fɔːs]	штат сотрудников

## **2. Choose the right variant to answer the question.**

**1.** How long was Mr Roberts in charge of Roberts Car Design?

- a) almost thirty years
- b) all his working life
- c) over thirty years

**2.** When did Mr Roberts buy his own business?

- a) when he left school
- b) after 14 years
- c) when he won his first rally

**3.** When did he race cars?

- a) during the week
- b) every day
- c) on Saturdays and Sundays

**4.** What did his company do in its early days?

- a) organised rallies
- b) designed sports equipment
- c) advertised car companies

**5.** What did the company do in 1990?

- a) It moved to a new location.
- b) It stopped manufacturing sports cars.
- c) It manufactured sports cars with Agnes Metz.

**5.** How many employees did Mr Roberts have?

- a) less than fifty
- b) about two hundred
- c) more than two thousand



# UNIT 4

## Text 1

### 1. Read and translate the text.

Tyres Are Gogo is a new type of basic garage service. With its pink and yellow décor and amusing **advertising campaign**, it has already become very popular, **particularly** among young adults. This client base often consists of young professionals who may be new to an area and not sure which is the best local garage. Tyres are Gogo (or TAG), with its friendly image and polite, helpful staff, seems like a **reassuring** place to go. What is different to other chains of garage service providers is that TAG doesn't try to be the cheapest, but rather it has built an image of a **fair price** for a good job.

Although TAG only deals with basic car problems like tyres and **exhausts**, they know that this **accounts for** around 75 per cent of all car repairs. Some TAG centres have also come to an agreement with some local garages and **sub-contract** more complicated jobs to them.

Some critics have said that this is unfair and that local garages charge a fair price for a competitive service. One local garage owner in the same area as a TAG centre **complained**: 'They do all the easy work, and they don't **charge** any less than us – it's all advertising. Customers will soon realize that a local garage that has been around for 30 or 40 year is in fact the best thing'.

But Jack Remy, a 'Head Tagger' in a TAG centre near London, says that TAG offers what the public wants: 'We have a great business because we invest a lot in staff training and creating an image that attracts the public. We co-operate with other local garages and if customers have a positive view of garages, that's good for everyone, isn't it?'

Time will tell, but at the moment Tyres are Gogo is opening a new centre every month across the UK and is planning to open its first garage in Ireland next year.



## NOTES

<b>advertising campaign</b> ['ædvətəɪzɪŋ kæm'peɪn]	рекламная кампания
<b>particularly</b> [pə'tɪkjələli]	в особенности
<b>reassuring</b> [ˌri:ə'sʊərɪŋ] <b>place to go</b>	место, куда можно с уверенностью обратиться

<b>fair</b> [feə] <b>price</b>	справедливая цена
<b>exhausts</b> [ɪg'zɔ:sts]	выхлопные газы
<b>to account for</b> [ə'kaʊnt]	приходиться
<b>to sub-contract</b> [sʌb'kɒntrækt]	заключать договор субподряда
<b>to complain</b> [kəm'pleɪn]	пожаловаться
<b>to charge</b> [tʃɑ:dʒ]	назначать цену

## 2. Choose the right variant.

1. \_\_\_\_

- a) Most Tyres are Gogo's customers are local.
- b) Tyres are Gogo employs young professionals.
- c) Tyres are Gogo's customers often know a lot about cars.
- d) Many Tyres are Gogo's customers are in their twenties.

2. \_\_\_\_

- a) TAG offers good value for money.
- b) TAG is cheaper than local garages.
- c) TAG does work at a very low price.
- d) TAG has an image problem.

3. \_\_\_\_

- a) TAG owns some local garages.
- b) Local garages sub-contract work to TAG.
- c) TAG never works with other garages.
- d) TAG can send difficult work to other garages.

4. \_\_\_\_

- a) Local garages own TAG centres.
- b) Local garage owners think TAG is too cheap.
- c) Local garage owners like TAG's advertisements.
- d) Local garage owners don't like TAG centres near them.

5. \_\_\_\_

- a) A spokesman for TAG thinks the public are wrong.
- b) The boss of a central London TAG centre thinks that TAG has a good image.
- c) A manager thinks that the public are wrong.
- d) A supervisor says that TAG gives customers what they want.

