

Министерство образования и науки Российской Федерации
Федеральное государственное бюджетное образовательное учреждение
высшего образования
«Российский экономический университет имени Г.В. Плеханова»

Кафедра иностранных языков № 1

«Утверждаю»
_____ 2018

Зав. кафедрой _____ Экарева И.Л.

Фонд оценочных средств

по учебной дисциплине

Б1. О. ИНОСТРАННЫЙ ЯЗЫК (МОДУЛЬ)

ИНОСТРАННЫЙ ЯЗЫК (БАЗОВЫЙ КУРС)

Направление подготовки: 38.05.05 Экономическая безопасность

Уровень высшего образования: Бакалавриат

Москва 2018

Составители: ст преп. Фридлянская Е.А.

Фонд оценочных средств рассмотрен и одобрен на заседании Методической комиссии кафедры _____ протокол № _____ от «_____» _____ 201__ г.

Председатель Методической комиссии _____ / Экарева И.Л./

Дополнения и изменения, внесенные в фонд оценочных средств, утверждены на заседании кафедры _____, протокол № _____ от «_____» _____ 201__ г.

Председатель Методической комиссии _____ И.Л.Экарева

Заведующий кафедрой _____ И.Л.Экарева

Дополнения и изменения, внесенные в фонд оценочных средств, утверждены на заседании кафедры _____, протокол № _____ от «_____» _____ 201__ г.

Председатель Методической комиссии _____ / Ф.И.О/

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ПАСПОРТ
фонда оценочных средств
по дисциплине «**Иностранный язык специальности**»

№	Контролируемые разделы, темы, модули ¹	Формируемые компетенции	Оценочные средства		
			Количество тестовых заданий	Другие оценочные средства	
				Вид	Количество
Часть 1					
1	1. Responding to external influences 2. External influences on business activity 3. Minimum wages 4. Law in action .	ОК-14	20	Кейс-задание Круглый ст/Дискуссия Проект/Презентация Эссе/Доклад Тест	1 1 1 1 1
Часть 2					
2	1. Environmental issues. 2. Business Ethics and Social Responsibility. 3. The environment and CSR 4. Local Governments in the UK. 5. Local Governments in the USA.	ОК-14	20	Кейс-задание Круглый ст/Дискуссия Проект/Презентация Эссе/Доклад Тест	1 1 1 1 1
Всего:			40	12	

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Кафедра иностранных языков №1
Вопросы к зачету
по дисциплине «**Иностранный язык специальности**», 4 курс.

1. How have working patterns changed in the UK according to the recent census?
What are the reasons for these changes?
2. How do changes in patterns of work affect patterns of demand? Give examples.
3. How has the environment of work changed? What are the reasons for these changes? Give examples.
4. Why does the law intervene in what business does? Where does intervention take place?
5. How does the law work to protect a weaker party
(applicants, employees, shareholders, customers)?
6. How do social and demographic changes impact on business strategy and

decisions?

7. How has age structure of the workforce changed recently? What do these changes often result from?
8. Why is time spent at work changing? Why is there the trend towards longer working hours?
9. What is the minimum wage? Why was it introduced? Why does it remain one of the most controversial issues? What do you know about the minimum wage in Russia?
10. What effect does the minimum wage have on informality in the labour market?
11. What is civil law? What does it lay down? What does it deal with?
12. What are "watchdog bodies? How do they and their officers operate?
13. What law is a traditional concern of government? What law responsibilities are shared with other organizations? Give examples.
14. What is ethics and ethical behavior?
15. What is ethical and unethical behavior for employers? Give examples.
16. What is ethical and unethical behavior for employees? Give examples.
17. What is ethical and unethical behavior for customers? Give examples.
18. What is ethical behavior in business?
19. Why do more businesses at present want to behave ethically?
20. How does the law influence ethical behavior of businesses?

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Кафедра иностранных языков №1
**Вопросы к дифференцированному зачету
по дисциплине «Иностранный язык специальности», 4 курс.**

1. The working population.
2. Some effects on business of patterns of work.
3. Law intervention into business.
4. The function of law to protect the weaker party.
5. Social and demographic influences on business activity.
6. The influence of ageing population on business activity.
7. Minimum wages: pros and cons.

8. Minimum wages in the RF.
9. Civil law and its application to business. The functions of " Watchdog bodies ".
10. State responsibilities shared with the EU and WTO.
11. Traditional state responsibilities.
12. Ethics and ethical behavior (for employers, employees and customers).
13. Ethics and business.
14. The impact of environment on business.
15. Chief Government objectives: economic growth, price stability, stable exchange rates.
16. Chief Government objectives: the level of unemployment, equality of income, managing the economy.
17. The level of employment as the concern of the Government.
18. Business and unemployment.
19. The sources of global activity.
20. The impact of business on the environment and the quality of life.
21. The means to minimise external costs of business activity.
22. Two main ways by which technologies change business.
23. Arguments for adopting environmentally friendly business strategies.
24. Arguments against adopting environmentally friendly business strategies.
25. Types and responsibilities of local authorities in different countries: the UK, the USA, the RF

Зав. кафедрой иностранных языков №1 _____ Экарева И. Л.

_____ 2018г.

**Примерный перечень оценочных средств
«Иностранный язык специальности»**

№	Наименование оценочного средства	Характеристика оценочного средства	Представление оценочного средства в ФОС
1	Деловая / Ролевая игра	Совместная деятельность группы обучающихся и преподавателя под управлением преподавателя с целью решения учебных и профессионально-ориентированных задач путем игрового моделирования реальной проблемной ситуации. Позволяет оценивать умение анализировать и решать типичные профессиональные задачи.	Темы по разделам дисциплины
2	Кейс-задание	Проблемное задание, в котором обучающемуся предлагают осмыслить реальную профессионально-ориентированную ситуацию, необходимую для решения данной проблемы.	Задания для решения кейс-задания
3	Круглый стол / Дискуссия	Оценочные средства, позволяющие включить обучающихся в процесс обсуждения спорного вопроса, проблемы и оценить их умение аргументировать собственную точку зрения	Темы для проведения дискуссии

4	Проект, презентация	Конечный продукт, получаемый в результате планирования и выполнения комплекса учебных и исследовательских заданий. Позволяет оценить умения обучающихся самостоятельно конструировать свои знания в процессе решения практических задач и проблем, ориентироваться в информационном пространстве и уровень сформированности аналитических, исследовательских навыков, навыков практического и творческого мышления. Может выполняться в индивидуальном порядке или группой обучающихся.	Темы групповых и/или индивидуальных проектов
6	Контрольная работа, тестирование	Средство проверки умений применять полученные знания для решения задач определенного типа по теме или разделу.	Комплект контрольных заданий, тестов по вариантам
7	Эссе	Средство, позволяющее оценить умение обучающегося письменно излагать суть поставленной проблемы, самостоятельно проводить анализ этой проблемы с использованием концепций и аналитического инструментария соответствующей дисциплины, делать выводы, обобщающие авторскую позицию по поставленной проблеме.	Тематика эссе

Оформление задания для деловой (ролевой) игры

**Федеральное государственное бюджетное образовательное учреждение высшего образования
«Российский экономический университет имени Г.В. Плеханова»
Кафедра иностранных языков №1**

Деловая (ролевая) игра
по дисциплине Иностранный язык

1 Тема: Building relationships at a conference

2 Концепция игры: Making successful pre-meeting small talk

3 Роли:

-A new business partner 1;

-A new business partner 2;

You are at a business conference. You are interested in making some new business contacts. Try to speak to as many people at the reception as possible.

4 Ожидаемый (е) результат (ы) Introduce yourself. Talk about one of the small talk topics you have prepared. Show interest in what other people say.

Критерии оценки (в баллах):

- 5 баллов выставляется студенту, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, было продемонстрировано развернутое и аргументированное изложение своей мысли, употребление ключевой лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций;

- 4 балла выставляется студенту, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, но было продемонстрировано не совсем развернутое и аргументированное изложение своей мысли, было отмечено употребление ключевой лексики курса, но допущены незначительные ошибки в использовании грамматических конструкций;

- 3 балла выставляется студенту, если суть игры была правильно понята, отмечено эффективное взаимодействие с другими участниками, но возникали сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций;
- 2 балла выставляется студенту, если суть игры была неправильно понята, проявлена сложность в формировании своего высказывания, что помешало эффективному воздействию с другими участниками, отмечено лимитированное употребление ключевой лексики курса, допущены ошибки в использовании грамматических конструкций.

