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**УТВЕРЖДАЮ**  
и.о.декана  
/В.В.Печковская /  
«12» февраля 2019 г.

## **РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ**

**ИНОСТРАННЫЙ ЯЗЫК**

**МАГИСТРАТУРА**

**27.04.05 "ИННОВАТИКА"**

Форма обучения:

**очная**

Рабочая программа рассмотрена и одобрена  
Советом факультета

(протокол № 2, 12 февраля 2019 г.)

Москва 2019

Рабочая программа дисциплины (модуля) разработана в соответствии с самостоятельно установленным МГУ образовательным стандартом (ОС МГУ) для реализуемых основных профессиональных образовательных программ высшего образования по направлению подготовки / специальности 27.04.05 «Инноватика» (программа магистратуры) в редакции Решения ученого совета от 27.12.2018 г. (Протокол № 5).

Год (годы) приема на обучение: 2020.

## **I. Цели и задачи учебной дисциплины**

**Целью** изучения дисциплины «Иностранный язык» (Английский язык) является обучение студентов английскому языку, свойственному деловой сфере деятельности человека, навыкам и этике делового общения и реалиям деловой жизни; формирование комплексной и направленной на дальнейшее развитие и совершенствование у обучающихся суммы как общих, так и специальных (иноязычных профессиональных) компетенций.

**Задачами** дисциплины являются:

- изучение грамматических основ, правил словообразования и сочетаемости слов, произносительных норм и синтаксических структур английского языка;
- развитие речевых умений в устной и письменной речи, необходимых для делового общения в профессиональной деятельности;
- усвоение лексико-фразеологического материала, тематически связанного с направлением профессиональной подготовки;
- развитие навыков устной речи, чтения англоязычной литературы с целью поиска необходимой информации, понимания иноязычной речи на слух;
- развитие умений и навыков самостоятельно приобретать и использовать новые знания и умения с использованием средств английского языка.
- изучение культурных особенностей англоязычных стран, овладение умениями и навыками искусства межличностного общения, понимание деловой культуры других стран.

В результате изучения данного курса обучающиеся получают коммуникативные компетенции, которые реализуются при написании деловых документов, речевой практике при непосредственном общении с англоговорящими, двустороннем переводе и др.

## **II. Место дисциплины в структуре ОПОП ВО**

Дисциплина «Иностранный язык (Английский язык)» относится к гуманитарному, социальному и экономическому блоку базовой части учебного плана программы магистратуры 27.04.05. «Инноватика».

Изучение дисциплины базируется на знаниях и умениях, полученных обучающимися в процессе изучения по программам бакалавриата дисциплины «Русский язык» и «Иностранный язык».

Для успешного освоения дисциплины обучающийся должен:

### **Знать:**

- основные фонетические и грамматические правила;
- владеть вокабуляром, используемым в бизнес сфере;
- жанровые разновидности текстов специальности;
- структуру научной презентации.

### **Уметь:**

- осуществлять поиск информации в рамках изучаемой тематики;
- понимать общий смысл текста и его частности;
- исключать избыточную информацию;
- представлять необходимую информацию в форме тезиса;
- переводить (со словарем) иностранные тексты профессиональной направленности;
- работать со справочным аппаратом научных публикаций;
- аргументировано представлять собственное оценочное суждение;
- устанавливать причинно-следственные связи между событиями и явлениями;

- представлять на английском языке ключевые моменты публикаций по тематике
- специальности.

**Владеть:**

- базовыми навыками устной и письменной речи;
- умениями и навыками межличностного общения с учетом культурных особенностей англоязычных стран;
- умениями самостоятельного поиска знаний и их освоения для улучшения своих языковых способностей.

Знания, навыки и умения, полученные при изучении дисциплины «Иностранный язык» (Английский язык) обеспечивают успешное освоение дисциплин, таких как «Финансовый менеджмент в высокотехнологичных отраслях», «Трансфер и коммерциализация результатов научного исследования», «Инвестиции в инновации» «Управление интеллектуальной собственностью», «Электронный бизнес и менеджмент интернет-проектов» и необходимы для прохождения преддипломной практики, осуществления научно-исследовательской работы и написания выпускной квалификационной работы (магистерской диссертации). Изучается на 1 курсе (1 и 2 семестры).

### III. Требования к результатам освоения дисциплины

В результате освоения дисциплины должны быть сформированы следующие компетенции:

**УК-2.** Готовность к саморазвитию, самореализации, использованию творческого потенциала.

**ОПК-1.** Готовностью к коммуникации в устной и письменной формах на русском и иностранном языках для решения задач профессиональной деятельности.

**ОПК-4.** Способностью к абстрактному мышлению, анализу, синтезу.

**ПК-9.** Способностью представить (опубликовать) результат научного исследования на конференции или в печатном издании, в том числе на иностранном языке, в виде отчета, реферата, научной статьи, оформленной в соответствии с имеющимися требованиями.

**Знать:** жанровые разновидности текстов специальности, структуру научной презентации, структуру и основные языковые клише переговоров.

**Уметь:** осуществлять поиск информации на иностранном языке, систематизировать, обобщать и анализировать её; исключать избыточную информацию, вести дискуссию по теме специальности; находить компромиссные решения в дебатах и применять адекватные языковые средства для их достижения.

**Владеть:** навыками иностранной речи для поддержания профессионального делового общения; подходами к анализу периодической печати по тематике управления и бизнеса; навыками перевода аутентичного текста по специальности; навыками активного восприятия аргументации собеседника, выражения эмпатии, убеждения с использованием адекватных языковых средств английского языка делового общения.

**Иметь опыт** составления деловых писем, документации и презентации на иностранном языке; перевода текстов по профессиональной тематике по направлению обучения.

**Форма обучения:** очная.

#### IV. Формы контроля

Контроль за освоением дисциплины осуществляется в каждом дисциплинарном разделе отдельно.

*Рубежный контроль:* контрольная работа по отдельным разделам дисциплины.

*Итоговая аттестация в 1 семестре – зачет в письменной форме, во 2 семестре – экзамен в письменной и устной форме.*

Результаты текущего контроля и итоговой аттестации формируют рейтинговую оценку работы обучающегося. Распределение баллов по отдельным видам работ в процессе освоения дисциплины «Иностранный язык» (Английский язык) осуществляется в соответствии с Приложением 1.

#### V. Объем дисциплины и виды учебной работы

Объем курса – 144 часов, 4 зачетные единицы, в том числе 66 часов – аудиторная нагрузка, из которых 66 часов – практические занятия, 78 часов – самостоятельная работа студентов. Изучается на 1 курсе (1 и 2 семестры), итоговая форма отчетности в 1 семестре – зачет и во 2 семестре – экзамен.

| Вид учебной работы                    | Всего часов |
|---------------------------------------|-------------|
| <b>Контактные занятия (всего)</b>     |             |
| В том числе:                          | -           |
| Лекции                                | -           |
| Практические занятия (ПЗ)             | 66          |
| Семинары (С)                          | -           |
| Лабораторные работы (ЛР)              | -           |
| <b>Самостоятельная работа (всего)</b> | 78          |
| В том числе:                          | -           |
| Домашние задания                      | 54          |
| Подготовка к опросу                   | 8           |
| Подготовка к тестированию             | 4           |
| Подготовка к контрольной работе       | 4           |
| Вид промежуточной аттестации          |             |
| Зачет                                 | 4           |
| Экзамен                               | 4           |
| Общая трудоемкость (часы)             | 144         |
| Зачетные единицы                      | 4           |