6. \_\_\_\_

- a) TAG is very popular in Ireland.
- b) TAG is opening twelve new UK centres each year.
- c) TAG will be very successful in the future.
- d) TAG will have garages in North America next year.

## Text 2

### 3. Read and translate the text.

Success comes from understanding customers and making products they want in an innovative way. Companies try to **identify** market trends so that they can make products they believe customers will buy.

Unfortunately, of those 25,000 new products which appear in US supermarkets each year, only 5% succeed.

Sometimes, companies think they have found an opportunity in the market, but it doesn't really **exist**! In New York State, marketing expert Robert McMath has created a museum of 65,000 product successes and **failures** from the past thirty years. Major companies pay a lot of money to visit his museum and learn from McMath's long experience.

The museum's failures show some common **features**. There are products which are not what the customer **expects**. For instance, when one company decided to market **peanuts** in what looked like a coffee package, people tried to put the peanuts in their coffee makers! Then there are bad ideas like bottled water for pets. It was too expensive but no-one in the company was brave enough to say so. The smokeless cigarette (another **disaster**) ignored the basic reason why people smoke. However, for McMath the number one killer is the 'me-too' product, which just copies an existing success. The market doesn't have enough room for all of them. And even a good product fails if its launch is poorly handled or its message is unclear.



## NOTES

<b>to identify</b> [aɪ'dentɪfaɪ]	определять
<b>to exist</b> [ɪg'zɪst]	существовать
<b>failure</b> ['feɪljə]	провал, неудача
<b>to expect</b> [ɪks'pekt]	ожидать
<b>peanut</b> ['pi:nʌt]	арахис
<b>disaster</b> [dɪ'zɑ:stə]	бедствие, катастрофа

### 4. Answer the questions.

1. Who is Robert McMath and what is special about his museum?
2. Why is it useful for companies to visit the museum?
3. Why did peanuts sold in a coffee packet fail?

4. Why did bottled water for pets fail?
5. Why did smokeless cigarettes fail?

**4. Rearrange the letters in brackets to complete the sentences.**

1. It would be a ... for me if I lost my job. (ISSATERD)
2. I didn't ... to see you here! (EECTXP)
3. The new product was a complete ... . (FREAILU)
4. How do you ... a trend? (IFIDEYNT)
5. They expect us to work for ... . (ANUPETS)

# UNIT 5

## Text 1

### 1. Read and translate the text.

In **manufacturing**, productivity means the **amount of** goods produced in relation to the work, time and money needed to produce them. There are many ways for companies to improve productivity: by **installing** new equipment with more up-to-date technology, for example. Many manufacturers and suppliers have a system of **just-in-time delivery**, which reduces the cost of carrying large quantities of **stock**. More generally, productivity means doing something efficiently: not wasting time and resources.

## NOTES

<b>manufacturing</b> [ ,mænjʊ'fæktʃəriŋ]	производство
<b>amount</b> [ə'maʊnt]	количество
<b>to install</b> [ɪn'stɔ:l]	устанавливать
<b>just-in-time delivery</b> [dʒɪ'lɪvəri]	своевременная доставка, доставка точно в срок
<b>stock</b>	товар, товарный запас

### 2. Read the statements and say whether they are true or false. Correct the false ones.

1. Productivity is the quantity of goods produced in relation to the work, time and money needed to produce them.
2. There are no ways for companies to increase productivity.
3. One of the ways to improve productivity is to install machines with more up-to-date technology.
4. The system of just-in-time delivery increases the cost of carrying large amounts of stock.
5. Productivity means wasting resources and time.

## Text 2

### 3. Read and translate the text.

A **study** was recently carried out into the productivity of 160 engineers. The engineers worked in teams but also did many tasks individually. The study looked at how **frequently** the engineers helped each other. Engineers were also asked to say

how highly they **respected** each of their colleagues. The study found that **helpful** engineers received a high level of respect from their colleagues. However, if they gave help, but didn't receive much, they were not very productive. Those engineers who also **accepted** help as well as giving it were able to **boost** their productivity and were also more popular with their colleagues.