Оформление задания для кейс-задания

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Кафедра иностранных языков №1

Кейс-задание № 1

по дисциплине «Иностранный язык специальности» 4 курс

ISSUE

Westlake is an American university. Two years ago, the university organised a study trip to Poland and the Czech Republic, so that students could learn about the counties' culture and history. Unfortunately, the organizers made many mistakes and the trip was not successful. This year, they will take another group of students (aged 18-21) to the same area. They want to avoid the mistakes they made in the past.

AGENDA

1. Discuss the possible problems that may arise in a trip like this.
2. Hold the meeting to discuss the most serious problems.
3. Rank the problems in order of seriousness.
4. Make suggestions which will make the next trip more successful.

Notes to the agenda

1. Discuss the possible problems that may arise in a trip like this.

Brainstorm possible problems in small groups of colleagues before going to a meeting.

2. Hold the meeting to discuss the most serious problems.

Representatives of the groups should share their ideas concerning the most serious issues.

3. Rank the problems in order of seriousness.

Representatives of the groups should build up a list of problems in order of seriousness.

4. Make suggestions which will make the next trip more successful.

Trip organisers decide on the best ways to avoid difficulties in the next trip.

Критерии оценки (в баллах):

- **5 баллов** выставляется студенту, если суть и проблема кейса была правильно понята и проанализирована, были получены все ответы на заданные в кейсе вопросы, продемонстрировано развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций;
- **4 балла** выставляется студенту, если суть и проблема кейса была правильно понята и проанализирована, однако были получены не все ответы на заданные в кейсе вопросы, продемонстрировано не полностью развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, но допущены незначительные ошибки в использовании грамматических конструкций;
- **3 балла** выставляется студенту, если суть и проблема кейса не была правильно понята и проанализирована, были получены не все ответы на заданные в кейсе вопросы, возникали

сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций ;

- **2 балла** выставляется студенту, если суть и проблема кейса совсем не была понята и проанализирована , студент не смог произвести анализ поставленной в кейсе задачи и ответить на заданные в кейсе вопросы.

Кейс-задание № 2

ISSUE

International Medi-Aid (IMA), based in Florence, Italy, is a charity which provides medical aid to many counties. Recently the management decided that English will be the working language of the organization. The Human Resources department of IMA will start by organizing English language training for 200 staff at Head Office. It will prioritise those who are in most need of training.

AGENDA

1. Discuss the options for English language training.
2. Prove your opinion is the best one.
3. Listen to the arguments.
4. Make an agreement.

Notes to the agenda

1. Discuss the options for English language training.

Brainstorm possible options in small groups of colleagues of the HR department before going to a meeting.

2. Prove your opinion is the best one.

Try to persuade your group colleagues that your opinion is the best.

3. Listen to the arguments.

Listen to all the arguments and share yours.

4. Make an agreement.

As a group agree on the best English programme for the first year.

Критерии оценки (в баллах):

- **5 баллов** выставляется студенту, если суть и проблема кейса была правильно понята и проанализирована, были получены все ответы на заданные в кейсе вопросы, продемонстрировано развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций;

- **4 балла** выставляется студенту, если суть и проблема кейса была правильно понята и проанализирована, однако были получены не все ответы на заданные в кейсе вопросы, продемонстрировано не полностью развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, но допущены незначительные ошибки в использовании грамматических конструкций;

- **3 балла** выставляется студенту, если суть и проблема кейса не была правильно понята и проанализирована, были получены не все ответы на заданные в кейсе вопросы, возникали сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций ;

- **2 балла** выставляется студенту, если суть и проблема кейса совсем не была понята и проанализирована , студент не смог произвести анализ поставленной в кейсе задачи и ответить на заданные в кейсе вопросы.

Оформление тем для круглого стола/дискуссии

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Кафедра иностранных языков №1

Перечень тем для круглого стола/дискуссии

по дисциплине «Иностранный язык специальности» 4 курс

Тема 1. Responding to external influences

Вопросы для подготовки к дискуссии по теме «The working population»

1. What are some effects on business of patterns of work?
2. How has the environment of work changed
3. Why does the government intervene?
4. How does the law work?

Тема 2. The environment and CSR

Вопросы для подготовки к дискуссии по теме «Business and Ethics»

1. What are arguments for adopting friendly business strategies?
2. What are arguments against adopting friendly business strategies?
3. Why is ethical behavior not always easy?
4. Why are more and more businesses concerned about ethics?

Критерии оценки прописаны в рабочей программе учебной дисциплины.

Составитель _____ Е.А. Фридлянская

Критерии оценки (в баллах):

- 5 баллов выставляется студенту, если суть вопроса была правильно понята и проанализирована, продемонстрировано развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций;
- 4 балла выставляется студенту, если суть вопроса была правильно понята и проанализирована, однако продемонстрировано не полностью развернутое и аргументированное изложение своей мысли и употребление ключевой лексики курса, и допущены незначительные ошибки в использовании грамматических конструкций;
- 3 балла выставляется студенту, если суть вопроса не была правильно понята и проанализирована, возникали сложности при демонстрации развернутого и аргументированного изложения своей мысли, был отмечен ограниченный лексический запас ключевых единиц грамматических конструкций;
- 2 балла выставляется студенту, если суть вопроса совсем не была понята и проанализирована, студент не смог ответить на заданные вопросы.

Оформление групповых и/или индивидуальных творческих заданий/проектов

Министерство образования и науки Российской Федерации
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Кафедра иностранных языков №1

Темы групповых и/или индивидуальных творческих заданий/проектов

1. Patterns of work and their effects

Patterns of work and their effects

по дисциплине «Иностранный язык специальности» 4 курс

Групповые творческие задания (проекты):

1. Patterns of work and their effect on business in Russia
2. Patterns of work and their effects on patterns of demand
3. How does the law work to protect employees/applicants/shareholders/customers?
4. Social and demographic influences on business activity
5. Types of unemployment»
6. The means to minimise external costs of business activity».

Индивидуальные творческие задания (проекты):

1. An aging population
2. Legal influences
3. Minimum wages, unemployment and informality
4. UK government
5. Minimising external costs.
6. Local Governments in the USA.
7. Minimum wages in the RF.

Критерии оценки (в баллах):

No	ITEM	MAX. SCORE
1.	Contents and relevance	2
2.	Appropriacy (vocabulary)	2
3.	Grammar	1
4.	Presentation skills:	5
4.1.	Timing (7-10 minutes)	1
4.2.	Visuals	1
4.3.	Contact with the audience	1
4.4.	Sign posting	1
4.5.	Body language	1
	TOTAL	10

Составитель _____ Е.А. Фридянская

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Кафедра иностранных языков №1

Темы эссе

по дисциплине «Иностранный язык специальности» 4 курс

1. How do social and demographic changes impact on business strategy and decisions?» (на примере страны/региона) —200-250 слов.
2. People may differ about what they think is ethical.
3. How can unemployment damage business?
4. Two main ways by which technologies change business
5. The effect of the law on business decisions
6. The importance of the EU as a law-making body
7. Government actions to support or frustrate the business activity

Критерии оценки (в баллах):

- **5 баллов** выставляется студенту, если тема эссе раскрыта полностью, идеи представлены в логической последовательности с использованием связующих слов, отмечена грамотная организация эссе, соответствующая его структуре; продемонстрировано использование активной лексики курса, в основном не было допущено ошибок в использовании грамматических конструкций;
- **4 балла** выставляется студенту, если тема раскрыта полностью, но с незначительными отступлениями, идеи представлены с использованием связующих слов, но лексически не всегда грамотно подобраны, продемонстрировано использование активной лексики курса, были допущены незначительные ошибки в использовании грамматических конструкций;
- **3 балла** выставляется студенту, если тема раскрыта частично, с незначительными погрешностями, идеи представлены с использованием недостаточного количества связующих слов, продемонстрирована организация эссе, не полностью соответствующая его структуре с ограниченным использованием лексических единиц, допущены ошибки в использовании грамматических конструкций, которые частично мешают пониманию;
- **2 балла** выставляется студенту, если тема не раскрыта, идеи не связаны с друг другом, отсутствуют связующие слова и использован ограниченный запас лексических единиц с огромным содержанием ошибок в грамматических структурах.

