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ФАКУЛЬТЕТ МЕЖДУНАРОДНЫХ ОТНОШЕНИЙ  
Кафедра английского языка экономических специальностей**

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**ПРАКТИКУМ  
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РАБОТЫ СТУДЕНТОВ ПО ДЕЛОВОМУ  
ОБЩЕНИЮ**

**Тесты для студентов  
экономических специальностей  
факультета международных отношений**

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Представлены тестовые задания для контроля базовых знаний в сфере англоязычной экономической лексики и грамматики. Языковой материал подобран из аутентичных источников по экономической тематике.

Предназначено для студентов экономических специальностей факультета международных отношений.

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# INTERNATIONAL ORGANIZATIONS

## TEST 1. WHY DO COUNTRIES NEED THE WTO?

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

### Vocabulary

WTO	the World Trade Organization
<i>governance n</i>	<i>книжн.</i> (у)правление, руководство
<i>commit to v</i>	быть преданным (чему-л.); посвятить себя (чему-л.); связывать (кого-л.) обещанием, обязанностью
<i>secure rights</i>	надёжно защищенные права
<i>permanently adv</i>	постоянно, непрерывно
<i>waver v</i>	ослабевать; становиться неустойчивым
<i>security n</i>	обеспечение, гарантия
<i>susceptible to adj</i>	восприимчивый, чувствительный (к чему-л.)
<i>expeditiously adv</i>	<i>книжн.</i> быстро, срочно; ускоренно
<i>ample opportunities</i>	широкие возможности
<i>accede v</i>	<i>офиц.</i> вступать (в организацию, в должность, во владение)
<i>accession n</i>	вступление
<i>on top of</i>	<i>амер. разг.</i> в курсе чего-л.

Globalization is raising the (1)... to economies choosing good economic *governance*, but is also raising the (2)... to economies with poor economic governance. Just capital can now flow into a well-managed economy more easily and quickly than ever before, so it can equally quickly be (3)... if confidence in that economy's governance is (4)....

The first (5)... for a poor country seeking to achieve (6)... economic development in the 21st century is to practice good economic governance generally, and in particular to *commit to a permanently* open international trade and payments regime and to provide *secure rights* (7)... property (intellectual as well as physical). The stability of the commitment to openness is much more crucial now than even just 15 years ago, because otherwise capital inflows and investments will tend to be short-term in nature and *susceptible* to withdrawal should confidence *waver*.

The *security* of a stable trading environment (8)... a confidence in investors that is (9)... less in countries that are not WTO members. For such

countries a key (10)... in achieving good economic governance is to seek speedy *accession* to WTO. Already there are 140 countries that have chosen to join the new organization. The WTO is thus approaching the status of a (11)... global trade organization, (12)... under-representation by two groups: the former centrally planned economies (CPEs) seeking to transform from plan to market orientations, and some of the smallest and poorest economies.

To understand how well the WTO club is managing its own globalization, consider the following four questions: to what (13)... are less-advanced economies (a) opening up to trade, (b) able to get their exports into markets of more- advanced economies, (c) engaged in WTO activities such as improving the rules, and (d) able to *accede expeditiously*?

On the first question (14)... openness, the answer is that many developing and transition economies are opening up (15)...

On the second question of market access for developing country products, the answer is that not enough has been done. The two sectors of most interest to less-advanced economies are agriculture and textile-clothing, and protection levels in more-advanced economics for those items are as much as ten times the average for other merchandise.

On the third question, the answer is that while there are *ample opportunities* for less-advanced economies to become (16)... in WTO activities such as (17)... committees, they are (18)... infrequently.

As to the final question concerning the pace of accession of new members, the answer is unclear. Certainly an average time of six years to accede to WTO sounds long, and politics may have contributed to delay. But much of the delay (19)... to be on the part of the acceding country. Sometimes this is because of a lack of internal political support to push (20)... with reform commitments. More often it is because of insufficient bureaucratic horse-power to get *on top of* the issues and to move the necessary papers forward any faster.