## NOTES

<b>study</b>	исследование
<b>frequently</b> [ 'fri:kwəntli]	часто
<b>to respect</b>	уважать
<b>helpful</b>	ГОТОВЫЙ ПОМОЧЬ, ОТЗЫВЧИВЫЙ
<b>accept</b> [æk'sept ɪ]	принимать
<b>boost</b> [bu:st]	повышать, усиливать, стимулировать

## 4. Answer the questions.

1. What study was recently carried out?
2. What did the study look at?
3. What was the result of the study?
4. How could you explain it?

## Text 3

## 5. Read and translate the text, completing it with the words from the box.

<i>efficiently</i>	<i>easily</i>
<i>initially</i>	<i>successfully</i>
<i>smoothly</i>	<i>regularly</i>
<i>carefully</i>	<i>necessarily</i>

Management at Dartington Crystal, a glass-producing company, decided to try an experiment to see if their workers could learn to work more *efficiently*. Many of their staff ... worked a 50-hour week, but for the experiment they agreed to keep to 40 hours. ... , everyone was very optimistic, but then they found that they couldn't change their habits ... . They received training from a consultant who helped them to plan each day's work ... and to deal with the most important tasks first. After a few problems, the experiment ended ... : everyone worked shorter hours and the business continued to run ... . 'Working longer hours doesn't ... improve productivity,' the Managing Director said.

## 6. Make up five questions to the text above.

1. Who ... ?

2. How many ... ?
3. How ... ?
4. Why ... ?
5. What ... ?

**7. Work in pairs. Tell your partner what you usually do to be more efficient in your studies or in any job you do, using some of the sentences below.**

1. I don't waste time doing things that aren't necessary.
2. I deal with important tasks immediately.
3. I skim read texts quickly before I decide to read them in detail.
4. My work area is always tidy.
5. I share useful ideas with friends or colleagues.
6. I regularly review my way of working.
7. I try to find more efficient ways of doing things.
8. I only work a certain number of hours every day.





# UNIT 6

## 1. Read and translate the text.

### THE KIDS ARE ALL RIGHT

The young are now the rising **power** in the workplace.

Take Microsoft, a business with two hundred thousand mostly young employees: the dress code is ‘anything goes as long as you’re clean’. People wear shorts and have blue hair – sometimes even in management. The typical workplace scene **features** mid-afternoon hockey, video games and music on headphones.

Companies want to attract and keep a younger workforce because of its technical skills and **enthusiasm for change**. So youth culture is becoming part of office culture. This may be no bad thing. Along with the company fun budget come things that matter more deeply to young people: opportunity, responsibility, respect.



In the past it was **the middle-aged** who ruled. At work, grey hair, years of loyal service and **seniority** counted most. Now things are changing. Older workers will not disappear, but they will have to share power with the young. In the old days companies grew slowly: with success came conservative corporate values. Now the world’s largest firms can crash at any moment. The **pace of change** is

increasing. The change **favours** the young: they learn and relearn faster and will risk more to try new things.

Now people can get to the top faster. They don’t have to spend years showing respect for their **superiors**. It is more important that they are able to understand e-business and have the courage to ask ‘Why?’. Loyalty to the company is less important than talent. Employees stay only when there are challenges and rewards. Changing jobs frequently is now a sign of ambition and initiative.

All this is a good thing. Young people are at their most creative stage in life. Now they have more opportunity **to put their ideas into practice**.

## NOTES

<b>power</b> ['paʊə]	власть, влияние
<b>to feature</b> ['fi:tʃə]	представлять собой, изображать
<b>enthusiasm</b> [in'θju:ziæzəm] <b>for change</b>	стремление к переменам
<b>the middle-aged</b> [ˌmɪd.l̩'eiɪdʒd]	люди среднего возраста
<b>seniority</b> [ˌsi:ni'ɔ:ri:ti]	возраст, превосходство в ранге
<b>pace of change</b>	скорость перемен
<b>to favour</b> ['feɪvə i]	отдавать предпочтение
<b>superior</b> [su:'piəriə]	вышестоящий                      руководитель, начальник
<b>to put the ideas into practice</b>	применить идеи на практике

## 2. Answer the questions.

1. Why is the text entitled 'The Kids Are All Right'? How can you comment on the title?
2. How can you describe the offices of CapitalOne?
3. What does the management of CapitalOne do to increase staff motivation?
4. What do you learn from the text about the corporate culture at Microsoft?
5. Why do companies want to attract and keep a younger workforce?
6. What positive changes does youth culture bring to office culture?
7. According to the text, who ruled in business in the past? How has it changed?
8. In what way is the pace of change increasing now?
9. What quality is valued more than loyalty in many companies?
10. According to the text, in what case do young employees stay with the company?