#### VI. Структура и содержание дисциплины на 1-й и 2-й семестры

| п/п              | Раздел                                | Содержание (темы)   |
|------------------|---------------------------------------|---|
| <b>1 семестр</b> |                                       |   |
| 1                | <b>Тема 1. Типы карьеры (Careers)</b> | <i>Языковая цель:</i> обобщить и систематизировать знания по теме «Карьера». Уметь говорить о типах и этапах карьеры. Обсуждать проблемы зависимости карьеры от имиджа.<br><i>Аудирование:</i> интервью с финансовым директором телевизионной компании.<br><i>Чтение:</i> текст о влиянии социальных сетей на поиск |

|   |   |   |
|---|---|---|
|   |   | <p>работы.</p> <p><i>Функциональный язык:</i> уметь вести разговор по телефону.</p> <p><i>Грамматика:</i> модальные глаголы ability, requests, offers.</p> <p><i>Разбор кейса:</i> Поиск подходящего кандидата на должность руководителя отдела продаж и маркетинга.</p>  |
| 2 | <b>Тема 2. Компании (Companies)</b>       | <p><i>Языковая цель:</i> уметь рассказывать и поддерживать беседу о деятельности компании.</p> <p><i>Аудирование:</i> интервью с руководителем организации.</p> <p><i>Чтение:</i> Индийская компания Tata ищет преемника на пост руководителя. (Источник "Financial Times").</p> <p><i>Функциональный язык:</i> как рассказать о своей компании.</p> <p><i>Грамматика:</i> настоящее простое и настоящее продолженное время.</p> <p><i>Разбор кейса:</i> инвестиции в развитие бизнеса.</p>   |
| 3 | <b>Тема 3. Продажа (Selling)</b>          | <p><i>Языковая цель:</i> уметь говорить о совершении покупок, как попросить свой размер одежды или обуви и узнать о наличии товара.</p> <p><i>Аудирование:</i> интервью с директором по маркетингу.</p> <p><i>Чтение:</i> статья Women on top in new sales industry survey, содержащая результаты опроса сотрудников отдела продаж о качествах, необходимых для того, чтобы быть успешным.</p> <p><i>Функциональный язык:</i> ведение переговоров, достижение соглашения.</p> <p><i>Грамматика:</i> модальные глаголы must, need to, have to, should.</p> <p><i>Разбор кейса:</i> соглашение о партнерстве.</p> |
| 4 | <b>Тема 4. Великие идеи (Great ideas)</b> | <p><i>Языковая цель:</i> уметь поддерживать беседу о бизнес идеях.</p> <p><i>Аудирование:</i> интервью с научным сотрудником Оксфордского университета о лучших бизнес идеях за последние 15 лет.</p> <p><i>Чтение:</i> статья о трех великих бизнес идеях.</p> <p><i>Функциональный язык:</i> умение принимать участие в совещании и конференции.</p> <p><i>Грамматика:</i> Past Simple и Past Continuous.</p> <p><i>Разбор кейса:</i> Международный конкурс по созданию достопримечательностей.</p>   |
| 5 | <b>Тема 5. Стресс (Stress)</b>            | <p><i>Языковая цель:</i> уметь говорить о стрессе на рабочем месте.</p> <p><i>Аудирование:</i> интервью с коммерческим директором об улучшении здоровья на рабочем месте.</p> <p><i>Чтение:</i> статья о стрессе на рабочем месте.</p> <p><i>Функциональный язык:</i> уметь говорить о том, как справляться со стрессом на рабочем месте.</p> <p><i>Грамматика:</i> Past Simple and Present Perfect.</p> <p><i>Разбор кейса:</i> О влиянии стресса на деятельность</p>  |

|                  |   |   |
|------------------|---|---|
|                  |   | компаний и взаимоотношении между сотрудниками.  |
| <b>2 семестр</b> |   |   |
| <b>6</b>         | <b>Тема 6. Гостеприимство (Entertaining)</b>            | <p><i>Языковая цель:</i> уметь говорить о еде и приеме пищи.</p> <p><i>Аудирование:</i> интервью с главой компании, специализирующейся в сфере индустрии развлечений.</p> <p><i>Функциональный язык:</i> уметь говорить о корпоративном гостеприимстве и вести светскую беседу.</p> <p><i>Грамматика:</i> фразовые глаголы.</p> <p><i>Разбор кейса:</i> организация конференции.</p>  |
| <b>7</b>         | <b>Тема 7. Новая компания (New business)</b>            | <p><i>Языковая цель:</i> уметь говорить об организации компании и экономических проблемах.</p> <p><i>Аудирование:</i> интервью с руководителем инвестиционной компании.</p> <p><i>Функциональный язык:</i> уметь работать с цифрами.</p> <p><i>Грамматика:</i> временные придаточные предложения.</p> <p><i>Разбор кейса:</i> Как выбрать страну для выхода на международный рынок.</p>   |
| <b>8</b>         | <b>Тема 8. Маркетинг (Marketing)</b>                    | <p><i>Языковая цель:</i> обобщить и систематизировать знания по теме «Маркетинг».</p> <p><i>Аудирование:</i> интервью с маркетинговым директором фармацевтической компании.</p> <p><i>Функциональный язык:</i> уметь описывать товар.</p> <p><i>Грамматика:</i> вопросы.</p> <p><i>Чтение:</i> о планах компании Adidas расширить свою долю на рынке Китая.</p> <p><i>Разбор кейса:</i> маркетинговый анализ рынка.</p>   |
| <b>9</b>         | <b>Тема 9. Планирование (Planning)</b>                  | <p><i>Языковая цель:</i> обобщить и систематизировать знания по теме «Планирование».</p> <p><i>Аудирование:</i> интервью с бизнес консультантом о важности планирования.</p> <p><i>Функциональный язык:</i> умение задать вопрос и уточнить во время совещания.</p> <p><i>Грамматика:</i> способы выражения будущих действий.</p> <p><i>Разбор кейса:</i> Как начать выпускать журнал на примере European Press and Media Corporation</p>   |
| <b>10.</b>       | <b>Тема 10. Управление персоналом (Managing people)</b> | <p><i>Языковая цель:</i> знать и уметь говорить о качествах, необходимых руководителю для успешного управления.</p> <p><i>Аудирование:</i> интервью со специалистом по проблемам управления.</p> <p><i>Функциональный язык:</i> уметь общаться в неформальной форме и принимать гостей.</p> <p><i>Грамматика:</i> косвенная речь.</p> <p><i>Чтение:</i> статья о вовлеченности сотрудников в рабочий процесс.</p> <p><i>Разбор кейса:</i> как улучшить результативность труда персонала компании.</p> |

## Разделы дисциплин и виды занятий (ак. часы)

| п/п | Наименование темы дисциплины                     | Лекция | Семинар | Лабораторные занятия | Практические занятия | СРС       | Форма текущего контроля        |
|-----|--|--------|---------|----------------------|----------------------|-----------|--------------------------------|
| 1   | Тема 1. Типы карьеры (Careers)                   | -      | -       | -                    | 6                    | 7         | Задание<br>Опрос<br>Тест<br>КР |
| 2   | Тема 2. Компании (Companies)                     | -      |         | -                    | 6                    | 8         | Опрос<br>Тест<br>КР            |
| 3   | Тема 3. Продажа (Selling)                        | -      |         | -                    | 8                    | 8         | Опрос<br>Тест<br>КР            |
| 4   | Тема 4. Великие идеи (Great ideas)               | -      |         | -                    | 6                    | 6         | Опрос<br>Тест<br>КР            |
| 5   | Тема 5. Стресс (Stress)                          | -      |         | -                    | 6                    | 6         | Опрос<br>Тест<br>КР            |
| 6   | Тема 6. Гостеприимство (Entertaining)            | -      |         | -                    | 6                    | 6         | Опрос<br>Тест<br>КР            |
| 7   | Тема 7. Новая компания (New business)            | -      |         | -                    | 6                    | 6         | Опрос<br>Тест<br>КР            |
| 8   | Тема 8. Маркетинг (Marketing)                    |        |         |                      | 6                    | 7         | Опрос<br>Тест<br>КР            |
| 9   | Тема 9. Планирование (Planning)                  |        |         |                      | 8                    | 8         | Опрос<br>Тест<br>КР            |
| 10  | Тема 10. Управление персоналом (Managing people) |        |         |                      | 8                    | 8         | Опрос<br>Тест<br>КР            |
|     | Промежуточная аттестация                         |        |         |                      |                      |           |                                |
| 11  | Зачет  |        |         |                      |                      | 4         |                                |
| 12  | Экзамен  |        |         |                      |                      | 4         |                                |
|     | <b>Итого</b>                                     | -      | -       | -                    | <b>66</b>            | <b>78</b> |                                |