Составитель _____ Е.А. Фридлянская

Оформление комплекта тестовых заданий

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Кафедра иностранных языков №1

Комплект тестовых заданий

по дисциплине «Иностранный язык специальности» 4 курс

Примеры тестов для контроля знаний.

TEST 1

Vocabulary

I. Complete each sentence with one word from Group A and one from Group B.

Group A: family /human/ public / tangible / trade/ staff

Group B: union / turnover/ assets / limited / business / resources

- 1 Not many of our employees are members of a _____ anymore.
- 2 Dotcoms don't really need to have any _____ like buildings or machinery.
- 3 They began as a partnership but became a _____ any three years ago.
- 4 We're a _____ with my father as Managing Director and myself and my brother managing the day-to-day running of the factory.
- 5 _____ department is responsible for employing new people and firing them.
- 6 The _____ was very high last year: many employees left the company.

II. Complete the sentences with these verbs:

do / make / meet / take / set / have / lose

- 1 Unfortunately, he failed to ----- the expectations of his colleagues.
- 2 Many children ----- an opportunity to study further when they start working immediately after school.
- 3 Managers inspire workers when they ----- realistic objectives.
- 4 Sorry, but I don't _____ time to help.
- 5 Though I don't agree with everything you say, I ----- your point on the problem of supplies.
- 6 Large industrial corporations ----- a lot of harm to the environment.
- 7 Their company has huge debts. It is believed to ----- a loss.

III. Complete these sentences with a), b) or c).

- 1 The _____ group makes all our clothes and shoes.
a) marketing b) sponsor c) apparel
- 2 The biggest _____ we face is global change.
a) opportunity b) threat c) shift
- 3 Our boss ----- us to work harder by offering a bonus.
a) motivated b) impressed c) galvanised
- 4 The problem is to keep up with _____ trends which are constantly changing.
a) shift b) fashion c) creator
- 5 Big companies are _____ merges and acquisitions.
a) invested in b) engaged in c) engaged into
- 6 A good manager should _____ his responsibilities to lower-level employees
a) give b) offer c) delegate

IV. Underline the correct word in *italics*.

- 1 I don't work *under* /*at*/ *for* that company anymore.
- 2 The company was set *up* / *in* / *under* five years ago.
- 3 She oversees every aspect *for* / *with* / *of* company policy.
- 4 He's in charge *for* / *to* / *of* the Eastern Division.
- 5 Shares are usually bought and sold *at* / *in* / *on* the stock exchange.
6. Companies need to adapt *to* / *for* / *onto* the changing environment.

V. Choose the correct item A, B or C

1. What is a *subsidiary*?
A a group of many different companies
B a company owned by another company
C a merger of two different companies
2. Which of the following departments is responsible for patents?
A Legal Affairs B Human Resources C Finance
3. What is a *lease*?
A a contract to buy a building for business purposes
B rent on a building on a temporary basis
C permanent ownership of a building
4. What is the best example of *fixed assets*?
A money
B money and machinery
C machinery
5. What is the definition of *executives*?
A general staff and workers of a company
B top bosses of companies
C managers and directors, perhaps on Board
6. A good CEO shouldn't ... his board of directors
A lead B terrorise C motivate
7. If a company's debts have soared for the past year, they ...
A have made enormous profits
B owe much more money than before
C haven't really changed at all
8. What are *financial resources*?
A money that the company owes to financial institutions
B cash at the company's disposal
C payments that a company has to make every month
9. Which of the following refer to the future of business?
A economic forecasts B current trends C monthly plans
10. In a SWOT analysis, which of the following could refer to the "w"?
A our company is alone on the market
B other companies offer lower prices
C we cannot guarantee same day of delivery
11. What is *retail*?
A supplying the stores B selling to the public C making goods
12. A threat is something that could ...?
A endanger your business B improve your business
C expand your business

Grammar

I. Complete this conversation about a project.

- A: (1) _____ (you/have) time to start work on the Tramper Dam project last week?

B: Yes, I already (2) _____ (read) the brief but I (3) _____ (not/contact) anyone yet.

A: I need you to sort this thing out. They (4) _____ (have) an argument and the last manager (5) _____ even (not appear).

B: Yes, he (6) _____ (be) the second manager in six months, (7) _____ (not/be) he?

A: I'm afraid so. But there (8) _____ (be) problems before that. It (9) _____ (be) over budget ever since the initial plans. They (10) _____ (set) unrealistic deadlines. I (11) _____ (tell) the client that right from the start. Anyway, we (12) _____ (not have) a meeting yet and we (13) _____ (not make) plans on expending the deadlines.

B: What about finance?

A: They (14) _____ (release) another half a million recently that's what they (15) _____ (give) you to work with.

B: That should be enough.

A: I hope so!

II. Underline the correct words.

1. While the plane *took/ was taking* off, I *started/ was starting* to feel unwell.
2. The door was open, so I *knocked/ was knocking* and *came/ was coming* in.
3. They *argued/ were arguing* about the merger when he suddenly *lost/ was losing* his temper.
4. I *was/ had been* sure I *didn't forget/ hadn't forgotten* the disk.
5. By the time I *arrived/ had arrived* Tom already *left/ had left*.
6. I *was waiting/ had been waiting* for an hour when my friend *called/ had called* me.

III. Put the verbs in the correct tense.

1. When they call I already (send) a message.
2. I suppose we (sell) all the shares.
3. By the time the meeting starts they (count) the balance for an hour.
4. Let me know if my boss (come).
5. When they (take over) our company we (be) out of work.
6. They (discuss) the figures from 6 till 9 tomorrow.
7. By next month she (work) on the project for 2 weeks.

Part 2 Reading

Read the text about two international retailing companies.

Among international retailers, two ***have set the pace***: Ikea, the Swedish furniture chain, and Toys "R" Us, the US toy retailer. They have built up worldwide 5 networks - Ikea in 28 countries, Toys "R" Us in 26 - of giant stores which have killed competition from local rivals.

Ikea is opening 12 new stores a year in cities including Frankfurt, Shanghai, Chicago, and Wroclaw in Poland. A committee of senior executives at the group's international headquarters in Denmark oversees investment in new markets and the redesigning or expansion of existing stores.

Responsibility for product development and purchasing lies with Ikea of Sweden, the original company that pioneered the 'blond' style of Scandinavian furniture and furnishings which has gained a huge international following.

A third layer of country managers ***tailors*** the presentation and marketing of those products in their home territories. Country managers usually assume control for day-to-day activities only when there are more than two stores in their region. They are allowed some flexibility in choosing additional products which they think will meet local tastes.

At Toys "R" Us, by comparison, the ***fickle*** nature of children's choices requires more ***latitude*** for local managers. Toy tastes vary significantly between different cultures, says

Greg Staley, President of the company's international division. For example, Asian families like educational toys, while American children are heavily influenced by Saturday morning television programmes. Some toys, such as Barbie dolls and Lego building sets, do well everywhere. But others are less predictable.

Headquarters decides whether to open a new store but local managers take all the day-to-day decisions on what toys to buy and in what quantities; how to market them, and how much to spend on advertising. 'We really do give them great latitude in the management of their business,' says Mr. Staley.

I. Mark the sentences True (T) or False (F) according to the text:

- 1) Ikea's international headquarters are in Sweden.
- 2) Ikea's country managers have more control when they are in charge of more than two stores in the same region.
- 3) Ikea and Toys "R" Us have the same management structure for their international network.
- 4) Children in different countries like different kinds of toys.
- 5) Toys "R" Us local managers have more decision-making powers than Ikea local managers.
- 6) Both Ikea and Toys "R" Us are strongly competitive in local markets around the world.

II. Find the best explanation (a, b, c or d) of the words from the text

- | | |
|--|---|
| 1) <i>have set the pace</i> (line 1) | 2) <i>tailors</i> (line 11) |
| a) have been slow to expand | a) takes full responsibility for |
| b) have taken a lot of risks | b) creates ideas for |
| c) have provided a good example for others | c) carries out |
| d) have been in competition with each other | d) adapts or modifies |
| 3) <i>fickle</i> (line 15) | 4) <i>latitude</i> (line 16) |
| a) unpredictable | a) restrictions |
| b) expensive | b) assistance |
| c) limited | c) freedom |
| d) unchanging | d) guidance |

Тесты для самоконтроля и промежуточного контроля

Vocabulary

1 a Match the verbs (1-6) with the nouns (a-f) to form business collocations.