# APPENDIX

## Английский алфавит

Печатный шрифт	Название букв
Aa	[eɪ:]
Bb	[bi:]
Cc	[si:]
Dd	[di:]
Ee	[i:]
Ff	[ef]
Gg	[dʒi:]
Hh	[eɪtʃ]
Ii	[aɪ]
Jj	[dʒeɪ]
Kk	[keɪ]
Ll	[el]
Mm	[em]

Печатный шрифт	Название букв
Nn	[en]
Oo	[ou]
Pp	[pi:]
Qq	[kju:]
Rr	[a:]
Ss	[es]
Tt	[ti:]
Uu	[ju:]
Vv	[vi:]
Ww	['dʌblju:]
Xx	[eks]
Yy	[waɪ]
Zz	[zed]

## Четыре типа чтения английских гласных букв в ударных слогах

Буквы	a [eɪ]	o [ou]	e [i:]	i [aɪ]	y [waɪ]	u [ju]
Тип чтения						
I	[eɪ] name	[ou] note	[i:] Be	[aɪ] fine	[ju] tune	
II	[æ] flat	[ɒ] not	[e] Pen	[ɪ] sit; myth	[ʌ] cup	

III	[a:] large	[ɔ:] fork	[ə:] term; firm; Byrd; fur		
IV	[ɛə] Mary	[ɔ:] more	[iə] here	[aɪə] fire; tyre	[juə] during

### Чтение ударных сочетаний гласных букв

Буквосочетания	Чтение	Примеры	Буквосочетания	Чтение	Примеры
ai	[ei]	Spain	oo	[u:]	too
ay	[ei]	day	ou	[au]	out
ea	[i:]	sea	ow	[au]	brown
ee	[i:]	meet	ai + r	[ɛə]	chair
ew	[ju:]	new	ee + r	[iə]	engineer
oi	[ɔi]	point	ou + r	[auə]	our
oy	[ɔi]	boy	oo + r	[ɔ:]	door
oo + k	[u]	book			

### Согласные буквы, имеющие два типа чтения

Буква	Позиция	Чтение	Примеры
c [si:]	1. Перед <b>e, i, y</b> 2. Перед <b>a, o, и</b> , всеми согласными и в конце слов	[s] [k]	cent, pencil, icy cap, come, cup, black
g [dʒi:]	1. Перед <b>e, i, y</b> 2. Перед <b>a, o, и</b> , всеми согласными и в конце слов	[dʒ] [g]	page, gin. gypsy good, green, big
s [es]	1. В начале слова, перед глухими согласными и в конце слова после глухих согласных 2. Между гласными, в конце слов после гласных и звонких согласных	[s] [z]	sit, student, lists please, ties, pens
x [eks]	1. Перед согласными и в конце слов 2. Перед ударной гласной	[ks] [gz]	text, six, exam

## Чтение сочетаний согласных букв

Буквы	Позиция	Чтение	Примеры
sh	Любая	[ʃ]	she
ch	Любая	[tʃ]	chess
tch	После кратких гласных	[tʃ]	match
ck	После кратких гласных	[k]	black
th	1. В начале знаменательных слов и в конце слова 2. В начале местоимений, служебных слов и между гласными	[θ] [ð]	thick, myth this, bathe
wh	1. В начале слова перед всеми гласными, кроме <b>o</b> 2. Перед буквой <b>o</b>	[w] [h]	what who
qu	Перед главными	[kw]	question
ng	В конце слова	[ŋ]	long
nk	Любая	[ŋk]	thank
wr	В начале слова перед гласными	[r]	write