## Разделы дисциплины и междисциплинарные связи

| № п/п | Наименование обеспечиваемых (последующих) дисциплин  | № № темы данной дисциплины, необходимых для изучения обеспечиваемых (последующих) дисциплин |   |   |   |   |   |   |   |   |    |
|-------|--|---|---|---|---|---|---|---|---|---|----|
|       |  | 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1.    | Финансовый менеджмент в высокотехнологичных отраслях | +   |   | + | + | + |   | + | + | + | +  |
| 2.    | Трансфер и коммерциализация                          | +   |   | + | + | + | + | + | + | + | +  |



|    |   |   |  |   |   |   |  |   |   |   |   |
|----|---|---|--|---|---|---|--|---|---|---|---|
|    | результатов научного исследования»                |   |  |   |   |   |  |   |   |   |   |
| 3. | Инвестиции в инновации                            | + |  | + | + | + |  | + | + | + | + |
| 5. | Электронный бизнес и менеджмент интернет-проектов | + |  | + | + | + |  | + | + | + | + |

### VII. Образовательные технологии

В процессе освоения дисциплины «Иностранный язык» (Английский язык)» используются следующие образовательные технологии:

#### 1. Стандартные методы обучения:

- семинары;
- письменные или устные домашние задания;
- самостоятельная работа студентов, в которую входит освоение теоретического материала, подготовка к семинарам, выполнение указанных выше письменных работ.

#### 2. Методы обучения с применением интерактивных форм образовательных технологий:

- занятия в интерактивной виртуальной лаборатории MyEnglishLab;
- анализ деловых ситуаций на основе кейс-метода и имитационных моделей;

### VIII. Учебно-методическое, информационное и материально-техническое обеспечение дисциплины

#### Учебно-методическое и информационное обеспечение дисциплины

1. An MBA at any age The Financial Times 23.11.2018;  
[https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course\\_docs/1269-an-mba-at-any-age.pdf](https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course_docs/1269-an-mba-at-any-age.pdf) (дата обращения: 29.01.2019)
2. Chinese rival to Starbucks pursues growth at expense of profit / The Financial Times 02.11.2018.  
[https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course\\_docs/1267-chinese-](https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course_docs/1267-chinese-) (дата обращения: 29.01.2019)
3. India signs \$5bn Russian missile deal during Putin visit / The Financial Times 09.11.2018;  
[https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course\\_docs/1268-india-signs-\\$5bn-russian-missile-deal-during-putin-visit.pdf](https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course_docs/1268-india-signs-$5bn-russian-missile-deal-during-putin-visit.pdf) (дата обращения: 29.01.2019)
4. Japan demand for labour sparks immigration debate/ The Financial Times  
[https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course\\_docs/1291-japan-demand-for-labour-sparks-immigration-debate.pdf](https://media.pearsoncmg.com/intl/elt/ioki/market-leader-global-pre-intermediate/course_docs/1291-japan-demand-for-labour-sparks-immigration-debate.pdf) (29.02.2019)
5. MyEnglishLab: современный учебный компонент; уровень Pre-Intermediate [Электронный ресурс] // Издательство Pearson. [сайт] [2016].  
<https://www.pearson.com/english/myenglishlab.html> (дата обращения: 29.01.2019)
6. Sonos rebounds as Beam speaker pumps up the volume / Tim Bradshaw November 15, 2018 – The Financial Times <https://www.ft.com/content/47d36c74-e91c-11e8-885c-e64da4c0f981> (29.01.2019)

**Перечень лицензионного программного обеспечения (при необходимости)**

MS Office

**Перечень профессиональных баз данных и информационных справочных систем**

1. ЭБС «Юрайт» [раздел «ВАША ПОДПИСКА: учебники и учебные пособия издательства «Юрайт»]: сайт. – URL: <https://www.biblio-online.ru/catalog/>
2. ЭБС издательства «Лань» [учебные, научные издания, первоисточники, художественные произведения различных издательств; журналы] : сайт. – URL: <http://e.lanbook.com>

**Перечень ресурсов информационно-телекоммуникационной сети «Интернет»**

1. <https://myenglishlab.pearson-intl.com> – Виртуальная интерактивная лаборатория MyEnglishLab
2. <http://nbmgu.ru> – Научная библиотека МГУ имени М.В. Ломоносова
3. <http://www.econ.msu.ru/elibrary> – Электронная библиотека экономического факультета.

**Рекомендуемые обучающие, справочно-информационные, контролирующие и прочие компьютерные программы, используемые при изучении дисциплины**

| № п/п | Название рекомендуемых по разделам и темам программы технических и компьютерных средств обучения | Номера тем |
|-------|--|------------|
| 1.    | MS PowerPoint  | 1-10       |

**Методические указания для обучающихся по освоению дисциплины**

В процессе изучения курса обучающиеся обязаны соблюдать дисциплину, вовремя приходить на занятия, делать домашние задания, осуществлять подготовку к семинарам и контрольным работам, проявлять активность на занятиях.

При этом важное значение имеет самостоятельная работа, которая направлена на формирование у учащегося умений и навыков правильного оформления конспекта и работы с ним, работы с литературой и электронными источниками информации, её анализа, синтеза и обобщения. Для проведения самостоятельной работы обучающимся предоставляется список учебно-методической литературы.

**Материально-техническое обеспечение дисциплины**

Для проведения образовательного процесса необходима мультимедийный класс, оборудованный проектором, рабочими столами (желательно трансформирующееся пространство), доска с маркерами. Обязательное программное обеспечение – MS Office.

**IX. Фонд оценочных средств****Темы курсовых работ**

Курсовая работа по дисциплине «Иностранный язык» не предусмотрена.

**Пример теста для контроля знаний обучающихся в 1-м семестре**

**Выберите правильные ответы:**

LISTENING

**Track 2**

**A Listen to the interview with Alicia Chavez, an expert in news media and new technology. Choose the correct answer - a, b or c - to the questions below. You will hear the interview twice.**

- 1 What does Ms Chavez say about newspapers?
  - a) They will soon be replaced by the Internet.
  - b) They need to change.
  - c) They are losing money.
- 2 What does Ms Chavez say about the newspaper business?
  - a) It's becoming easier.
  - b) It's becoming more challenging.
  - c) It's always been very difficult.
- 3 What does Ms Chavez say is the main source of income for newspapers?
  - a) Sales
  - b) Marketing services
  - c) Advertising
- 4 What does Ms Chavez say newspapers should do?
  - a) Publish on the Internet
  - b) Encourage readers to buy new devices
  - c) Understand the technology that people use
- 5 How does Ms Chavez say that online content will be paid for mostly?
  - a) By advertising
  - b) By users paying for it directly, for example, through subscriptions
  - c) Through the sale of electronic reading devices
- 6 What does Ms Chavez say about TV?
  - a) The TV business and the newspaper business are similar.
  - b) TV will probably be replaced by the Internet.
  - c) When it was invented, it didn't end the newspaper business.