- | | | |
|--------------------|---|-----------------------|
| generate | a | an economic downturn |
| make ... redundant | b | back-office functions |
| undergo | c | exposure to risk |
| face | d | fierce competition |
| outsource | e | profits |
| reduce | f | staff |

b Complete these sentences with the collocations you formed in Exercise 1a, putting the verb in the correct form.

1. By..... such as the payroll to a specialist company, we could save time and money.
2. In reality, we regard outsourcing as a way ofsince we would not have to close factories if there was an economic downturn.
3. One of the main responsibilities of a marketing manager is tofor his company.
4. Raising interest rates would lead to the country, and this would certainly affect our sales and eat into our profits.
5. We.....from companies in other parts of Asia who are able to produce similar products at two-thirds the price.
6. We thought that our headquarters was heavily overstaffed and we realised that by....., we could reduce our salary bill.

2 Complete the following sentences by choosing the best answer, A, B, C or D.

1. We're introducing an incentive scheme as part of an effort to reduce staff
A retention B turnover C shifts D changes
2. Baxters have about 1,000 workers in the factory attimes, which means that things are very crowded.
A peak B top C high D maximum
3. The Human Resources Department has decided towith plans to reduce sick leave among workers.
A go off B go up C go on D go ahead
4. A survey amongst staff has revealed dissatisfaction with their working hours.
A people B members C workers D employees
5. We can outsource a lot of routine administrative work, but there are some activities which we have to keep in-house.
A prime B first C core D central
6. With our company increasing competition from other countries, we need to become more efficient.
A confronting B opposing C fighting D facing
7. The chairman told a meeting of shareholders that profits would reach a level this year.
A top B best C record D highest
8. With such fierce competition and rising costs, we may find ourmargins are affected.
A benefit B profit C revenue D earnings

TEST 2

Match the words to the explanations

- | | |
|--------------------------------|---|
| 4 Generate | D Main goal/objective |
| 5 Bluffing | E Someone who owns shares in a company |
| 6 Vast | F Very large |
| 7 Stakeholders | G Misleading somebody |
| 8 Primary purpose | H Create |
| 9 Work-life balance | I Health and happiness |
| 10 Box-ticking exercise | J Not telling the truth |
| 11 Procurement policies | K To be forced |

I. Complete the text about CSR with the correct form of the words from exercise 1.

CSR, many argue, is just a PR exercise: companies use it to improve their image in order to sell more and make 1_____ profits. For some companies, this may well be the case: they believe the 2_____ of business

is to make money, and they do not want to be concerned with their impact on a wider range of 3_____ outside the company. For such companies, the business world is a tough environment where 4_____ is part of the 'game'. However, recent research has shown that, far from just being a 5_____, CSR policies which deal with ethical issues can actually boost revenues. Companies which are concerned about the 6_____ of their employees are less stressed and more productive. Having 8_____ which ensure that supplies do not use child labour have a positive impact on the company image and help to avoid negative publicity. In fact, many of the top-rated FTSE companies have demonstrated that they do not need to be 10 _____ to follow policies imposed from outside and that they do not need to 11 _____ customers or the public about their business practices. They have shown that 'doing the right thing' and making a profit are not contradictions in the business world.

II. Choose the best word to complete each gap from the alternatives.

Microcredit is an important part of the growing microfinance sector, a movement which 1_____ a world where low-income households have access to a wide range of financial services. Originally many microfinance institutions (MFIs) were 2_____ set up by governments? But more and more credit institutions have microfinance departments in order to 3_____ on this growing market. MFIs differ from traditional banks in several ways. Firstly they do not always insist on 4_____ to give a loan and secondly, there are often no 5 _____ if loans are not repaid on time. In addition, clients are often 6_____ who may have difficulty maintaining steady cash-flow. Clients must be able to make regular 7_____ and for this reason these loans are not suitable for the 8_____.

MFIs often operate in areas with a low population 9_____ which can make administration costs higher. If MFIs are to operate 10_____, they need to be able to cover these costs with higher interest rates.

- | | | | | | | |
|----|---|------------------|---|-------------|---|-------------------------------|
| 1 | A | Believes | B | Envisions | C | Inspires |
| 2 | A | Companies | B | Committees | C | Entities |
| 3 | A | Profit | B | Capitalise | C | Incentivise |
| 4 | A | Collateral | B | Collaterals | C | Warrantees |
| 5 | A | Penalties | B | Rewards | C | Repayments |
| 6 | A | House businesses | B | Homeworkers | C | Household based entrepreneurs |
| 7 | A | Pay | B | Repayments | C | Credits |
| 8 | A | Destitute | B | Subsistence | C | Substitute |
| 9 | A | Number | B | Density | C | Concentration |
| 10 | A | Reasonably | B | Healthily | C | Sustainability |

IV. Make common word combinations.

- | | |
|------------------------|--------------------|
| 1. Business | a. cash flow |
| 2. Perfect | b. programme |
| 3. Genetically | c. culture |
| 4. Organizational | d. brand |
| 5. Performance-related | e. wants and needs |
| 6. Operating | f. retailer |
| 7. Compensation | g. shop |
| 8. Task | h. density |
| 9. Rewards | i. balance |
| 10. Luxury | j. purpose |
| 11. Brand | k. environment |
| 12. Customer | l. competition |

- | | |
|----------------|----------------|
| 13. Bricks | m. modified |
| 14. e-retail | n. structures |
| 15. Fixed | o. pay |
| 16. Population | p. positioning |
| 17. Work-life | q. costs |
| 18. Primary | r. systems |

Вариант 2

1. Match the words and phrases to their definitions.

- | | |
|--------------------------------|--|
| 1 Payee | A Interest |
| 2 Penalty | B Catering |
| 3 Guarantee | C A decline in value |
| 4 Incentive | D Keeping something in good condition |
| 5 Repay | E A person to whom money is paid |
| 6 Sustainable | F Money that you have to pay for breaking an agreement |
| 7 Penalize | G To pay back |
| 8 Maintenance | H Continuing over a long period of time |
| 9 Depreciation | I To punish someone for breaking a rule or agreement |
| 10 Provision of food and drink | J Something which encourages someone to do something |
| 11 Payment on a loan | K A promise that something will be done or will happen |

2. Complete the sentences with the correct form of the words from exercise 1.

- We have a strict 1_____ programme for all our planes to ensure they are always safe and in excellent working conditions.
- The loan we took out a few years ago to lease new aircraft has quite a high rate of 2_____, so we'll be speaking to the bank to see if we can reduce it.
- Our company can offset (balance) the 3_____ in value of our machinery over time – generally things do decline slightly in value as time goes by.
- The airline company could think about making cuts to the 4_____ - do passengers really expect gourmet meals on flights?
- The bank will probably 5_____ you for cutting short your loan.
- The sales team are very demotivated at the moment, we need to think of a way to 6_____ them.
- The small loans that are given under microfinance schemes often have very high 7_____ rates – most borrowers pay the money back in full.
- If you have a poor credit rating, it's often difficult to get a loan unless you have a personal 8_____.
- Grameen Bank is different from conventional banks because it does not charge a 9_____ if you do not pay loan back on time.
- The 10_____ of the loan will be the person responsible for ensuring it is paid back.
- If microfinance institutions are to operate 11_____, they need to be able to cover these costs with higher interest rates.

3. Choose the best word to complete each gap from the alternatives below. An HR manager is explaining his company's change in recruitment strategy.

As you may know, last year we decided to 1_____ a major review of our hiring policy. We felt we needed to 2_____ a new strategy to address the problems we've identified with the age profile of our employees. Basically, we realized that due to the cuts we made in our earlier policy of keeping a good mixture of ages amongst our employees. So, the first thing we did was to 4_____ everyone involved: we wanted to hear people's opinions and experiences. We then discussed the feedback with an external consultant and 5_____ several options for a new strategy. One thing we 6_____ very clearly was that we didn't want to change the age profile so drastically that existing staff felt uncomfortable. We're now in the process of 7_____ the new system and we appreciate

your patience with the changes it involves. During the coming months we'll be 8 _____ the new process to 9 _____ that we are achieving our goal of creating a good balance of ages and 10 _____ within our company.