## Чтение сочетаний гласных с согласными

Буквы	Позиция	Чтение	Примеры
al	1. Перед <b>к</b> в ударном слоге 2. Перед остальными согласными в ударном слоге	[ɔ:] [ɔ:l]	Chalk wall, also
wor	Перед согласными в ударном слоге	[wə]	work, word
wa	1. Перед конечными согласными (кроме <b>г</b> ) или сочетанием согласных 2. Перед <b>г</b>	[wɔ] [wɔ:]	want warm
igh	Любая	[ai]	light

## Транскрипционные значки

[i:]	[ð]	[r]
[e]	[i]	[ŋ]
[m]	[ai]	[u:]
[p]	[s]	[ɔ:]
[b]	[z]	[ɔ]
[f]	[w]	[u]
[v]	[k]	[ʌ]
[t]	[g]	[au]
[d]	[ʃ]	[ɔi]
[n]	[ʒ]	[ə:] / [ɜ:]
[l]	[tʃ]	[iə]
[æ]	[dʒ]	[ɛə]
[ei]	[a:]	[uə]
[ə]	[h]	[ju:]
[θ]	[j]	[ou] / [əu] / [oʊ]

## Чтение по транскрипции

[ni:] [i:l] [ni:t] [fi:d] [bi:t] [bli:d] [ni:d] [mi:t] [fi:t] [bi:] [ben] [tel] [ten]  
[tent] [bed] [pen] [men] [pet] [met] [net] [end] [det] [bet] [vet] [dip] [tip]  
[bit] [it] [litl] [mai] [taim] [tai] [faiv] [laif] [paips]

[taips] [si:z] [tips] [sni:z] [nais] [naivz] [wen] [windi] [waif] [west] [peil]  
[deit] [bæn] [teip] [ði:z] [ðən] [ðem] [θi:m] [feiθ] [θin] [geit] [dʒem] [gæs]  
[edʒ] [dʒim] [peidʒ] [eg] [dʒin] [geim] [beg]

[gæg] [dʒæm] [dʒim] [dʒæk] [dʒein] [skai] [ʃeim] [diʃ] [ʃi:] [ʃip] [ʃeip]  
[ʃeiv] [fiʃ] [ʃain] [tʃest] [tʃin] [mætʃ] [kætʃ] [fetʃ] [tʃik] [tʃil] [hænd] [hei]  
[hip] [heit] [hi:p] [help] [haid] [jes] [jel] [i:zi]

[jet] [jelp] [mai] [bai] [miθ] [nekst] [ig'zæm] [riŋ] [θiŋ] [fæŋ] [briŋ] [siŋ]  
[gæŋ] [sliŋ] [driŋk] [liŋk] [kliŋk] [piŋk] [præŋk] [nət] [lət] [loun] [nəd]  
[koud] [kət] [toun] [koup] [dət] [sək] [hət]

[poup] [dəl] [həp] [boun] [tu:l] [mu:n] [luk] [du:m] [tuk] [fu:l] [ku:l] [ʃuk]  
[lu:p] [kuk] [tʃu:z] [huk] [spə:t] [tə:n] [kə:n] [gə:dʒ] [kə:k] [ə:] [fə:k] [gud]  
[hə'lou] ['mə:niŋ] [dʒəb] [bʌt] [nʌt] [mju:t]

['bʌtə] [rʌŋ] [hju:dʒ] [weik] [wi:k] [wig] ['weivə] [wain] [wiŋk] [wei]  
[wi:d] [wit] [kəin] [bɔi] [pɔint] [dʒəin] [tɔi] ['nɔizi] [dʒɔi] [nau] [hau]  
['jeləu] [bau] [taun] [vau] ['windou] [gaun] [daun]

[aut] [auns] [faul] [naun] [skaut] [liə] [biə] [piə] [viə] [ti:m] [wi:] [bi:]  
[fi:l] [ɛə] [fɛə] [hɛə] [stɛəz] [pɛə] [pleɪn] [speɪn] [feɪnt] [kɛə] [fɛə] [mɛə]  
[stɛə] [bɛə] [rɛə] [pjuə] [kjuə] ['dʒuəriŋ]

[taɪə] [ʃaɪə] [hiə] [miə] [auə] [flauə] [sauə] [wə:ld] [wə:m] ['wə:ʃip] [wə:d]  
['wə:ði] ['trezə] ['plezə] [di'viʒən]