**LANGUAGE**

**A Choose the correct words to complete each sentence.**

- 7 (I'm going to visit / I visiting) the factory in Itami next week.
- 8 Have you (ate / eaten) lunch yet?
- 9 We're (worked / working) very hard this week to meet the deadline.
- 10 (He move / He's moving) from Brussels to Riyadh in October.
- 11 We (have / having) a staff meeting every Monday morning.
- 12 They've (decided / going to decide) to close the Barcelona office.
- 13 My company (producing / produces) brake parts for cars.
- 14 My flight (arrives / arrived) next Tuesday at noon and my first meeting is at two o'clock.
- 15 She (goes / has went) to New York about three times a year.
- 16 (We've invested / We investing) about two million dollars in R&D so far this year.
- 17 I usually (take / am taking) a taxi when I go to head office.
- 18 We (are being / are) very busy these days.

**READING**

**Read the article about brands.**

**Brands through people**

**By Simon Glynn**

**What makes consumers choose one airline over another or one mortgage provider over its rival?**

Our research shows that your reaction to a brand depends on your experience of buying, using or owning it and not just on advertising. The most important part of that experience is often your personal interaction with people. This is an area that most companies don't understand or invest enough in.

Take airlines. Satisfaction with cabin crew contributes more to people choosing the same airline again than other factors.

Why do companies not spend more on their people when there are clear benefits? Here are two common reasons.

### **It's too expensive**

Many organisations know that people matter. But they don't invest in this area because they think it is a luxury they cannot afford. And it's true that some role models, such as the Four Seasons hotel group or Virgin Atlantic Upper Class, would be too expensive for most to copy.

But there are smart, affordable solutions that create a lot of brand value out of only a little customer interaction. First Direct earns the highest level of customer recommendation of any UK bank through just the telephone contact with its customers.

Customers at QVC, the market-leading television shopping channel, value their interaction with the station's people – in this case not the call centre staff who take the shopping orders, so much as the relationship that viewers believe they have with QVC's onscreen presenters.

### **The importance is not clear**

Satisfaction surveys can hide the importance of people. For example, choosing a mortgage is often very influenced by counter staff in a bank or building society. Research with customers at the critical stage, where they have received a quote but not yet signed a document, shows that their interaction with the mortgage provider's representative is the biggest single influence on their choice.

It is bigger than perceptions of the products and fees, which are often the subject of the brand's advertising and communications. Yet in the same research conducted after the loan is given, customers may have forgotten the good customer service they received and may focus more on general brand impressions. If you conduct your research at that point – and this is often the case – the very important role that your staff have played will not be clear. **FT**

### **A Now decide if these statements are true or false.**

- 19 Advertising is by far the most important way of supporting a brand's image.
- 20 Companies often don't invest enough in counter staff.
- 21 Customers may become loyal to an airline if they like the cabin crew.
- 22 Spending money on employee training generally isn't very beneficial to a company.
- 23 Most companies need to understand more about how customers behave.
- 24 Four Seasons and Virgin Atlantic have invested a lot in their people to build brand value.

### **B Choose the best word or phrase to complete these sentences.**

- 25 First Direct has created high customer satisfaction with \_\_\_\_\_ interaction.
  - a) only a little
  - b) frequent
  - c) Internet-only
- 26 QVC customers feel that they have \_\_\_\_\_ with the company's presenters.
  - a) little time
  - b) a relationship
  - c) two-way communication
- 27 \_\_\_\_\_ don't always give a clear understanding of customers.
  - a) Satisfaction surveys
  - b) Sales figures
  - c) Perceptions
- 28 Mortgage customers' experience with staff is \_\_\_\_\_ influence on their decision to buy.
  - a) not considered a big
  - b) almost never an
  - c) the most important
- 29 It is important to ask customers' feelings \_\_\_\_\_.
  - a) at the right time
  - b) before they become angry
  - c) about advertising
- 30 Brand advertising and communication often focuses on \_\_\_\_\_.
  - a) customer satisfaction
  - b) staff
  - c) products and fees

SKILLS

**A Complete the conversation with the words in the box.**

|       |      |          |         |      |            |             |       |
|-------|------|----------|---------|------|------------|-------------|-------|
| see   | feel | get down | hang on | need | talk about | don't think | don't |
| offer |      |          |         |      |            |             |       |

**Jan** OK, let's \_\_\_\_\_<sup>31</sup> to business. The aims of this meeting are to \_\_\_\_\_<sup>32</sup> the training budget for this year, and to –

**Pat** In my opinion, we \_\_\_\_\_<sup>33</sup> to work on team building. I \_\_\_\_\_<sup>34</sup> that we –

**Jan** Could you just \_\_\_\_\_<sup>35</sup> a moment, please? The other purpose of this meeting is to agree the new seating arrangement. OK, now, how do you \_\_\_\_\_<sup>36</sup> about training, Pat?

**Pat** Sales could be better. I don't think our sales staff understand the product. Why \_\_\_\_\_<sup>37</sup> we plan a product training day soon?

**Jan** I \_\_\_\_\_<sup>38</sup> what you mean but I think we need to do more. May we could \_\_\_\_\_<sup>39</sup> incentives, too.

**B Put the sentences into a logical order to make a conversation.**

- This is Lee Simpson.
- No problem. How about Tuesday at ten o'clock?
- Great. So I'll see you on Tuesday. Goodbye.
- I'd like to speak to Lee Simpson, please.
- Hello, Lee. This is Dana Kirk. We've got an appointment next Monday but I'm afraid something's come up. Could we fix another time?
- That's OK for me.

**40** \_\_\_\_\_ **43** \_\_\_\_\_  
**41** \_\_\_\_\_ **44** \_\_\_\_\_  
**42** \_\_\_\_\_ **45** \_\_\_\_\_

## VOCABULARY

**A Match the sentence beginnings (46–51) with the best endings (a–f).**

- |  |  |
|--|--|
| <b>46</b> I prefer to take only carry-on                   | <b>a)</b> of our soft drinks in a popular TV show.         |
| <b>47</b> The T-445 is the market                          | <b>b)</b> class when we travel for work.                   |
| <b>48</b> When the New York branch is downsized,           | <b>c)</b> leader, but the challenger is selling very well. |
| <b>49</b> To keep costs down, we all fly economy           | <b>d)</b> about fifty jobs will be cut.                    |
| <b>50</b> After the new system is installed, we'll retrain | <b>e)</b> the staff to use it.                             |
| <b>51</b> We had a good result from the placement          | <b>f)</b> baggage when I travel by air.                    |

**B Choose the best word or phrase to complete these sentences.**

- 52** We need to \_\_\_\_\_ decision-making to give middle management more control.  
**a)** relocate                      **b)** relaunch                      **c)** decentralise
- 53** Customer \_\_\_\_\_ means consumers like to keep buying our brand.  
**a)** image                              **b)** loyalty                              **c)** awareness
- 54** Americans usually say \_\_\_\_\_ for a 'single' ticket.  
**a)** round-trip                      **b)** one-way                              **c)** return
- 55** After the new team have had time to settle in, we'll \_\_\_\_\_ the situation.  
**a)** reassess                              **b)** upgrade                              **c)** deregulate

- 56 In London, people talk about the \_\_\_\_\_ rather than the subway.  
 a) motorway                      b) lift                              c) underground
- 57 When a famous actor says he uses a product, that's called an \_\_\_\_\_.  
 a) endorsement                  b) launch                        c) share
- 58 When you reduce the number of employees in an office, you call it \_\_\_\_\_.  
 a) downsizing                      b) desizing                      c) resizing
- 59 At the end of a meal, a British person usually asks for the \_\_\_\_\_.  
 a) check                              b) cost                            c) bill
- 60 A market \_\_\_\_\_ is customers of a similar age, income or social group.  
 a) share                              b) segment                      c) leader

## WRITING

**A You have received the following e-mail. Write a short reply (50–60 words). Include the following points.**

- Apologise for the mistakes that were made.
- Explain that the employee who handled the arrangements is no longer with your company.
- Offer to arrange free transfers and accommodation for two visitors next time a meeting is held in Hong Kong.