(by Obstfeld, M., *Journal of Economic Perspectives*,  
1998, abridged)

**Table to the text.**

1	a) gifts	b) rewards	c) presents	d) hand-outs
2	a) duties	b) efforts	c) cost	d) prices
3	a) confiscated	b) protected	c) stolen	d) withdrawn
4	a) shaken	b) dropped	c) shocked	d) revived
5	a) selection	b) priority	c) view	d) variant
6	a) sustainable	b) probable	c) attractive	d) excessive
7	a) after	b) over	c) in	d) above
8	a) shakes	b) puts	c) instills	d) damages
9	a) unusually	b) greatly	c) extremely	d) noticeably
10	a) ingredient	b) portion	c) theory	d) plot

11	a) very	b) truly	c) truthfully	d) trustfully
12	a) except for	b) even though	c) in spite	d) in addition to
13	a) amount	b) scale	c) size	d) extent
14	a) providing	b) regarding	c) regarding	d) with a view
15	a) widely	b) strongly	c) substantially	d) substantially
16	a) worried	b) carried away	c) protected	d) engaged
17	a) chairing	b) chairing	c) inquiring	d) approaching
18	a) given up	b) set up	c) taken up	d) given away
19	a) said	b) expected	c) turns	d) appears
20	a) up	b) ahead	c) far	d) through

## TEST 2. THE GATT/WTO'S CONTRIBUTION TO GLOBALIZATION.

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

The General Agreement on Tariffs and Trade (GATT) was signed by 23 large trading countries in 1947. The GATT provided not only a set of multilateral rules and *disciplines* but also a (1)... to negotiate tariff reductions and rules changes, plus a mechanism to help (2)... trade disputes.

Eight so-called rounds of negotiations took place in the (3)... 46 years, the last one (the Uruguay Round) (4)... in the "interim" GATT Secretariat being (5) ... into the World Trade Organization (WTO) in January 1995.

The GATT, and now even more so the WTO, contributes to globalization in several (6)... ways. The WTO has four key objectives: to set and (7)... rules for international trade, to provide a forum to negotiate and monitor trade liberalization, to improve policy transparency, and to resolve trade dispute (8)... the transparency role, these were also the key of its (9)... (the GATT) before the WTO (10)... into being; but the WTO is much more (11)... than the *GATT*.

GATT/WTO rules to govern international trade serve at least three purposes. First, they protect the (12)... of small and B weak nations against discriminatory trade policy actions of large and powerful nations. These fairness rules are fundamental to (13)... confidence in the world trading system.

Second, large economies have the potential to (14)... their monopoly power by taxing their trade, but we know from trade theory that the rest of the world and the world as a whole are made *worse off* by such trade taxes. Thus while each large economy might be (15)... to impose trade taxes, the effect of lots of them doing so *simultaneously* may well be to (16)... most if not all of them worse off – not to mention the welfare reductions that would result in many smaller countries.

The third and perhaps most important contribution of multilateral rules (17)... trade policy is that they can help governments *ward off* domestic interest groups seeking special (18)....

While no one would argue that the GATT rules have been applied without exception, the fact that they are there ensures the worst *abuses* are (19)... They therefore bring greater certainty and predictability (20)... international markets, enhancing economic welfare in and reducing political tensions between nations.

(Petersmann, 1991; Rossler, 1985, compiled and abridged)

**Table to the text.**

1	a) space	b) forum	c) destination	d) room
2	a) go down	b) form	c) settle	d) decide
3	a) many	b) subsequent	c) follower	d) afterwards
4	a) summarizing	b) peaking	c) summing	d) culminating
5	a) converted	b) recommended	c) replaced	d) recycled
6	a) crucial	b) impracticable	c) costly	d) usable
7	a) provide	b) enforce	c) intensify	d) make
8	a) though	b) unlike	c) apart from	d) in addition
9	a) successor	b) precedent	c) previous	d) predecessor
10	a) appeared	b) came	c) showed	d) went
11	a) comprehensive	b) knowledgeable	c) common	d) learned
12	a) happiness	b) richness	c) welfare	d) wealth
13	a) instilling	b) inserting	c) undermining	d) filling
14	a) perform	b) consume	c) explore	d) exploit
15	a) intended	b) tempted	c) attempted	d) protected
16	a) put	b) get	c) leave	d) feel
17	a) showing	b) describing	c) increasing	d) disciplining
18	a) favours	b) limits	c) demerits	d) values
19	a) protected	b) avoided	c) escaped	d) provided
20	a) upon	b) with	c) to	d) at

# EDUCATION • TRAINING • MBA

## TEST 3. EDUCATION.

Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.