[ 'əubədʒi:n]	[ ,kəʊɪg'zɪst(ə)ns]	[ ,s(j)u:tə'biləti]
[ ,haɪpə'kɒndrɪæk]	[ ,gʌv(ə)n'ment(ə)l]	[ ,vaɪə'leɪf(ə)n]
[ ,kɒŋfɪ'enʃəs]	[ɪn'kri:s]	[ 'rævɪʃmənt]
[ 'skru:pjələs]	[dɪ'mɪnɪʃ]	[ji:ld]
[ 'grædʒuət]	[ ,ɪntər'ækʃ(ə)n]	[ ,ri:dɪstrɪ'bju:ʃ(ə)n]
[pɑ: ,tɪsɪ'peɪʃ(ə)n]	[səb'stænʃ(ə)l]	[ 'kwɒntətətɪv]
[ ,pɜ:sə'nel]	[ ,ri:ə'preɪz(ə)l]	[ 'freɪtɪdʒ]
[ 'entəpraɪz]	[ 'kɒmpɪt(ə)nt]	[nju:'merɪkl]
[ ,ɪmplə'i:]	[ 'defləgrəbl]	[ ,kɒrɪ'spɒndəns]
[ ,məʊtɪ'veɪʃ(ə)n]	[ 'ri:teɪl]	[ ,kælkju'leɪʃ(ə)n]
[kən'sɜ:nd]	[ɪn'kʌrɪdʒmənt]	[ɔ:g'zɪlɪ(ə)rɪ]
[ ,demə'græfɪk]	[prə'məʊʃ(ə)n]	[kən'trɪbjut(ə)rɪ]
[ 'ɪnfluən(t)s]	[ ,lɪb(ə)r(ə)lɑr'zeɪʃ(ə)n]	[ə ,veɪlə'biləti]
[ 'mæərɪdʒ]	[rɪ'zʌmpʃ(ə)n]	[ə'pələdʒɪ]
[ 'bɜ:θreɪt]	[ə'bri:vɪeɪt]	[ ,kɒmpri'hensɪv]
[ ,saɪən'tɪfɪk]	[ə'kauntəbl]	[dɪ'stɪŋktɪv]
[ 'memərəbl]	[ɪk'splɪkəbl]	[ ,dɒkju'ment(ə)rɪ]
[prɪ'limɪnəri]	[ə'bændənmənt]	[ɪ ,vælju'eɪʃ(ə)n]
[ 'drɔ:bæk]	[ ,æbəlɪʃ(ə)n]	[aɪ'tɪn(ə)r(ə)rɪ]
[ə'ʃi:vmənt]	[ 'æbrəʊgeɪt]	[ 'leɪbə]
[sək'sesfəl]	[ ,benɪ'fɪʃ(ə)l]	[ ,dʒʌstɪfɪ'keɪʃ(ə)n]
[pə'fɔ:məns]	[dɪ ,pendə'bɪlɪti]	[ 'revəkəbl]
[pə'hæps]	[kɜ:'teɪl]	[rɪ'mɪt(ə)ns]
[ə'kwaiə]	[ 'hændɪkæp]	[lɪ'dʒɪtəmət]
[ 'nɔ:lɪdʒ]	[ 'kju:mjələtɪv]	[ ,prep(ə)'reɪʃ(ə)n]
[kəm'petɪtɪv]	[ 'dʒenjʊm]	[rɪ'frɪdʒ(ə)reɪtə]
[ ,kɒndʒu'geɪʃn]	[faʊn'deɪʃ(ə)n]	[prə'hɪbɪt]
[ 'ɪmpækt]	[ ,gʌv(ə)n'ment(ə)l]	[prɪ'klu:d]
[haɪ'pəθəsis]	[frʌn'tɪə]	[ ,prəʊləŋ'geɪʃ(ə)n]
[kən'klu:ʒən]	[ 'hæzədəs]	
[tek'nɔlədʒɪ]	[ ,fʌndə'ment(ə)l]	
[ 'prəʊgræmɪŋ]	[prə'praɪətə]	
[rɪ ,spɒnsə'biləti]	[ 'hætfweɪ]	
[ 'ɪmplɪmənt]	[ ,ɔp(ə)'reɪʃ(ə)n(ə)l]	
[ 'li:kɪdʒ]	[nɪ ,gəʊfɪ'eɪʃ(ə)n]	
[aɪ ,dentɪfɪ'keɪʃ(ə)n]	[rɪ'pɔzɪt(ə)rɪ]	
[ɪk'spæŋʃ(ə)n]	[ə'rɪdʒ(ə)neɪt]	
[dɪs'kləʊz]	[ 'gɑɪdlɑn]	
[ ,vælju'eɪʃ(ə)n]	[ ,prɒfɪtə'biləti]	
[rɪ'fɪʃ(ə)nsɪ]	[rɪ'zɪdʒuəl]	
[ ,dɪf(ə)'renʃeɪt]	[ ,sæljə'teɪʃ(ə)n]	
[ɪk'sepʃ(ə)n(ə)l]	[ 'si:ʒə]	
[rɪ'kwaiəmənt]	[ ,sʌbdɪ'vɪʒ(ə)n]	