**To:** Agnes Wong  
**Subject:** Hong Kong travel arrangements

Dear Mrs Wong,

Last month my company arranged flights, ground transfers and hotel accommodation through your company, Star Travel. We were hosting a meeting for our regional managers here in Hong Kong. We were very unhappy with the results of the booking.

Though all of the flight arrangements were acceptable, two members of our group were not met at the airport as agreed, though their flights arrived on time. After waiting to be met, they finally took taxis. However, when they arrived at the hotel, it turned out that their booking had been changed to a different hotel. They again had to take taxis to get to the right location.

We were treated very poorly by Star Travel and feel we are entitled to compensation. Please contact me as soon as possible to discuss how we may resolve this situation.

Yours sincerely,  
 Ms Eleanor Adams

**B You work for the computer maintenance company Fisher's Computer services. You recently had a planning meeting for managers to prepare for the launch of your new maintenance service contracts. read the action plan and write an e-mail (90–110 words) to all site managers. Include the following points.**

- The subject of the message
- Details about what is going to happen in the next four months
- Invitation to ask you any questions

## Примеры контрольной работы (1 семестр)

## LANGUAGE

**A Complete the text with the correct form (past simple, past continuous or present perfect) of the verbs in brackets.**

I (1)\_\_\_\_\_ (be) a manager for the past ten years but I (2)\_\_\_\_\_ (not study) management at university. My degree is in history. While I (3)\_\_\_\_\_ (work) on

my degree, I (4)\_\_\_\_\_ (become) interested in computer software, specifically in interactive software for teaching. So when I (5)\_\_\_\_\_ (finish) university, I (6)\_\_\_\_\_ (take) a job in IT. At that time, the company (7)\_\_\_\_\_ (develop) interactive software for teaching history to primary school students. It (8)\_\_\_\_\_ (be) the perfect job for me. I (9)\_\_\_\_\_ (work) for the same company for my entire career and I couldn't be happier with my job.

**B Complete the sentences with words from the box.**

|       |      |         |     |      |    |
|-------|------|---------|-----|------|----|
| after | down | forward | out | part | up |
|-------|------|---------|-----|------|----|

- 10 Did you take Mr Wei \_\_\_\_\_ for a meal?
- 11 The entire team took \_\_\_\_\_ in a training day last week.
- 12 We're looking \_\_\_\_\_ to doing business with you.
- 13 I've asked Janos to look \_\_\_\_\_ the Japanese team during their stay in Singapore.
- 14 About 200 people turned \_\_\_\_\_ at my presentation. I was surprised!
- 15 Carlos turned \_\_\_\_\_ the promotion offer because he didn't want to move to Shanghai.

**READING****A Read the article and decide if these statements are true or false.**

- 16 According to the article, business socialising is almost always a fun, exciting part of business travel.
- 17 According to William Hanson, business entertaining is part of the job.
- 18 Hanson says that your actions affect people's opinion of your company.
- 19 Hanson says that having a good understanding of business is far more important than being able to socialise.
- 20 Hanson says that having good manners is boring.
- 21 According to the article, a business dinner may feel relaxed but you should remember that you are with colleagues, not friends.
- 22 According to the article, if your colleagues are staying up late, you should stay up late so you don't miss anything.

**Темы для опроса в виде собеседования (1 семестр) СПИСОК**

1. What do you hope to do in the future in your career?
2. Do you think there is an ideal career for you? What is it? Why?
3. What is the best advice you have been given during your career or your studies?
4. What are the good and bad points of bringing in someone from outside to run family-owned business?
5. Do you know of any company like John Lewis in your country? If so, how successful is it?
6. Which of the ideas do you find the most interesting? Why?
7. Which idea do you think will be the most profitable?
8. Which idea will reach the most markets?
9. Can you think of any problems any of the ideas might have?

**Итоговое задание к зачету в конце 1 семестра****Starting up**

- How often do you listen to music? Every day? A few times a week? Not very often? Never?
- If you do listen to music, how do you do it? With a traditional music system at home? On an mp3 player or phone? Using a computer? Live musicians?

**Vocabulary 1 – listening to music**

Match the words with the best meaning. Use your dictionary if necessary.

1. pump up the volume
2. smart speaker
3. soundbar
4. hifi systems



5. music streaming service
6. portable audio systems
7. garden audio systems
8. in-car audio systems
  - a electronic equipment for playing music in the home
  - b a wireless speaker, usually controlled by an app
  - c make the music louder
  - d a long, thin box containing speakers, usually used with a TV or computer
  - e small equipment that is easy to carry with you, for listening to music
  - f a provider of music that you listen to using the internet
  - g equipment for listening to music as you drive
  - h equipment for listening to music outdoors

### Vocabulary 2 – increase and decrease

Which bold words below mean *went up* or *went above*? Which mean *went down*? Use your dictionary if necessary.

1. Thanks to recent strong sales, Sonos' growth **rebounded** after a difficult few years.
2. Sales **exceeded** forecasts, up 27 per cent on last year.
3. The company's share price **jumped** from its IPO price of \$15.00 to \$16.40.
4. New products **boosted** sales.
5. Profit **dipped** during Black Friday promotions, as the company lowered prices.
6. Revenues **declined** by 7 per cent as losses increased.

### Sonos rebounds as Beam speaker pumps up the volume

Smart speaker maker Sonos rebounded on Thursday after posting a return to revenue growth, beating Wall Street's estimates thanks to strong sales of its new Beam soundbar and upgrading its outlook for next year.

Sales of the \$399 Beam, which was released in July, "exceeded our forecast", Sonos said, driving sales up 27 per cent year-on-year to \$273m in its fiscal fourth quarter. Net losses fell from \$14.9m to \$1.7m in the three months to September, taking Sonos close to breakeven.

Sonos' shares jumped more than 15 per cent in after-hours trading to \$16.40, taking it back above its initial public offering price for the first time in several weeks.

Patrick Spence, Sonos' chief executive, said in a letter to investors that an accelerated pace of new product introductions was boosting sales among both existing and new customers, driving its highest annual revenue growth since 2014.

The Santa Barbara-based company has faced increased competition over recent years as Amazon, Google, Apple and Samsung all launched their own connected speaker systems. Mr Spence has argued that the popularity of Amazon's Echo or Google Home has only expanded the market for hifi systems, amid rising adoption of music streaming services such as Spotify.

Sonos said it expected revenues for the next fiscal year to be between \$1.25bn and \$1.28bn, implying growth of up to 12 per cent on last year. That includes forecast sales of \$485m to \$495m for the crucial holiday quarter, up 3 per cent to 6 per cent, though Sonos warned that gross margins would dip due to promotions around shopping events such as Black Friday.

The guidance is ahead of analysts' existing estimates, in contrast with tech companies such as Apple that have been more cautious in their outlook for consumer spending.

Sonos said it planned to expand its business through a tie-up with Ikea and new speakers aimed for use outside the home, suggesting a potential move into portable, garden or in-car audio systems.

In September, Sonos' first results since August's IPO underwhelmed Wall Street, with a 7 per cent decline in revenues and widening losses. Sonos has been trading below its \$15 IPO price during a torrid time for tech stocks generally.

### Reading 1

Read through the article quickly. Tick (✓) the two ideas that are true, according to the article.





**5 Complete the following phrases using the words in the box.**

|   |
|---|
| calling / catch / engaged / on / afraid |
|---|

- 26 Hold \_\_\_\_\_, please. I'll connect you.
- 27 Sorry, I didn't \_\_\_\_\_ your first name.
- 28 I'm \_\_\_\_\_ there's no answer.
- 29 I'm \_\_\_\_\_ about the meeting tomorrow.
- 30 I can't get through. Their phone's always \_\_\_\_\_.