### Vocabulary

<i>dire adj</i>	1) ужасный, страшный, зловещий: ~ <i>consequences</i> пагубные/роковые последствия; 2) эмоц.- усил. крайний, полный; ~ <i>necessity</i> жесточкая необходимость; ~ <i>poverty</i> страшная нищета
<i>strait n</i>	обыкн. <i>pl</i> затруднительное положение, стеснённые обстоятельства; нужда: <i>financial</i> ~ финансовые затруднения
<i>dismiss v</i>	отвергать, отбрасывать
<i>salary arrears</i>	задолженность по заработной плате; просрочка платежа
<i>numeracy n</i>	умение считать
<i>hold one's own</i>	1) не уступать, держаться твердо; стоять на своём, отстаивать свою точку зрения; не сдавать позиций, оставаться верным своим убеждениям; 2) не ронять своего достоинства; сохранять самообладание; не давать себя в обиду,
<i>a staggering figure</i>	поразительная цифра; ошеломляющий

MOSCOW – Russia's young people remain among (1)... educated in the world, and the government plans to keep things that (2)... despite the country's *dire* economic *straits*.

In an interview last Thursday evening, the Education Minister (Russia) also dismissed (3)... by some media and opposition politicians that the whole education system was (4)... of collapse, and said Russia had more students (5)... higher education than ever before.

“Of course, the financial crisis (6)... every part of the education sector and has an (7)... effect on quality. You cannot expect teachers to (8)... their best when they have not been paid for weeks”, the Minister said.

“But we are making progress in (9)... the problem of *salary arrears* to teachers... and our education system (10)... great potential, as the Americans also

recognize.”

Russians have long (11)... pride in the country’s educational achievements, which (12)... high levels of (13)... and *numeracy*, although schools and universities have (14)... a big drop in funding during the painful (15)... from a command to a market economy.

“(16)... our financial difficulties (17)... of a UNESCO report on the test levels of schoolchildren in 65 developed nations show Russia *holding its own* in second or third place,” the Minister said.

He said Russia also occupied a (18)... place, around 13th to 15th, for the proportionate number of its young people in higher education, adding that 246 students per 10,000 of the population (19)... the highest figure in Russian or Soviet history.

Nearly 40 million people – *a staggering figure* in a country of 147 million – work or study in the educational (20)....

(By Gareth Jones, REUTFRS)

### Table to the text.

1	a) the better	b) the least	c) the good	d) the best
2	a) road	b) lane	c) way	d) line
3	a) promises	b) suggestions	c) offers	d) hopes
4	a) in the end	b) at the edge	c) on the brink	d) on the way
5	a) in	b) of	c) from	d) without
6	a) advise on	b) agree on	c) focus on	d) touches on
7	a) positive	b) adverse	c) excellent	d) legal
8	a) win	b) take	c) ask	d) give
9	a) holding	b) tackling	c) changing	d) reaching
10	a) challenges	b) effects	c) retains	d) finds
11	a) taken	b) got	c) used	d) achieved
12	a) set	b) include	c) put	d) change
13	a) literature	b) illiteracy	c) literacy	d) legacy
14	a) suffered	b) exercised	c) exerted	d) undertaken
15	a) rise	b) fall	c) exchange	d) shift
16	a) in spite	b) despite	c) though	d) unless
17	a) the findings	b) the lessons	c) the challenges	d) the facts
18	a) a low	b) satisfactory	c) respectable	d) unsatisfactory
19	a) represented	b) was present	c) reduced	d) mirrored



20	a) circle	b) territory	c) domain	d) location
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**TEST 4. MBAS GET FIT FOR BUSINESS.**  
(INVESTING THE STAFF)

*Complete the text using the words in brackets in the correct form.*

**Vocabulary**

look to expand	<i>рассчитывать на развитие компании/бизнеса (look + infinitive) Am E ожидать с уверенностью, надеяться</i>
recipient <i>n</i>	<i>юр. получатель</i>
be out of touch with sth	<i>не знать или не понимать, что происходит (где – либо.)</i>
fit in <i>phr v</i>	<i>соответствовать, подходить</i>
make it	<i>not fml совершить, осуществить, успеть сделать</i>
draw on <i>phr v</i>	<i>использовать (мысли, идеи и т.п.); воспользоваться тем, что вы имеете</i>

International standard and (1)... (ANALYZE) skills (2)... (TEACH) at Western MBA schools are (3)... (ESSENCE) for international companies looking to produce in Russia, as well as for large Russian companies.