- | | | | | | | |
|----|---|--------------|---|------------|---|---------------|
| 1 | A | Conduct | B | Consult | C | Evaluate |
| 2 | A | Conduct | B | Specify | C | Develop |
| 3 | A | Deviated | B | Developed | C | Implemented |
| 4 | A | Evaluate | B | Consult | C | Develop |
| 5 | A | Evaluated | B | Monitored | C | Consulted |
| 6 | A | Consulted | B | Ensured | C | Specified |
| 7 | A | Ensuring | B | Specifying | C | Implementing |
| 8 | A | Implementing | B | Monitoring | C | Conducting |
| 9 | A | Specify | B | Ensure | C | Consult |
| 10 | A | Experience | B | Practice | C | Qualification |

4. Make common word combinations.

- | | | | |
|-----|-------------|----|-------------------|
| 1. | Natural | a. | profit |
| 2. | Financial | b. | culture |
| 3. | Operating | c. | costs |
| 4. | Role | d. | mix |
| 5. | Windows of | e. | awareness |
| 6. | Cut | f. | perspective |
| 7. | Encourage | g. | costs |
| 8. | Marketing | h. | opportunity |
| 9. | Customer's | i. | teamwork |
| 10. | Brand | j. | policies |
| 11. | Licensed | k. | consumers |
| 12. | Indirect | l. | extension |
| 13. | Procurement | m. | brand |
| 14. | Target | n. | outlet |
| 15. | Brand | o. | the thorny issues |
| 16. | Retail | p. | a solution |
| 17. | Tackle | q. | incentive |
| 18. | Pilot | r. | monopoly |

Module 1 Business Advantage Advanced Variant 1

Ex. 1. Complete the extract from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure exit strategy commitment electronic distribution control overseas production

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realize that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____, so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over our operations abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work.

Ex. 2. Match the marketing strategies and terms (a-g) to the statements (1-7).

- a cultura a cultural norms
- b market b market entry costs
- c market c market positioning
- d econo d economies of scale e segme e segmentation
- f busin f business environment factors
- g cultur g cultural sensitivity

- 1 We have increased production and covered all the initial expenses, so our costs will certainly be lower.____
- 2 When working abroad, it is important to understand how other people think and avoid doing something which could offend these people._____
- 3 Finding out in advance about another culture can help you to understand the underlying values and accepted behavior of the people in this area. _____
- 4 We are looking into specific groups of customers and deciding how best to target them._____
- 5 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences._____
- 6 We had to spend a lot on modifying the product in order to sell it in Asia. _____
- 7 When we began to sell abroad, we were able to change our image from a low market to a high market one because the concept was new in that market. _____

7

Ex. 3. Complete the sentences using the correct form of the following words:

differentiation minimum segment globalization standard adaptation

- 1 Products which are very _____ to different target groups can be used when entering new markets.
- 2 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
- 3 A market which is _____ consists of different groups of customers with diverse needs.
- 4 If a company wants to operate as a multinational, it has to think of _____ strategies.
- 5 It is important that customers can _____ between your products and those of your competitors.
- 6 Goods that are sold everywhere in the world with no changes for local markets are known as _____ products.

Ex. 4. Complete the text using the phrases about competition in the box. Then complete the phrases with the prepositions of or on.

Depend dependent _____ the five basic forces
pressure pressure _____ companies
good understanding _____ their external environment
firms _____ firms _____ the same level
state _____ state _____ competition

The 1 _____ to create new products in an ever-expanding global market is increasing. For this reason companies are investing resources in how to adapt existing products and react quickly to market trends. It is also essential for companies to take a careful look at the 2 _____ in their particular field, as well as gaining a 3 _____ and a more global view. They need to understand that this is 4 _____ and be able to identify each of them. Once they have undertaken this, they will begin to have a better understanding of the external environment. This will allow them to make necessary adjustments in order to deal with horizontal competition and compete with 5 _____.

Ex. 5. Rewrite these sentences using noun phrases to replace the words in italics.

- 1 Airlines offering no-frills services are beginning to target business travellers.
- 2 UK hotel chains which have lower prices have started an aggressive marketing campaign.
- 3 Our logo has been recently redesigned and is now easily recognizable.
- 4 The smart phones produced at that factory are the best ones in Europe.
- 5 I went to a seminar on sales techniques and it was very informative.

Ex. 6. Match the new beginnings (a-f) to the sentences (1-6). Then rewrite the original sentences using the new beginnings.

- 1 Making use of an existing distributor rather than setting up our own distribution in the market is a good idea.
- 2 They did not have much success with their overseas production because they could not get enough skilled workers.
- 3 We are searching for people with innovative ideas.
- 4 It is really necessary to decide on an exit strategy as soon as possible.
- 5 Our department is trying to improve our sales figures abroad.

6 Increasing our visibility in foreign markets is the main advantage of the idea.

- a The main benefit _____
- b The aim _____
- c It is a good idea _____
- d What we need to do _____
- e The type of people we are searching for _____
- f The reason _____

Ex. 7. Match each word to its definition.

- | | | |
|---------------|---|---|
| 1 DNA | a | when referring to a brand, this would be seen as a part of its identity defined by its longevity and core values |
| 2 ergonomics | b | a reliable piece of machinery which can be used to do a lot of work |
| 3 heritage | c | when referring to a company, these are the unchangeable elements which make up its uniqueness |
| 4 positioning | d | something that is very famous or popular and represents particular opinions or cultures |
| 5 icons | e | the study of the design of furniture or office equipment and the effect this has on how comfortably people can work |
| 6 workhorse | f | the way a brand is thought about in a market compared to competitors' brands |

Ex. 8. Match the two parts of the sentences about competitive rivalry.

- | | | | |
|--------------|-----------|--|--|
| 1 The less | 1 | The less aggressively | companies try to expand, |
| 2 The | 2 | The stronger the brand awareness towards a company | company is, |
| 3 The larger | 3 | The larger the number of companies producing the same type | same types of products, |
| 4 The | 4 | The more customers have to pay for products from a company | a company, |
| 5 The more | 5 | The more expensive it is to leave a market, a | the more likely it is that rivals will continue to operate |
| e.b | the lower | the intensity of competition is. | |
| c | the less | chance their competitors have to take over | over the market. |
| d | the more | competition there will be for the same | same customers. |
| e | the less | chance there is that they will remain loyal | loyal. |

Variant 2

Ex. 1. Match each market entry term or concept to its definition.

- | | | |
|---------------------------|---|--|
| 1 overseas production | a | to put oneself in the position of having something negative happen |
| 2 exit strategy | b | the process of sending products out to people, or supplying something by making use of the Internet |
| 3 profit opportunity | c | a plan of how someone will end something, such as a business deal |
| 4 commitment | d | the process of using a facility in another country to make goods for sale |
| 5 risk exposure | e | a promise or firm decision to do something |
| 6 electronic distribution | f | the chance to earn money by selling a product or service, especially after paying the costs involved |

Ex. 2. Choose the correct word in italics to complete the sentences.

- 1 Segmentation occurs when a market is divided into different groups of customers who have similar/diverse needs.
- 2 Differentiation is the process of pointing out advantages of a product by showing how it is different. This is used to attract a wide range/particular group of customers and markets.
- 3 Cultural norms refer to an often unwritten set of informal rules which govern how people act individually/within a particular group.
- 4 When companies produce large/small amounts of a product, they can make use of economies of scale.
- 5 Being aware of how cultures differ from/are similar to each other can be defined as cultural sensitivity.
- 6 As brands are regarded differently in different markets, market positioning strategies can influence consumer recognition/perception of the brand.
- 7 Business environmental factors include strengths and weaknesses/opportunities and threats coming from legal, economic, political and technological sources.

Ex. 3. Complete the text using the correct form of the words.

Tips for expansion in today's business world

Because markets today are becoming increasingly 1 _____(globalise), most firms need to make sure their products are 2 _____(adapt) to the needs and wishes of the customers. The traditional 3 _____ (standardize) of products may no longer be wise or even possible. In some cases, the key to success might be what makes one product really 4 _____(differ) from another. This difference may be only 5 _____(minimize) but it may be enough to play an important role in the final success of the product. Therefore, it might be time to take a new look at market 6 _____(segment) as well as the general business 7 _____(environmental) in which you are operating.

Ex. 4. Match the two parts of the sentences.