# ЧИСЛИТЕЛЬНЫЕ

## Количественные

1 one	11 eleven	21 twenty-one
2 two	12 twelve	22 twenty-two
3 three	13 thirteen	30 thirty
4 four	14 fourteen	40 forty
5 five	15 fifteen	50 fifty
6 six	16 sixteen	60 sixty
7 seven	17 seventeen	70 seventy
8 eight	18 eighteen	80 eighty
9 nine	19 nineteen	90 ninety
10 ten	20 twenty	100 a (one) hundred
101 a (one) hundred and one		
200 two hundred		
1,000 a thousand		
2,000 two thousand		
100,000 a (one) hundred thousand		
1,000,000 a (one) million		

## Порядковые

1st	First	11 th	Eleventh	21 st	twenty-first
2nd	second	12 th	twelfth	30 th	thirtieth
3d	third	13th	thirteenth	40 th	fortieth
4th	fourth	14th	fourteenth	50 th	fiftieth
5th	fifth	15 th	fifteenth	60 th	sixtieth
6th	sixth	16 th	sixteenth	70 th	seventieth
7th	seventh	17th	seventeenth	80 th	eightieth
8th	eighth	18 th	eighteenth	90 th	ninetieth
9th	ninth	19 th	nineteenth	100 th	a (one)
10th	tenth	20 th	twentieth		hundredth