Graduates of top Western business schools are in great demand in Russia: in investment banks and other (4)... (FINANCE) institutions as well as in Russian companies *looking to expand*. The story changes, however, once we examine the recruitment needs of mid-level management positions, or consider smaller Russian companies. (5)... (RECRUIT) agencies in St. Petersburg get no requests for Western MBA *recipients* from these companies.

Some (6)... (CONSULT) argue that most Western MBA graduates come back (to Russia) with a (7)... (CHANGE) mind-set, often (8)... (LACK) the Russian business-language necessary to establish trust with the employer and co-workers. They claim that these graduates *are out of touch with* the local picture. Western MBA programs focus on cases which are too far (9)... (REMOVE) from Russian market-place. So it is hard for these graduates to *fit in*.

As for the “specifics” of the Russian business environment, those companies that want to expand and, more so, to survive increasing global competition have to adapt to the international standards, Western MBA graduates said.

MBA programs are hard, and the people who are able to get in and *make it*, come to possess the “survival of the (10)... (FIT)” character trait. They come to Russia for the opportunities that exist in the country and they successfully use their superior personal and professional qualities. The graduates maintain that the lack of some local etiquette is not the main issue, since an MBA education provides a person with the right skills and attitude to succeed in any environment. Y. G., a programs coordinator at the British Council, which assists (11)... (INTEREST) students in (12)... (CHOOSE) a program abroad, said Western programs are simply more (13)... (DEVELOP) in teaching international-standard professionals. Western programs have a deeper history to *draw on*. The professors are often (14)... (PRACTICE) business professional themselves. Western programs focus on cases with much (15)... (WIDE) horizons (in comparison with those in Russian MBA schools).

*(The St. Petersburg Times, September 13, 2005, p. II, abridged)*

### TEST 5. FINISH MBA, THE RUN AWAY.

*Complete the text using the words in brackets in the correct form.*

#### Vocabulary

tailor-made <i>adj</i>	(какая-л. схема, система и т. п.) подогнанная к потребностям конкретного клиента
pulp <i>n</i>	целлюлозно-бумажный
applicable	применимый, пригодный, подходящий
head-hunt <i>v</i>	<i>разг.</i> «охотиться за талантами»; подбирать высококвалифицированные кадры
either way	в любом случае
(be/become) wary of (doing) sth	(быть/становиться) осторожным, осмотрительным; настороженно относиться к (кому-л., чему-л.)
the smart move	умный, ловкий, находчивый поступок
come at quite a cost	доставаться недешево; обходиться в немалую сумму
full-time, part-time, distance-learning course	курс обучения; дневной, вечерний, заочный
repay with interest	окупаться с лихвой

One of MBA education's most infamous effects is the urge for fresh business graduates to quit their job for a (1)... (GOOD) position. In contrast, it is (2)... (BELIEVE) that a corporate MBA course will increase staff (3)... (LOYAL).

*Tailor-made* MBAs are designed to be company-specific and bear in mind (4)... (ADVANCE) possibilities within the firm. While working on its new budget system, Ilim Pulp, the country's (5)... (LARGE) wood-processing corporation, ordered a (6)... (FINANCE) heavy MBA course that could be instantly *applicable*.

However, other experts point out examples to the contrary. Soon after putting its top staff through an in-(7)... (DEEP) corporate MBA program in 2002-2003, Severstal lost more than one third of its managers. Most resigned immediately to take up other jobs, while the rest were later head-hunted by competitors. It was a classical example of a company that lacked a (8)... (MOTIVATE) system. Now, many clients ask experts for help in retaining the talent within the company.

*Either way*, companies have *become more wary* of investing in their staff. Most now ask (9)... (EMPLOY) to pay back the money (10)... (SPEND) on their corporate training should they leave within a certain period after the studies.

Of course, *the smart move* if you're changing jobs soon after completing a corporate MBA may be to ask your new employee to take care of "old debts."

About 20 people leave to study at British business schools each year. Only about a quarter of them, however, pay for full-time degree by (11)... (THEM). Most students have their education either (12)... (PAY) for by their company, or through a scholarship, as the benefits of a Western MBA *come at quite a cost*.