**B 2****Answer all thirty questions. There is one mark per question.**

VOCABULARY: SHOPPING ONLINE

**1 Choose the six correct words from the box to complete the sentences.**

|  |
|--|
| warehouse / bulk / delivery / despatch / discount / enquire / payment / refund / return / bargain / stock / sale |
|--|

- 1 At that price, the car you bought was a real \_\_\_\_\_.
- 2 You cannot get a \_\_\_\_\_ if you do not send back the goods in their original packaging.
- 3 As we are always having storage problems, I think we should build a new \_\_\_\_\_.
- 4 If there is a problem with any of the goods you receive, please \_\_\_\_\_ them within three days.
- 5 Our policy is to \_\_\_\_\_ goods within 72 hours of receiving an order.
- 6 We offer a 5% \_\_\_\_\_ on orders over \$500.

**2 Supply the missing word in each definition.**

- 7 After-\_\_\_\_\_ service is the help people get from the shop where they have bought a product.
- 8 The \_\_\_\_\_ street is the street of a town where many shops and businesses are.
- 9 A \_\_\_\_\_-off period is the time when you can change your mind and cancel an order.
- 10 A money back \_\_\_\_\_ is a promise by the seller to give you your money back if you are not satisfied with the goods you bought.
- 11 Your credit card \_\_\_\_\_ are the name, number and expiry date on your credit card.
- 12 If you \_\_\_\_\_ about, you go to different places to compare prices and quality before you buy something.
- 13 If the goods you want are out of \_\_\_\_\_, it means that they are not available.
- 14 If a shop gives you interest-free \_\_\_\_\_, it means that you can pay for the goods after you have bought them, at no extra cost.
- 15 A \_\_\_\_\_ is a person or company that sells goods to people in shops.

LANGUAGE REVIEW: MODALS

**3 Match the following sentence halves. Write your answers here:**

16 \_\_\_\_\_ 17 \_\_\_\_\_ 18 \_\_\_\_\_ 19 \_\_\_\_\_ 20 \_\_\_\_\_ 21 \_\_\_\_\_ 22 \_\_\_\_\_

- 16 Internet shopping is changing the face of business,
  - 17 To be successful in both the online and offline world,
  - 18 If you want to stay ahead of your competitors,
  - 19 You will need your password every time you want to access our website,
  - 20 All our admin staff are trained by our own IT specialists,
  - 21 If you do not want to risk losing important data,
  - 22 Not all consumers are very good at surfing the Internet,
- a businesses should try and integrate the two as much as possible.  
 b so a good website shouldn't be too complicated.  
 c so traditional stores need to adapt as quickly as they can.  
 d so we don't have to send them on expensive courses.

- e so you mustn't forget it.  
 f you have to start selling online.  
 g you must shut down your computer properly every time.

Skills: Negotiating

**4 Write the extra incorrect word in each phrase.**

- 23 We must to have delivery by May 12. \_\_\_\_\_  
 24 How is about paying by credit card? \_\_\_\_\_  
 25 Let's talk about it the cost of redesigning our website. \_\_\_\_\_  
 26 Could I ask you why do you want to pay that way? \_\_\_\_\_

**5 Complete the text with the words from the box.**

listen / summarise / strategy / aims

Whenever you have to negotiate, you should prepare carefully beforehand. It is important to let the other side know what you want, so you need to have very clear (27)\_\_\_\_\_. Of course, you should also (28)\_\_\_\_\_ carefully to the other side and ask questions if necessary. If the negotiation gets difficult, you may have to change your (29)\_\_\_\_\_. Finally, remember to (30)\_\_\_\_\_ often the points you agree on.

**B3**

**Answer all thirty questions. There is one mark per question.**

VOCABULARY: DESCRIBING COMPANIES

**1 What does each of these comments refer to? Write the appropriate word or phrase from the box next to the comment.**

competition / customer service / head office / investment plan / market share / profit / share price / subsidiary / turnover / workforce

- 1 It was particularly hard hit during the recession last year, when it fell to an all-time low of \$8.5.  
 \_\_\_\_\_  
 2 We've already got five in South America, and we're opening a new one in Mexico next month.  
 \_\_\_\_\_  
 3 It increased by 5% to \$61 million last year, but unfortunately our profit figures are not so impressive. \_\_\_\_\_  
 4 That's where they make most of the important decisions, of course. \_\_\_\_\_  
 5 If we buy out our local competitor, it will increase to 33%. \_\_\_\_\_  
 6 Two thirds of it are women. \_\_\_\_\_  
 7 If we don't produce and sell more than 10,000 sets a year, we won't make any.  
 \_\_\_\_\_  
 8 We need to think carefully about all the options and make sure it's ready for the board meeting next week. \_\_\_\_\_  
 9 They do everything to make their clients satisfied, so I'm not surprised they are praised for it.  
 \_\_\_\_\_  
 10 It's really fierce in our business sector, but so far we've managed to stay ahead of it.  
 \_\_\_\_\_

LANGUAGE REVIEW: PRESENT SIMPLE AND PRESENT CONTINUOUS

**2 Complete this e-mail. Write the verbs in brackets in the correct tense (Present simple or continuous).**

Hi Sam,

We (11)\_\_\_\_\_ (have) a fantastic time here in Beijing.

The conference itself (12) \_\_\_\_\_ (not start) until next Wednesday, so I (13) \_\_\_\_\_ (take) the opportunity to learn some Chinese. In fact, I (14) \_\_\_\_\_ (attend) a conversation class every morning, and I think I (15) \_\_\_\_\_ (make) good progress.

Klaus and Ana (16) \_\_\_\_\_ (not stay) at the same hotel. We (17) \_\_\_\_\_ (see) each other at head office every afternoon. We (18) \_\_\_\_\_ (meet) a lot of interesting people there and (19) \_\_\_\_\_ (talk) about the future of our companies. People here (20) \_\_\_\_\_ (like) to look ahead, and that's great.

Tomorrow afternoon, we (21) \_\_\_\_\_ (meet) Sarah Li to discuss our investment options. I (22) \_\_\_\_\_ (not think) it's going to be very easy, so I (23) \_\_\_\_\_ (need) to be prepared.

We (24) \_\_\_\_\_ (wish) you were here with us already. (25) \_\_\_\_\_ you \_\_\_\_\_ (arrive) next Thursday as planned?

Talk soon,

Max

### **Skills: Presenting your company**

#### **4 Match the two halves of these phrases. Write your answers here:**

26\_\_\_ 27\_\_\_ 28\_\_\_ 29\_\_\_ 30\_\_\_

26 First, I want to give you

27 Secondly, I'll talk

28 Finally, I want to look

29 I'll be pleased to answer

30 Thanks very much

a at our future plans.

b for listening to my talk.

c any questions at the end of my talk.

d about our new subsidiaries in Asia.

e some basic information about our activities.

#### **Примеры домашнего задания (1 семестр)**

1. Сделать упражнения на страницах 6-8 в учебнике Market Leader;
2. Сделать упражнения 1-6, назначенные в лаборатории MyEnglishLab;
3. Выполнить данные на семинаре грамматические упражнения на тему Passive Voice (страницы 3-5).

#### **Примеры домашнего задания (2 семестр)**

4. Сделать упражнения на страницах 52-54 в учебнике Market Leader;
5. Сделать упражнения 1-6, назначенные в лаборатории MyEnglishLab;
6. Выполнить данные на семинаре грамматические упражнения на тему Relative Clauses (страницы 57-60).

#### **Темы для опроса в виде собеседования (2 семестр)**

1. How important is corporate entertaining in your a) country? b) company/organisation?
2. What corporate-hospitality event would you like to be invited to?