- | | |
|--|---|
| 1 The best way for them to enter new markets | a is to reward them for their success. |
| 2 What our company really needs to focus on | b is that we can spread the risk. |
| 3 The best way for us to keep good salespeople | c is to find a local partner. |
| 4 The biggest risk we are facing | d is that there are a number of strategies but only some that will work for us. |
| 5 The good thing about the licensing agreement | e is an exit strategy for our problematic markets. |
| 6 The point I would like to make | f is the factor of the unknown in the new market. |

Ex. 5. Complete the tips using the collocations in the box. One collocation is extra.

premium-priced fastest-growing segment niche market core products well-known brand top-end market

Tips for selling your products

- Concentrate on the 1 _____: those goods which provide the basis of your range.
- There are also areas to look at which comprise the 2 _____ within the field, and here it is certainly possible to consider 3 _____ goods.
- This may only be possible in a smaller or 4 _____ though this is doubtlessly one way to compete against a 5 _____.

Ex. 6. Match the two parts of the sentences to describe brands and products.

- | | |
|--|--|
| 1 When you want to make sure that your brand is seen as being different from your competitors' brands, | a do not expect it to be a workhorse, but a luxury item. |
| 2 Corporate DNA is one way of referring | b to make sure that offices have ergonomic furnishings. |
| 3 When people buy a sports car, they generally | c you need to make sure that your positioning strategy is the optimal one. |
| 4 As particular products are often associated with a country, these products | d they have remained loyal to their heritage. |
| 5 One aspect of the job of a safety and health officer may be | e have become icons to people abroad. |
| 6 Several of our cash cows have done well, partially because | f to those elements which define a company at its core. |

Ex. 7. Choose one word from A, B and C to complete each sentence.

A	B	C
firms	of	(competitive) rivalry
state	on	the five basic forces
resources	of	the same level
intensity	on	companies
depends	of	learning
pressure	on	competition
determinant	in	competitiveness

- 1 The _____ to compete will increase.
- 2 Because the process was new, they invested a lot of _____ how to carry it out efficiently.
- 3 The amount of rivalry companies face _____ of competition.
- 4 In many industries the number of companies operating in the same field is the major _____ which has an influence on how hard they have to try to be better than the others.
- 5 When we talk about horizontal competition we are referring to _____.
- 6 When a number of companies are in the same field, this causes an _____ as they are all trying to sell to the same customers.

7 It is necessary to see how many firms with the same goals there are in order to determine the _____ within a market.

Ex. 8. Replace the underlined words in the text (1-6) with the phrases (A-F).

- A the UK budget hotel chains
- B no-frills airlines
- C confident predictions
- D conspicuous value for money
- E a beneficiary of any major decisions
- F the one thing the recession has taught businesses is

In today's business world CFOs are beginning to recommend that their companies actively look for 1 noticeable ways to make sure that they get the best possible deal. 2 As money has been tight recently, companies have learned to carefully examine their options when sending employees off on business trips. Some of the methods businesses have been forced to adopt include using 3 less luxurious ways of air travel, and booking 4 standardised accommodation for their managers on business trips rather than offering them the more up-market brands. The up-side of this trend is that a business offering inexpensive and convenient services can be 5 the one chosen when a large company begins to look around for ways to make considerable savings. For this reason, a number of low-cost service providers are making 6 forecasts they seem very certain about when looking into their possibilities for growth in a very competitive market.

Module 2 BUSINESS ADVANTAGE ADVANCED

Variant 1

I. Match each business term to its definition.

Term	Definition
1 An appetite for risk	A a situation which can cause problems due to mistakes within an organisation caused by human errors
2 Reputation risk	B laying out plans in an understandable and structured manner
3 Perception of risk	C looking thoughtfully at plans to decide how to operate in the future
4 Financial risk	D keeping staff calm in times of crisis
5 Operational risk	E when you feel you want or need to be involved in a dangerous situation
6 Effective tactics	F threatening to make staff redundant or relocate to another area
7 Illegal tactics	G the problem that arises when a company does not have adequate resources to meet its obligations
8 Carefully planned strategy	H a belief or opinion of how dangerous a situation might be
9 Strong-arm tactics	I private companies making use of cartel pricing to prices high
10 Coherent strategy	J a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business

II. Complete the sentences with the correct phrase or word from the box.

<i>A spread risk</i>	<i>B tolerate risk</i>	<i>C mitigate risk</i>	<i>D calculate risk</i>	<i>E took risks</i>
<i>F inhibit</i>	<i>G master</i>	<i>H resistant</i>	<i>I dampen</i>	<i>J exemplifies</i>

- 11 We are afraid that the slow-down in the economy will _____ our ability to expand the company.
- 12 Experienced investors _____ by conducting research and choosing their investments wisely.
- 13 It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
- 14 Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
- 15 When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
- 16 I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial year.
- 17 If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
- 18 She will have to _____ the system as a whole before we can consider her for promotion.
- 19 When we lend money to companies, the first thing we have to do is to _____ and predict if there is a danger of default or not.
- 20 I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when the staff weren't _____ to my ideas.

III. Match the leadership styles in the box to these statements. One leadership style is extra.

A pacesetter B coercive C democratic D coaching E authoritative F affiliative

- 21 The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. ____
- 22 She really leads by example and expects her team to match her high standards. ____
- 23 She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. ____
- 24 He is always organising team-building activities for his department. ____
- 25 His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. ____

IV. Complete the sentences using the business terms from the box.

A inject capital B risky investment C liquidate investments D raise capital E shareholder's equity

- 26 One of our divisions was doing badly and we had to ____ to keep it going.
- 27 We had to ____ by selling off some buildings we weren't using.
- 28 When we subtract all of our debts from our assets, the figure left is the ____.
- 29 Looking at the financial documents of this company, I would say this is a rather ____ so I would advise not doing it.
- 30 Our board decided to take the company public in order to ____ by issuing shares.

V. Complete the sentences using the proverbs. One proverb is extra.

Sentences	Proverbs
31 I think we should sign him up right away even if it means losing other possible business. After all, ' ____ '.	A Practise what you preach
32 I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say, ' ____ '.	B Better late than never
33 We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' ____ '.	C A bird in the hand is worth two in the bush
34 I don't know why he's blaming the software on his computer, but you know ' ____ '.	D A bad workman always blames his tools
35 There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' ____ '.	E Too many cooks spoil the broth
	F Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime

VI. Match the cultural terms in the box to the statements. One cultural term is extra.

A values B stereotypes C practices D culture E intercultural communication

- 36 Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. ____
- 37 I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. ____
- 38 Before we transfer employees to other countries, we make sure they undergo a training period to make them familiar with the beliefs, customs and accepted standards there. ____
- 39 I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. ____

VII. Match the two halves of the sentences.

Beginning

Ending

<p>40 He told me that whether or not _____</p> <p>41 Our board is unsure if this strategy will work, saying ____</p> <p>42 Some language schools concentrate on just teaching foreign languages, while _____</p> <p>43 My boss asked me to submit my report by tomorrow, adding that _____</p> <p>44 Our company has decided to raise capital by _____</p> <p>45 The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____</p>	<p>A he needs to discuss several of the issues I raised with the managing board.</p> <p>B prevent the banks from lending at all.</p> <p>C we get the contract in Africa, we will still continue with the project.</p> <p>D floating shares on the stock market.</p> <p>E it depends on a large number of factors.</p> <p>F others also put emphasis on cultural awareness training.</p>
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VIII. Match the strategy and tactics to these statements.

Statements	Strategy and Tactics
<p>46 _____ We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now.</p> <p>47 _____ Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us.</p> <p>48 _____ I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management.</p> <p>49 _____ It is important for each of the divisions of the company to follow the same plans and operate in the same manner.</p> <p>50 _____ I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape.</p>	<p>A underhand tactics</p> <p>B broad strategy</p> <p>C delaying tactics</p> <p>D integrated strategy</p> <p>E long-term strategy</p>

Variant 2

I. Match the strategy and tactics to these statements.

Statements	Strategy and Tactics
<p>1 _____. I realise that the R&D Department came up with the idea, but if I present it to the board before they do, I will look good to upper management.</p> <p>2 _____. It is important for each of the divisions of the company to follow the same plans and operate in the same manner.</p> <p>3 _____. Even if we pay all of our suppliers late, I doubt that they will take their business elsewhere. After all, we are the most important customer many of them have and this way the money stays in our accounts earning interest for us.</p> <p>4 _____. I am definitely in favour of setting up an ICT system within the company to make it easier to share software and ideas immediately without going through a lot of red tape.</p> <p>5 _____. We definitely need to be planning for the next five years in order to have a clear idea of what we need to do now.</p>	<p>A. integrated strategy</p> <p>B. delaying tactics</p> <p>C. broad strategy</p> <p>D. long-term strategy</p> <p>E. underhand tactics</p>