A regular *full-time*, two-year degree at Harvard will cost up to \$30,000, while a *part-time* or a *distance-learning* course at other schools can also demand as much as \$15,000. However, with various (13)... (FINANCE) schemes, such as student loans, (14)... (BECOME) more available, many students choose to take the risk of paying for a degree in the hopes that it will *repay with interest* through better (15)... (EMPLOY) in the future.

(The St. Petersburg Times, *September 13.2005, p. II» abridged*)

## TEST 6. CARL SCHRAMM IS ON A MISSION TO TEACH THE WORLD TO BE ENTREPRENEURIAL.

*Complete the text using the words in brackets in the correct form.*

### Vocabulary

be on a mission (to	считать своим долгом/миссией (заниматься чем-
---------------------	---

do sth)	л.); поставить важную цель и все делать для нее
space aliens	космические пришельцы
blurb <i>n</i>	<i>разг.</i> краткая аннотация, рекламное объявление на книгу (на обложке или суперобложке)
hot shot	1) и экспресс; 2) <i>adj mod</i> скоростной, идущий без остановок; 3) <i>n AmE</i> большой человек, «шишка»; 4) пробивной; перспективный человек
budding	многообещающий, подающий надежды
you are on your own	вы один несёте ответственность
charitable <i>adj</i>	благотворительный; щедрый
arguably <i>adv</i>	по моему мнению; как я осмелюсь утверждать
evangelist <i>n</i>	проповедник (идеи и т. п.)
exhibit <i>n</i>	экспозиция; выставка
cut-and-thrust <i>n BrE</i>	cut-and-thrust <i>n BrE</i>
a) stagflation <i>n</i> b) stagflationary <i>adj</i>	а) эк. стагфляция, (экономический) застой при одновременной инфляции (stagnation + inflation); б) стагфляционный
nightmare <i>n</i>	кошмар
U-turn <i>n</i>	поворот на 180 градусов
start-ups <i>n</i>	новички; недавно образовавшиеся компании
take on <i>phr v</i>	<i>infml AmE</i> 1) браться за что-л. трудное; 2) принимать вызов

“Forget *space aliens* and race cars – here's a game that gives kids skills they can use for the rest of their lives.” So says the *blurb* for *Hot Shot Business*, an online game (1)... (PLAY) each year by millions of “*budding entrepreneurs*” who get the chance to open their own skateboard factory, landscape-gardening business or comic shop in Opportunity City. (2)... (PLAY) start marketing campaigns; change products, services and prices; and respond to (3)... (DEMAND) customers and big news events. And, “as a self-funded entrepreneur”, you’ll keep all the profits. But if anything goes wrong, well, *you’re on your own.*”

The game was a product of a (4)... between the “edutainment” (education + entertainment) arm of the Walt Disney Company and the *charitable* Ewing Marion Kauffman Foundation, (5)... since 2002 by Carl Schramm, now *arguably* America’s (6)... (LEAD) *evangelist* of entrepreneurship. *Hot Shot Business* is one of many (7)... (INITIATE) launched by Mr. Schramm to educate Americans – and, (8)... (INCREASE), foreigners too – about how to be entrepreneurial. Disney and Kauffman have also developed a popular

Opportunity City *exhibit* in Disney World in Florida. Kauffman has (9)... (GIVE) grants to promote entrepreneurship in American universities; and not just in business schools but across the entire campus. “Entrepreneurs (10)... (MOST) don’t come from business schools,” says Mr. Schramm, who worries that with their new courses on corporate social (11)... (RESPONSIBLE), social entrepreneurship and the like, B-schools increasingly produce (12)... (GRADUATE) uncomfortable with the *cut-and-thrust* of real capitalism.

Kauffman also funds research into (13)... – (ENTREPRENEUR) and its role in the economy, which Mr. Schramm says is greatly (14)... (ESTIMATED). He argues that a rise in entrepreneurship over the past 25 years has rescued America’s economy from the *stagflationary nightmare* of “(15)... (BUREAUCRACY) capitalism”. “What we are engaged in is nothing (16)... (LITTLE) than a *U-turn* in (17)... (ECONOMY) history,” he claims. “And the name we give this U-turn is the (18)... (INVENT) of entrepreneurial capitalism.” Replacing the old “industrial triangle” of (19)... (GOVERN), big business and the unions is a “new kind of entrepreneurial box”, in which *start-ups* increasingly *take on* the work of (20)... (INNOVATE) from big business and the unions have been replaced by universities, he says.