3. What sort of problems do new businesses face?
4. What advice would you give to someone starting their own business in your country?
5. Who do you think is the biggest manufacturer of sports goods in a) Europe, and b) China?
6. What do you know about Nike, Adidas and Li Ning?
7. In which sectors is it difficult to plan?
8. How far ahead should you plan?
9. How often should you review plans?
10. What reasons are given for and against having business plans?
11. What is your opinion of business plans? How useful do you think they are?
12. What would you do if you were a director of your company and had the power to change anything?

### Пример итогового теста (2 семестр)

#### LISTENING

##### Track 08

1 You will hear Roger Tremain asking his manager if he can go on a training course. Listen to the conversation and complete this chart (1–5) with details of the course Roger wants to attend. You will hear the conversation twice.

|                           |       |
|---------------------------|-------|
| 1 Type of course          | _____ |
| 2 Location (town or city) | _____ |
| 3 Starting date           | _____ |
| 4 Duration of course      | _____ |
| 5 Cost (course only)      | _____ |

##### Track 08

**2 Listen again and mark these statements true (T) or false (F).**

Roger's manager says that ...

- |  |       |
|--|-------|
| 6 the course is a good one.  | _____ |
| 7 Roger can take time off to do the course before Christmas.       | _____ |
| 8 there is enough money in the budget to cover costs up to £2,500. | _____ |
| 9 Roger is a good employee who will benefit from the training.     | _____ |
| 10 Roger should put all the details in writing.                    | _____ |

#### VOCABULARY

**3 Complete the text below (11–15) with the correct word from the box. There is one word you don't need.**

advertising / launch / market / redundant / share / subsidiary

Carston has announced that it will close its UK \_\_\_\_\_<sup>11</sup>, which employs about 70 staff. Most of the staff will be made \_\_\_\_\_<sup>12</sup>. The company spent £5 million on \_\_\_\_\_<sup>13</sup> last year to promote its latest product. But the product \_\_\_\_\_<sup>14</sup> was a failure. Competition from other UK companies, such as Fyfield and Brix, has been strong, and Carston has seen its market \_\_\_\_\_<sup>15</sup> decline sharply over the last three years.

**4 Complete the text below (16–20) with the best verb from the box. There are more verbs than you need.**

do / get / make / market / set up / take / work

Erika always wanted to work for herself. After getting a good qualification in art and design, she decided to \_\_\_\_\_<sup>16</sup> her own business making jewellery. Two years later, she is finding it hard to \_\_\_\_\_<sup>17</sup> a living from her business. In fact, she has to \_\_\_\_\_<sup>18</sup> part-time in a shop to earn extra money. Erika makes innovative jewellery that is both high quality and stylish, but she doesn't have a strong customer base and often finds it difficult to \_\_\_\_\_<sup>19</sup> her work. She needs to \_\_\_\_\_<sup>20</sup> some market research and then to develop an effective marketing strategy.

**5 Match these words (21–30) with the definitions (a–j).**

- 21 complaint \_\_\_\_\_  
 22 endorsement \_\_\_\_\_  
 23 discount \_\_\_\_\_  
 24 investment \_\_\_\_\_  
 25 merger \_\_\_\_\_  
 26 promotion \_\_\_\_\_  
 27 refund \_\_\_\_\_  
 28 staff \_\_\_\_\_  
 29 turnover \_\_\_\_\_  
 30 workload \_\_\_\_\_

- a) When a famous person appears in an advertisement saying how good a product is  
 b) Money put into a business activity with the aim of making a profit  
 c) When two or more companies join together to form a larger company  
 d) A statement made by a customer who is not satisfied with a product or service  
 e) The amount of work that a person or organisation has to do  
 f) The people who work for an organisation or company  
 g) The amount of money a company receives in sales in a particular period of time  
 h) Special activity to sell a product: for example, advertising  
 i) Offering something for sale at a lower price than usual  
 j) Money that is given back to the customer if they are not satisfied with a product

LANGUAGE

**6 Choose the correct answer (a, b or c) to complete the article (31–40).**

Michel Soussaline \_\_\_\_\_<sup>31</sup> in a Paris hospital as a cancer specialist. But at present, he is only working part-time. In his free time, he \_\_\_\_\_<sup>32</sup> his wife to develop a biotech company called Imstar. Mr Soussaline describes the difficulties of setting up a new company in France: 'We \_\_\_\_\_<sup>33</sup> the necessary investment, but it was impossible. There is much less help for developing companies than in the US.' Mr Soussaline believes that Imstar \_\_\_\_\_<sup>34</sup> a bigger company by now if it was based in California.

Mr de Bézieux, who heads a lobby group for small businesses in France, says: 'Between 1965 and 1980, the French economy \_\_\_\_\_<sup>35</sup> twice as fast as the US. Since then, it \_\_\_\_\_<sup>36</sup> the opposite. One of the main explanations is that our small businesses \_\_\_\_\_<sup>37</sup>.'

But now there is a new approach to small business in France. In the past year, the government \_\_\_\_\_<sup>38</sup> a series of initiatives to support innovative start-ups. In future, fast-growing companies \_\_\_\_\_<sup>39</sup> extra benefits and \_\_\_\_\_<sup>40</sup> lower rates of tax.

- 31 a) works b) worked c) working  
 32 a) helped b) was helping c) is helping  
 33 a) look for b) looked for c) will look for



- |    |                   |                    |                    |
|----|-------------------|--------------------|--------------------|
| 34 | a) was            | b) would be        | c) have been       |
| 35 | a) grows          | b) is growing      | c) was growing     |
| 36 | a) was            | b) will be         | c) has been        |
| 37 | a) is not growing | b) was not growing | c) are not growing |
| 38 | a) launches       | b) has launched    | c) will launch     |
| 39 | a) will receive   | b) have received   | c) receive         |
| 40 | a) will be paid   | b) will pay        | c) are paying      |

**7 In each line of the e-mail below (41–45), there is one mistake. Cross out the word which is wrong and write the correct word on the right. The first one is given as an example.**

|   |               |
|---|---------------|
| Subject: Meeting next Thursday  |               |
| Dear Becky  |               |
| Do you please help me?  | <u>Can</u> 41 |
| I'm trying to find on how many people are coming to the meeting next Thursday. Maria said me it would be ten, but Alex thinks it could be 20. | _____ 42      |
| If more than 15 people come, we would need to book a bigger room.   | _____ 43      |
| But the large meeting room has already been booked during the whole day.  | _____ 44      |
| I look forward to hear from you.  | _____ 45      |
| Many thanks,<br>Sam   |               |

SKILLS DEVELOPMENT

A MEETINGS

**8 Choose the best phrase (a–h) to complete each gap in the conversation (46–53).**

- a) I think
- b) I agree
- c) Perhaps we should
- d) I'm not sure I agree
- e) how about
- f) The next item on the agenda is
- g) Yes, that's right
- h) What do you mean

**Chair** OK, let's move on. \_\_\_\_\_<sup>46</sup> publicity for our sales conference. Barbara, you've prepared something on this.

**Barbara** Yes. Well, to start with, I've prepared a leaflet to send out to the agents. You've all received a copy. What do you think?

**Ted** \_\_\_\_\_<sup>47</sup> it looks good – very colourful!

**Beth** \_\_\_\_\_<sup>48</sup> highlight the guest speaker's name a bit more. She's very well known, and her talk will attract a lot of people.

**Barbara** \_\_\_\_\_<sup>49</sup> by highlight the name more? I've put her name in large letters.

**Beth** Yes – but \_\_\_\_\_<sup>50</sup> putting it right at the top?

**Ted** \_\_\_\_\_<sup>51</sup>. The title of the conference is more important, isn't it?

**Dora** \_\_\_\_\_<sup>52</sup> – the title of the conference must be at the top. But

\_\_\_\_\_<sup>53</sup> with Beth. The name should stand out more.