II. Match the two halves of the sentences.

Beginning	Ending
<p>6. My boss asked me to submit my report by tomorrow, adding that _____</p> <p>7. The governments in Europe have begun to put more restrictions on lending practices, but none has gone so far as to _____</p> <p>8. He told me that whether or not _____</p> <p>9. Our company has decided to raise capital by _____</p> <p>10. Our board is unsure if this strategy will work, saying ____</p> <p>11. Some language schools concentrate on just teaching foreign languages, while _____</p>	<p>A. we get the contract in Africa, we will still continue with the project.</p> <p>B. floating shares on the stock market.</p> <p>C. he needs to discuss several of the issues I raised with the managing board.</p> <p>D. others also put emphasis on cultural awareness training.</p> <p>E. prevent the banks from lending at all.</p> <p>F. it depends on a large number of factors.</p>

III. Complete the sentences using the proverbs. One proverb is extra.

Sentences	Proverb
12. I am finally finished with this report even though it is a couple of days past the deadline. Well, as we say, ' _____ '.	A. Too many cooks spoil the broth
13. I think we should sign him up right away even if it means losing other possible business. After all, ' _____ '.	B. Give a man a fish, you feed him for a day, teach a man to fish, feed him for a lifetime
14. I don't know why he's blaming the software on his computer, but you know ' _____ '.	C. A bird in the hand is worth two in the bush
15. There are too many departmental heads involved in this project and each has something to say about it. In my opinion, ' _____ '.	D. Better late than never
16. We have to do more about training as our employees are not working autonomously enough. I really believe that if you ' _____ '.	E. Practise what you preach
	F. A bad workman always blames his tools

IV. Match the cultural terms in the box to the statements. One cultural term is extra.

A. practices	B. intercultural communication	C. values	D. stereotypes	E. culture
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17. I didn't realise how necessary it was to treat everyone the same at the meeting. In this region it is important to people not to stand out as different. _____
18. I had always thought that people in that country had no sense of humour and was surprised to find out that it wasn't true at all. _____
19. Bill said he was glad he knew that it was necessary to hand over his business card with two hands when he was in some Asian countries. _____
20. Before we transfer employees to other countries, we make sure they undergo a training period to make them familiar with the beliefs, customs and accepted standards there. _____

V. Match the leadership styles in the box to these statements. One leadership style is extra.

A. coercive	B. affiliative	C. pacesetter	D. democratic	E. coaching	F. authoritative
-------------	----------------	---------------	---------------	-------------	------------------

21. She really leads by example and expects her team to match her high standards. _____
22. His team have to do what they are told and there is no way that they can avoid tasks that they don't want to do. _____
23. She has a very inexperienced team, so she spends a lot of time explaining to them and showing them how to do things. _____
24. The team don't really question the manager's decisions as he has a great track record and years of experience in the industry. _____
25. He is always organising team-building activities for his department. _____

VI. Complete the sentences using the business terms from the box.

A inject capital	B risky investment	C shareholder's equity	D raise capital	E liquidate investments
------------------	--------------------	------------------------	-----------------	-------------------------

26. Looking at the financial documents of this company, I would say this is a rather _____ so I would advise not doing it.
27. One of our divisions was doing badly and we had to _____ to keep it going.
28. We had to _____ by selling off some buildings we weren't using.
29. Our board decided to take the company public in order to _____ by issuing shares.
30. When we subtract all of our debts from our assets, the figure left is the _____

VII. Match each business term to its definition.

Term	Definition

31. Effective tactics	A. a situation that can occur when customers, business partners and other stakeholders have a negative perception of a company or business
32. Illegal tactics	B. the problem that arises when a company does not have adequate resources to meet its obligations
33. Carefully planned strategy	C. a situation which can cause problems due to mistakes within an organisation caused by human errors
34. Strong-arm tactics	D. laying out plans in an understandable and structured manner
35. Coherent strategy	E. looking thoughtfully at plans to decide how to operate in the future
36. An appetite for risk	F. keeping staff calm in times of crisis
37. Reputation risk	G. when you feel you want or need to be involved in a dangerous situation
38. Perception of risk	H. threatening to make staff redundant or relocate to another area
39. Financial risk	I. a belief or opinion of how dangerous a situation might be
40. Operational risk	J. private companies making use of cartel pricing to prices high

VIII. Complete the sentences with the correct phrase or word from the box.

<i>A inhibit</i>	<i>B master</i>	<i>C resistant</i>	<i>D exemplifies</i>	<i>E mitigate risk</i>
<i>F dampen</i>	<i>G spread risk</i>	<i>H tolerate risk</i>	<i>I calculate risk</i>	<i>J took risks</i>

41. When clients purchase a variety of securities for their portfolios, they are more able to _____ over the different products in case one creates profits and another losses.
42. We are afraid that the slow-down in the economy will _____ our ability to expand the company.
43. If a business is extremely healthy and a good opportunity comes along, they may be in the position to _____ better than a struggling company.
44. Experienced investors _____ by conducting research and choosing their investments wisely.
45. She will have to _____ the system as a whole before we can consider her for promotion.
46. I plan to bring about a lot of changes in the way this department is run and was pleasantly surprised when the staff weren't _____ to my ideas.
47. When we lend money to companies, the first thing we have to do is to _____ and predict if there is a danger of default or not.
48. It's important that the manager _____ the qualities that we are hoping to portray as an organisation as a whole.
49. Many people feel that the financial crisis was caused because banks _____ hoping to cash in on them.
50. I'm sorry to _____ your enthusiasm but we really can't afford to develop any new products this financial year.

Module 3 BUSINESS ADVANTAGE ADVANCED

Variant 1

1 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure	exit strategy	commitment	electronic distribution	control	overseas production
---------------	---------------	------------	-------------------------	---------	---------------------

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

2 Match the marketing strategies a,b,d,e,g to the statements 1-4. One strategy is extra.

a cultural norms sensitivity	b market entry costs	d economies of scale	e segmentation	g cultural
------------------------------	----------------------	----------------------	----------------	------------

- 1 Once we have increased production and covered all the initial expenses, our costs will certainly be lower.

- 2 When working abroad, it is important to understand how other people think and avoid doing something which could offend someone.
- 3 Finding out in advance about another culture can help you to understand the underlying values and accepted behaviour of the people in this area.
- 4 We are looking into specific groups of customers and deciding how best to target them.

3 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation	minimum	segment	adaptation	environment
-----------------	---------	---------	------------	-------------

- 1 Products which are very _____ to different target groups can be used when entering new markets.
- 2 Companies today need to consider a number of _____ factors involving regulations, such as taxes on fuel emissions, which could affect their manufacturing processes.
- 3 When a company enters a market they are familiar with, there may be only _____ risk, but it is still important to do the necessary market research first.
- 4 A market which is _____ consists of different groups of customers with diverse needs.

4 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

incremental	bottom-up	top-down	radical
-------------	-----------	----------	---------

- 1 We have a fairly structured hierarchy which leads to _____ innovation; generally our R&D department get their instructions directly from one of the directors of the company.
- 2 A visionary leader can often convince others to produce truly _____ innovations as he or she inspires them to take chances.
- 3 We are very cautious when adding new features to successful products and feel that, for us, _____ innovation is the best approach.

5 Match each phrase 1-5 about the marketing of innovation to its definition a,b,c,e,g,h. One definition is extra.

- 1 multiple distribution channels
- 2 enhanced product features
- 3 appropriate distribution channel
- 4 wide price range of goods
- 5 internet promotion

- a all methods used to distribute information about a company, products or services online
- b the most suitable outlet or intermediary to get a product or service to the customer
- c selling goods at a discount in order to gain customers
- e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
- g an assortment of both high-end and low-end products or services
- h add-ons which improve the performance of goods or services

6 Choose the correct phrase in italics to make correct sentences about the words in bold.

- 1 **Product design** deals with *the way a product looks / a product's features and uses*.
- 2 A **design company** generally produces *graphics and artwork / innovative products*.
- 3 In the **design department**, decisions are made concerning the look of *adverts and products / the building and premises*.
- 4 In **design thinking**, ideas first come from the *manufacturer / user* and end with the product.
- 5 **Software design** is generally carried out by *IT programmers / graphic designers*.
- 6 A **design proposal** sets out ideas for how a product should look and what it *should cost / can do*.
- 7 A **design brief** is a *written / an oral* description containing relevant information about a new product.