A key moment came in 1980 when America adopted the Bayh-Dole act, giving universities a serious financial stake in the intellectual property generated by their research.

(“*The Economist*”, Nov., 2005)

## NATIONAL ECONOMIES

### TEST 7. FOREIGN COMPANIES IN RUSSIAN MARKET.

Complete the text using the words in brackets in the correct form.

#### Vocabulary

advantageous <i>adj</i>	выгодный, благоприятный, полезный
ample <i>adj</i>	обильный, богатый
duly <i>adv</i>	1) должным, надлежащим образом; 2) в должное время
implementation <i>n</i>	осуществление, выполнение, реализация (плана и т. п.)
uniform <i>adj</i>	однообразный, единообразный; ~ <i>decisions</i> совершенно одинаковые решения; решения, одинаковые на все случаи жизни
a subsidiary company	дочерняя, подконтрольная компания
a joint-stock company	акционерная компания (Великобритания): акционерное общество, создаваемое на основе долей собственности в капитале, представленными количеством акции в руках каждого акционера; в США акционерными обществами обычно считаются корпорации с неограниченной ответственностью
a limited liability company	компания с ограниченной ответственностью: акционеры отвечают по обязательствам компании в размере внесённого акционерного капитала или предоставленных ими гарантий (сама компания – всеми активами)
legal entity	признанное законом лицо: физическое или юридическое лицо, которое имеет законное право вступать в сделки и на которое можно подать в суд
incur <i>v</i>	нести (ответственность, обязанность, расходы, ущерб и т. п.); принимать на себя; навлекать на себя (что-л.); подвергаться (чему-л.); <i>to ~ losses</i> потерпеть убытки
oblige <i>v</i>	обязать, предписать
one's ownership interest	чья-либо доля участия в капитале компании; своя доля собственности

In searching for more *advantageous* places for (1)... (PRODUCT) and new markets, foreign companies are increasingly realizing the (2)... (ATTRACT) of the Russian market.

There are no significant obstacles or restrictions for foreign investors.

Today, after more than 10 years of market economy (3)... (DEVELOP), Russia has a well-developed, (4)... (FUNCTION) legal system. Russia provides investors with *ample* opportunities to make investments safely and profitably.

However, while deciding to make investments it is important to ensure that the legal and tax aspects will be *duly* taken into account during the course of investment *implementation*.

At the same time, *uniform decisions* are (5)... (ADVISABLE), as most promising investments fail not only due to conditions in Russia, but also to (6) ... (PROPER) planning.

Two main legal forms are available for the economic activities of foreign companies in Russia. A foreign company can establish a representative office or a branch in Russia, or may found or acquire a *subsidiary company*, in particular, in the form of a *joint-stock company* or a *limited liability company*. Representative offices and branches are not (7)... (DEPENDENT) *legal entities*, and, consequently, all rights and obligations *incurred* through their managers' actions, are borne by the foreign company.

In the case of establishing a subsidiary company, as a rule only two legal forms are allowed: a limited liability company and a joint-stock company, both of which are legal entities under Russian legislation. Limited liability companies and a joint-stock companies are *obligated* to maintain (8)... (ACCOUNT) records in accordance with Russian legislation and bear unrestricted tax obligations in Russia.

Russian law distinguishes between open and closed joint-stock companies. A closed joint-stock company has a limited number of shareholders.

A limited liability company differs from a joint-stock company, first of all by its more flexible organization and, furthermore, by this special feature: each participant has an unlimited right to withdraw from the company at any time and request repayment of the value of *his/her ownership interest*. This right makes a limited liability company (9)... (LITTLE) stable than a joint-stock company, and as a result of this legal form can, in certain situations, prove to be (10)... (SUITABLE) for joint ventures.

Currently, many investments are (11)... (IMPLEMENT) in the form of a limited liability company.

It can be quite (12) ... (JUSTIFY) not to choose one legal form or another, but instead to utilize a combination, e. g. that of a representative office and a limited liability company.