# СВОДНАЯ ТАБЛИЦА СПРЯЖЕНИЯ ГЛАГОЛОВ

## Активный залог

	<p style="text-align: center;">SIMPLE (Indefinite) действие, <b>состоявшееся</b> <b>В данное время</b></p> <p><i>I play tennis every mornig. And now Ronaldo scores his second goal.</i></p>	<p style="text-align: center;">PERFECT действие, <b>состоявшееся</b> <b>ДО данного</b> <b>времени</b> (см. примечания 1-2)</p> <p><i>We have played 3 parties already. I've never been to Poland.</i></p>	<p style="text-align: center;">CONTINUOUS (Progressive) действие, <b>продолжающееся</b> <b>В данное время</b> (см. примечание 3)</p> <p><i>They are playing the second set.</i></p>	<p style="text-align: center;">PERFECT CONTINUOUS (Perfect Progressive) действие, <b>продолжающееся</b> <b>ВПЛОТЬ ДО</b> <b>данного времени</b> (часто указывается его продолжительность)</p> <p><i>What have you been doing? They've been playing for 5 minutes only.</i></p>
PRESENT	<p>Во всех лицах и числах I play (1st form)</p> <p><b>кроме 3 л. ед.ч.</b> he/she/it playS</p> <p><b>DO</b> you play?</p> <p><b>кроме 3 л. ед.ч.</b> <b>DOES</b> he/she/it play? (1st form!)</p> <p>we do not (don't) play he/she/it does not (doesn't) play</p>	<p>Во всех лицах и числах I <b>HAVE</b> (I've) playED/ WRITTEN (3rd form)</p> <p><b>кроме 3 л. ед.ч.</b> he/she/it <b>HAS</b> (he's) playED/WRITTEN</p> <p>have you played? has she written?</p> <p>he has not (hasn't) written we have not (haven't) played</p>	<p>I <b>AM</b> (I'm) playING he/she/it <b>IS</b> (he's) playING</p> <p>Во всех остальных лицах и числах: we <b>ARE</b> (we're) playING</p> <p>is he playing?</p> <p>he is not (he isn't/he's not) playing</p>	<p>we <b>HAVE</b> (we've) <b>BEEN</b> playING</p> <p><b>кроме 3 л. ед.ч.</b> he <b>HAS</b> (he's) <b>BEEN</b> playING</p> <p>has she been playing?</p> <p>he has not (hasn't) been playing</p>
PAST	<p>Во всех лицах и числах I playED (прав. глагол) I <b>WROTE</b> (неправ. глагол - 2nd form)</p> <p>Во всех лицах и числах <b>DID</b> you play? (1st form!) did she write?</p> <p>we did not (didn't) play</p>	<p>Во всех лицах и числах I <b>HAD</b> (I'd) playED/WRITTEN</p> <p>had you played?</p> <p>he had not (hadn't) played</p>	<p>I <b>WAS</b> playING he/she/it <b>WAS</b> playING</p> <p>Во всех остальных лицах и числах we <b>WERE</b> playING</p> <p>were you/was he playing?</p> <p>he was not (wasn't) playing you were not (weren't) playing</p>	<p>Во всех лицах и числах she <b>HAD</b> (she'd) <b>BEEN</b> playING</p> <p>had they been playing?</p> <p>you had not (hadn't) been playing</p>
FUTURE	<p>Во всех лицах и числах I <b>WILL</b> (I'll) play</p> <p>will they play?</p> <p>we will not (won't) play</p>	<p>Во всех лицах и числах I <b>WILL HAVE</b> (I will've) playED/ WRITTEN (3rd form)</p> <p>will they have (they've) played?</p> <p>you will not have (won't've) written</p>	<p>Во всех лицах и числах he <b>WILL</b> (he'll) <b>BE</b> playING</p> <p>will they be playing?</p> <p>you will not (won't) be playing</p>	<p>Во всех лицах и числах I <b>WILL HAVE</b> (I will've/I'll've) <b>BEEN</b> playING</p> <p>will they have (they've) been playing? you will not have (you won't've) been playing</p>
FUTURE IN THE PAST	<p>Во всех лицах и числах I <b>WOULD</b> (I'd) play</p> <p>would he play?</p> <p>they would not (wouldn't) play</p>	<p>Во всех лицах и числах I <b>WOULD HAVE</b> (I'd've) playED/ WRITTEN</p> <p>would they have (they've) played?</p> <p>she would not have (wouldn't've) written</p>	<p>Во всех лицах и числах he <b>WOULD</b> (he'd) <b>BE</b> playING</p> <p>would you be playing?</p> <p>they would not (wouldn't) be playing</p>	<p>Во всех лицах и числах I <b>WOULD HAVE</b> (would've) <b>BEEN</b> playING</p> <p>would you have (you've) been playing?</p> <p>we would not have (wouldn't've) been playing</p>

## Пассивный залог

	INDEFINITE	CONTINUOUS	PERFECT
<b>PRESENT</b>	<b>am</b> <b>is + V3</b> <b>are</b>	<b>am</b> <b>is + being + V3</b> <b>are</b>	<b>have</b> <b>+ been + V3</b> <b>has</b>
	Usually houses are built 8 months.	This house is being built now.	This house has been already built.
	<i>Обычно дома строят 8 месяцев.</i>	<i>Этот дом строится сейчас.</i>	<i>Этот дом уже построен.</i>
<b>PAST</b>	<b>was</b> <b>+ V3</b> <b>were</b>	<b>was</b> <b>+ being + V3</b> <b>were</b>	<b>had + been + V3</b>
	This house was built last year.	When I came last year this house was being built.	This house had been built before I came.
	<i>Этот дом был построен в прошлом году.</i>	<i>Когда я в прошлом году приехал, этот дом строился.</i>	<i>Этот дом был построен до того, как я приехал.</i>
<b>FUTURE</b>	<b>will + be + V3</b>	<b>X</b>	<b>will + have + been + V3</b>
	This house will be built next year.		This house will have been already built by January.
	<i>Этот дом будет построен в следующем году.</i>		<i>Этот дом уже будет построен к Январю.</i>

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