7 Rewrite the sentences putting the adjectives in the correct order.

- 1 She has a *new/ silk / fantastic / bright green* dress.
- 2 He just bought a *German / stainless steel / silver-coloured / relatively small* microwave for the office.
- 3 I like to read *modern / American / entertaining* novels when I travel.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial
1 _____ downturn	2 _____ prices	3 _____ evasion		
4 _____ sector	5 _____ return	6 _____ intervention		
7 _____ recovery	8 _____ outlook	9 _____ crisis	10 _____ policy	

9 Match the terms in the previous exercise to the definitions a-e.

- a a document in which income is reported each year so that the appropriate tax can be calculated
- b the prediction that a situation will remain the same for a time
- c measures taken by the rulers of a country to keep a situation from worsening or to improve it
- d a reduction in or a slow down in the growth of an economy
- e a situation in which the economy shows improvement after a period of contraction or stagnation

10 Match the sentences halves to form definitions a,c,d,g,h,i of the financial terms and phrases in bold. One definition is extra.

- 1 A **floating rate** investment is one _____
- 2 A **shortfall** represents _____
- 3 **Viability** means that _____
- 4 If you **model** something _____
- 5 A **contingency plan** is a plan _____

- a you give it as a working example.
- c the risk a company or financial institution faces through loans or investments.
- d in which the interest rate is not fixed but will change over a period of time.
- g it has the ability to work in the way in which it is intended to.
- h created for an emergency or for a future event which could cause problems.
- i the difference between the amount of something you have and the amount you need.

11 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

value	entrepreneurs	good	responsibility	mission
-------	---------------	------	----------------	---------

- 1 Companies today often create a social _____ which sets out their aims to help underprivileged members of society.
- 2 People who see the problems in society and use their business acumen to find innovative ways to solve them are called social _____.
- 3 When an idea can really solve a problem in a society, we say that it has true social _____.
- 4 Many people feel that companies are obliged to help the societies in which they operate because they have social _____ towards others.

12 Look at the newspaper headlines 1-5 and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement
-------------------	-----------------	-------------------------

- 1 Share prices plunge following announcement of scrapped product launch
- 2 Consumer confidence bounces back due to cuts in income tax
- 3 Unemployment figures wobble as a handful of new jobs are created
- 4 Sales figures for tech firms slump in sluggish economy
- 5 Government debt surges to new high

Variant 2

1 Complete the sentences using the words in the box to form word partnerships about innovation. One word is extra.

bottom-up	collaborative	top-down	affordable
-----------	---------------	----------	------------

- 1 The city government has been working with one of the universities on developing lower fuel consumption vehicles for public transport, thereby setting a good example for _____ innovation.
- 2 Finding inexpensive energy sources to help people in developing countries has led us to creating a number of _____ innovations.
- 3 Our company encourages employees to come up with business solutions; _____ innovation is seen as a key to future success.

2 Match each phrase 1-5 about the marketing of innovation to its definition a,c,d,e,f,g. One definition is extra.

- 1 wide price range of goods
- 2 internet promotion
- 3 price promotion
- 4 initial price range
- 5 core product features

- a all methods used to distribute information about a company, products or services online
- c selling goods at a discount in order to gain customers
- d the basic and distinctive attributes of goods or services
- e using more than one way to get products to customers, e.g. with retail sales, online selling or selling your products through another shop
- f the first decision made on what a product will cost
- g an assortment of both high-end and low-end products or services

3 Choose the correct phrase in italics to make correct sentences about the words in bold.

- 1 **Product design** deals with *the way a product looks / a product's features and uses*.
- 2 A **design company** generally produces *graphics and artwork / innovative products*.
- 3 In the **design department**, decisions are made concerning the look of *adverts and products / the building and premises*.
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- 7 A **design brief** is *a written / an oral* description containing relevant information about a new product.

4 Complete the excerpt from a talk about market entry strategies using the words in the box. There is one word you do not need.

risk exposure exit strategy commitment electronic distribution control overseas production
--

I am here today to talk to you about a new profit opportunity which our managing board is very interested in pursuing. We realise that this will entail a significant 1 _____ on the part of all those involved. The first step we plan to undertake is to look into a factory abroad which can handle our 2 _____. We want to avoid any type of 3 _____ so this step must be done carefully and with a great deal of planning. One possibility would be to set up a type of licensing agreement which states exactly what this facility should produce and how they should produce it. This may be necessary in order for us to exert full 4 _____ over an operation abroad. Part of our plans, however, includes an 5 _____ in case the plan does not work out.

5 Match the marketing strategies b,c,d,e,f to the statements 1-4. One strategy is extra.

- b market entry costs
- c market positioning
- d economies of scale
- e segmentation
- f business environment factors

- 1 We are looking into specific groups of customers and deciding how best to target them.
- 2 When entering a new market, it is very important to consider factors such as the legal and political systems as well as economic and technological influences.
- 3 We had to spend a lot on modifying the product in order to sell it in Asia .
- 4 When we began to sell abroad, we were able to change our image from a low market to a high market because the concept was new in that market.

6 Complete the sentences using the verb or adjective form of the words in the box. One word is extra.

differentiation segment globalization standard adaptation

- 1 A market which is _____ consists of different groups of customers with diverse needs.
- 2 If a company wants to operate as a multinational, it has to think of _____ strategies.
- 3 It is important that customers can _____ between your products and those of your competitors.

4 Goods that are sold everywhere in the world with no alterations for local markets are known as _____ products.

7 Rewrite the sentences putting the adjectives in the correct order.

- 1 I like to read *modern / American / entertaining* novels when I travel.
- 2 What do you think about this *newly-designed / extremely quiet / Japanese / compact* laser printer?
- 3 The company is well-known for its *exciting / metal / innovative* products.

8 Complete the word partnerships using the words in the box. Use each word twice.

government	tax	stable	economic	financial
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- 1 _____ downturn
- 2 _____ prices
- 3 _____ evasion
- 4 _____ sector
- 5 _____ return
- 6 _____ intervention
- 7 _____ recovery
- 8 _____ outlook
- 9 _____ crisis
- 10 _____ policy

9 Match the terms in the previous exercise to the definitions f-j.

- f illegal methods used by people or companies to reduce the money they pay the government
- g a situation in which there is little money in the system, credit is tight, investment may be shrinking and unemployment growing
- h a set of ideas coming from the ruling body of a country that have been officially agreed upon
- i a situation in which goods and services do not change much in what they cost to purchase
- j the area of activities in a country's economy which deals with monetary products and services

10 Look at the newspaper headlines and match the underlined verbs to the correct category from the box.

Downward movement	Upward movement	Other types of movement
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- 1 Tax revenues slide after 6 months of companies cutting back on production
- 2 Sales rebound helping shops to stay afloat
- 3 Unemployment figures dip slightly
- 4 World economy said to be shrinking
- 5 Retail prices edge forward after decision to increase VAT

11 Match the sentences halves to form definitions b,c,e,f,g,j of the financial terms and phrases in bold. One definition is extra.

- 1 If something is described as being **adverse** it _____
- 2 A company's **intangible assets** refers to things like _____
- 3 The **net cash flow** is calculated by subtracting _____
- 4 **Exposure** refers to _____
- 5 If something is referred to as **volatile**, it means _____

- b is harmful or likely to cause problems.
- c the risk a company or financial institution faces through loans or investments.
- e that it is likely to change often or suddenly and unexpectedly.
- f the cash payments from the cash receipts of a company.
- g it has the ability to work in the way in which it is intended to.
- j goodwill from customers and trademarks the company owns.

12 Complete the word combinations linking business and social issues in the sentences using the words in the box. One word is extra.

entrepreneurs	impact	good	housing	need
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- 1 When a company creates something for the social _____ it is of benefit to as many people as possible.
- 2 The new scheme has had a clear social _____ on the local community, who have benefited as a whole.
- 3 The government is willing to subsidise public transport that doesn't make a profit but which fulfils a social _____.
- 4 There is a real need for social _____ in the area as a large percentage of the local population are living in sub-standard accommodation.

Критерии оценки в баллах:

5 баллов выставляется студенту, если в тестировании дано от 45 до 50 правильных ответов;
4 балла выставляется студенту, если в тестировании дано от 38 до 44 правильных ответа;
3 балла выставляется студенту, если в тестировании дано от 29 до 37 правильных ответов;
2 балла выставляется студенту, если в тесте дано от 1 до 28 правильных ответов.

Составитель _____ Е.А. Фридлянская