*(The St. Petersburg Times, Oct. 3, 2004, p. II, abridged)*

## TEST 8. CHINA

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

### Vocabulary

bustling	бурлящий энергией; полный кипучей деятельностью
insider	1) свой/не посторонний человек; член группы или организации и т. п.; 2) лицо, имеющее в силу служебного положения конфиденциальную информацию о делах фирмы
crass mistakes	глупые ошибки
mainland <i>n</i>	материковая часть
dearth <i>n</i>	недостаток, нехватка
exacerbate <i>v</i>	<i>книжн.</i> 1) углублять (кризис); усиливать (недовольство)
scour sth for sb/sth <i>v</i>	рыскать, бегать (в поисках чего-л.); прочесывать (местность)
expatriate (expat) <i>n</i>	эмигрант; человек, покинувший родину
lucrative posting	выгодное назначение на должность
locals ( <i>обыкн. pl</i> )	местные жители
go down well with <i>v</i>	быть принятым (с одобрением); нравиться (кому-л.)
impress <i>v</i>	производить впечатление; внушать, внедрять
take to	проявлять симпатию, интерес к кому-л. или чему-л.
ABC(s)	= American-born Chinese
grasp <i>n</i>	способность быстрого восприятия, понимание, схватывание
neck of <i>phr v</i>	попахивать, отдавать (чем-л. дурным)
spell <i>n</i> a spell of fine weather	период, промежуток времени; период хорошей погоды
get up to <i>phr v</i>	достигать определенного уровня; доводить до стандарта
pack up <i>phr v</i>	прекратить работу и т. п. остановить попытки
spouses <i>n</i>	супруги
be up to it	быть готовым к этому физически морально
(be) keen to do sth/on doing sth	сильно желать/стремиться сделать что-л.



delaying <i>n</i>	сокращение количества уровней управления
devise <i>v</i>	придумывать, изобретать; разрабатывать
“golden handcuffs”	«золотые наручники»: стимулы сохранения своего служебного поста
defect to <i>phr v</i>	уехать из своей страны в (другую страну и т. п.); перейти на сторону противника, стать перебежчиком
accommodate <i>v</i>	учитывать/принимать во внимание что-л. ( <i>напр</i> , чье-л. мнение или какой-л. факт) при принятии решения; <i>преим. дип.</i> пойти навстречу (кому-л.); учесть (чьи-л.) интересы
elaborate <i>adj</i>	1) тщательно, детально разработанный; продуманный; подготовленный; 2) сложный
elongate <i>v</i>	1) растягивать, удлинять; продлить (срок)

China is now the largest (1)... of FDI (foreign direct investment) in the developing world, and the second largest in the world after the United States. Last year its economy as a whole grew by an estimated 11%. In this booming, *bustling* but (2)... unpredictable part of the world locals have the sort of *insider's* knowledge which saves them (3)... making *crass mistakes*. But good locals are difficult to (4)... The Hong Kong labour market is one of the (5)... in the world. On China's *mainland*, the *dearth of* managerial talent and technical skills that seems to be a common (6)... of communist and ex-communist countries was *exacerbated* by the cultural revolution, which (7)... the ranks of people between 35 and 45.

(8)... these problems, some companies are adopting a policy of “Chinese (9)... any price”, *scouring* the Chinese communities of the United States and Asia for suitable ethnic Chinese. The region is (10)... the birth of a new sort of *expatriate*: an ethnic Chinese who has been educated in western business schools and spends his time (11)... from one *lucrative posting* to another.

Nevertheless, *locals* do not always *go down well* with the people they are supposed to *impress*. Mainlanders do not necessarily *take to* these “ABCs with their MBAs”, particularly when they have little *grasp* of the local dialect. They like to negotiate with “grey hairs” rather than with people in their (12)... 20s who still *reek of* Harvard Yard.

Price Waterhouse, a consultancy, calculates that some 450,000 expatriate managers are now working in China, and predicts that their number will continue to (13)... for the (14)... of the decade. Expats are (15)... to employ, requiring (16)... salaries, (17)... insurance and four or five *spells* of paid (18)... away from China every year. Critics say they spend the first two years of their posting *getting up to* speed and the last year *packing up*, leaving only a brief period when they are on top form. Sensible firms (19)... a lot of trouble to

ensure that potential recruits are well-informed about the hardships of a China posting, and that both they and their *wives are up to it*. The managers, for their part, may *be far from* keen to go: in these days of downsizing, *delaying* and short term contracts, many managers no longer see a foreign posting as a safe step on their career ladder, and many of them have wives whose own career would be interrupted a move.