## B SOCIALISING

**9 Choose the best response (a–g) for each item (54–60).**

- 54 Would you like to join us for dinner? \_\_\_\_\_
- 55 Could you tell me where the restaurant is? \_\_\_\_\_
- 56 What do you recommend? \_\_\_\_\_
- 57 Can I get you a drink? \_\_\_\_\_
- 58 Can I order a taxi to go to your hotel? \_\_\_\_\_
- 59 Thanks for showing me round. \_\_\_\_\_
- 60 I hope you have a good journey back. \_\_\_\_\_
- a) Thanks. I'll be in touch soon.
- b) The chicken is very good.
- c) It was a pleasure.
- d) That's very kind of you. I'd love to.
- e) It's near our office in the High Street.
- f) Thanks, but Jack has offered me a lift.
- g) Thanks. Just a glass of water, please.

## READING

**10 Read the article and complete each gap (61–65) with one of these words (a–e).**

- a) messages
- b) newspaper
- c) warning
- d) information
- e) industries

**Message on sensitive e-mails is not getting through**

When new employees start at Goldman Sachs, one of the first things they are told is that they should not put anything in an e-mail that they wouldn't want to read in the \_\_\_\_\_<sup>61</sup>. Don't complain about colleagues. Don't discuss sensitive deals. Don't say bad things about the competition. If you want to do those things, they are told, use the phone or talk to someone in person.

The same \_\_\_\_\_<sup>62</sup> has been repeated across the corporate world for years, but the message never seems to get through. Sensitive e-mails and instant messages continue to turn up in public.

It seems that no matter how often they are told, employees continue to see workplace e-mails as casual, private exchanges that no one else will read. The ePolicy Institute, which conducts research and advises companies, recently carried out a survey of 416 companies. The survey showed that only 42 per cent of companies conduct any formal training regarding e-mail usage. Instead, they rely on written policies that are often not read.

Simply telling workers to be more careful is not enough. Some companies are now using advanced software that can block potentially embarrassing messages from leaving a corporate system.

Proofpoint, an electronic security company, offers software that monitors \_\_\_\_\_<sup>63</sup> as they arrive and depart to detect potentially dangerous words or phrases. Keith Crosley, Director of Market Development for Proofpoint, says heavily regulated \_\_\_\_\_<sup>64</sup>, such as financial services and health care, are among his company's best customers. Kawasaki Motors uses the software to make sure no one leaks its motorcycle designs. The software ensures that personal data such as credit-card numbers and medical histories are encrypted and monitors the disclosure of confidential corporate \_\_\_\_\_<sup>65</sup>.

'Our systems can be trained,' Mr Crosley says. 'You can show it examples – "Here are my new car designs. Here is my internal phone list" – and not let those messages go out.'

The problem is that the software can occasionally block important e-mails that are not sensitive. 'Customers are not very tolerant of that problem,' Mr Crosley says.

**11 Choose the best answer to each question (66–70).**

- 66 There are several kinds of sensitive information that shouldn't be included in e-mails. Which one *doesn't* appear in the article?
- a) complaints about people you work with
  - b) trade secrets
  - c) employees' names
  - d) bank-account details
  - e) credit-card details
- 67 If they want to discuss sensitive deals, Goldman Sachs employees are told not to ...
- a) use the phone.
  - b) use e-mail.
  - c) talk to a person inside the company.
- 68 According to an ePolicy survey, most companies ...
- a) use special software to block sensitive messages.
  - b) organise training programmes to instruct employees how to use e-mail.
  - c) send only written instructions about using e-mail.
- 69 Proofpoint is ...
- a) a kind of software that monitors e-mails.
  - b) a company that specialises in electronic security.
  - c) an institute that advises companies on security.
- 70 Which word is used in the article to mean the same as 'sensitive'?
- a) casual
  - b) instant
  - c) embarrassing

## WRITING

**12 You are going to visit a client company in Toronto next week. Write a reply to the following e-mail. Write about 50 words.**

To:  
From: Greg Saunders  
Subject: Your visit next week.

Dear ...

I am attaching a programme for your visit next week. Please let me know if there is anything you would like to add.

If you could also tell me your flight number and arrival time, I will arrange for our driver to meet you at Toronto airport and take you to your hotel.

We are all looking forward very much to meeting you next week.

Best regards

Greg

**13 Your manager at work has asked if you can recommend your English course to other employees. Write an informal report of 120 to 150 words describing the English course you have just completed. Include this information: number and length of lessons, people in the group, coursebook topics, exercises and activities. Say what you enjoyed most about the course and what you found useful.**

## SPEAKING

You will have a ten-minute oral test. You have five minutes to prepare.

**14 Your examiner will ask you some questions about yourself: your work or studies and your future plans.**

**15 Look at the information about two products in the chart below. Be ready to describe each product and to answer the examiner's questions. Say which one you would prefer to buy and why.**

|                           | <b>Whiteboard marker</b>  | <b>Eco-friendly marker</b>                   |
|---------------------------|---|--|
| Use with                  | whiteboards   | whiteboards                                  |
| The outer case is made of | plastic   | recycled paper                               |
| Features                  | Dries immediately after writing<br>Long-lasting<br>Clean with special product | No harmful chemicals<br><br>Clean with water |
| Colours                   | 6   | 4  |
| Price                     | €15 for a pack of six   | €7 for a pack of four                        |

**СИСТЕМА РЕЙТИНГОВОЙ ОЦЕНКИ И КОНТРОЛЯ ЗНАНИЙ СТУДЕНТОВ****1 семестр**

| № п/п | СТРУКТУРА   | Баллы по каждому модулю  |
|-------|---|--------------------------|
| 1.    | Оценка за активное участие в учебном процессе и посещение занятий:<br><div style="text-align: right; margin-right: 20px;">           Всех занятий<br/>           Не менее 75%<br/>           Не менее 50%<br/>           Не менее 25%         </div> Итого: | 5<br>4<br>3<br>2<br>до 5 |
| 2.    | устный опрос в форме собеседования (УО-1)<br>письменный опрос в виде теста (ПР-1)<br>письменная контрольная работа (ПР-2)<br>Итого:   | 15<br>20<br>10<br>50     |
| 3.    | Итоговое задание (Зачет)  | 50                       |
|       | ВСЕГО:  | 100                      |

**Пересчет на 5 балльную систему**

| <b>2</b><br>(неудовлетворительно) | <b>3</b><br>(удовлетворительно) | <b>4</b><br>(хорошо) | <b>5</b><br>(отлично) |
|-----------------------------------|---------------------------------|----------------------|-----------------------|
| <b>&lt; 50</b>                    | <b>50-64</b>                    | <b>65-84</b>         | <b>85-100</b>         |

Продолжение приложения 1.

**СИСТЕМА РЕЙТИНГОВОЙ ОЦЕНКИ И КОНТРОЛЯ ЗНАНИЙ СТУДЕНТОВ****2 семестр**

| №<br>п/п | СТРУКТУРА  | Баллы по каждому модулю                          |
|----------|--|--|
| 1.       | Оценка за активное участие в учебном процессе и посещение занятий:<br>Всех занятий<br>Не менее 75%<br>Не менее 50%<br>Не менее 25%<br>Итого: | <br><br><br><br><br><br>5<br>4<br>3<br>2<br>до 5 |
| 2.       | устный опрос в форме собеседования (УО-1)<br>письменный опрос в виде теста (ПР-1)<br>письменная контрольная работа (ПР-2)<br>Итого:          | 15<br>20<br>10<br>50                             |
| 3.       | Итоговое тестирование (Экзамен)  | 50   |
|          | ВСЕГО:   | 100  |

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