The art of management in this region is very much the art of transferring knowledge, implanting western business methods in Chinese minds. Trained employees are so valuable that companies have *devised* various forms of “*golden handcuffs*” to make sure that they do not *defect* to competitors. One popular method is to (20)... them plenty of travel abroad. Companies are also having to *accommodate* the Chinese taste for a predictable career ladder and an *elaborate* hierarchy. Even as they are flattening their hierarchies in the West, they are elongating them in the East.

(*The Economics*, 1995. Abridged)

**Table to the text.**

1	a) maker	b) patient	c) recipient	d) taker
2	a) interestingly	b) worryingly	c) likely	d) widely
3	a) against	b) with	c) at	d) from
4	a) come by	b) get near	c) arrive at	d) come up
5	a) successful	b) good	c) better	d) tightest
6	a) event	b) episode	c) feature	d) fact
7	a) extracted	b) thinned	c) subtracted	d) united
8	a) despite	b) in summary	c) in conclusion	d) in spite
9	a) through	b) for	c) in	d) at
10	a) liking	b) looking	c) seeing	d) striving
11	a) moving	b) coming	c) going	d) leaving
12	a) later	b) early	c) young	d) starting
13	a) go down	b) plummet	c) raise	d) rise
14	a) rest	b) last	c) late	d) next
15	a) cheap	b) rich	c) expensive	d) wealthy
16	a) potential	b) exciting	c) key	d) generous
17	a) little	b) extensive	c) wide	d) much
18	a) leave	b) departure	c) arrival	d) resting

19	a) express	b) keep	c) take	d) seek
20	a) provide	b) propose	c) suggest	d) offer

### TEST 9. UK HAMMERED OVER FAILURE TO MEET WORLDWIDE CHALLENGES.

*Complete the text using the words in brackets in the correct form.*

#### Vocabulary

hammer <i>v</i>	1) разрабатывать/работать над составлением (плана, проекта и т. п.); 2) бирж. проф. объявить банкротом; <i>hammered mod</i> объявлен банкротом; <i>амер. разг.</i> раскритиковать
G7 = Group of Seven	группа семи ведущих индустриальных стран мира (США, Великобритания, Германия, Франция, Япония, Италия, Канада)
allied with	наряду с; в сочетании с
make ends meet	сводить концы с концами
chart <i>v</i>	составлять таблицу, схему, график; <i>informal</i> набросать в общих чертах (словами или на бумаге)
interest rate	процентная ставка
exchange rate	обменный курс
admittedly <i>adv</i>	по общему признанию, общепризнанно; <i>it is admittedly difficult (todo sth/for sb to do sth)</i> все знают, как трудно (что-л. сделать)
compete for <i>phr v</i>	соперничать, соревноваться (ради чего-л.)
restrain <i>v</i>	сдерживать, обуздывать; ограничивать
labour cost	заработная плата ( <i>как элемент себестоимости</i> ); <i>pl</i> издержки на оплату рабочей силы
salvation <i>n</i>	спасение
retrenchment <i>n</i>	сокращение расходов, экономия
shatter the widely-held view that...	целиком и полностью опровергать общепринятое мнение; свидетельствовать об ошибочности широко распространенного мнения
shatter <i>v</i>	разбить вдребезги; разрушать надежды и т.п.); подрывать (силу, влияние и т.п.)
excel <i>v</i>	превосходить; ( <i>часто in, at</i> ) выделяться (чем-л. хорошим)

higher valued manufacturing activities for export	организация/создание предприятий по производству более дорогостоящей продукции, идущей на экспорт
rise to the challenge/occasion	с честью выдержать испытание, справиться с трудностями; оказаться на высоте положения

Britain's manufacturing sectors has had the worst (1)... (PERFORM) of any G7 country in recent decades, a study from the Ernst & Young ITEM Club says.

High wage inflation, *allied with* high public (2) ... (SPEND), have made it extremely difficult for manufacturers to *make ends meet*, according to the study, which *charts* the decline and fall of the sector in the UK.

Peter Spenser, chief (3)... (ECONOMY) adviser to the highly-(4) ... (RESPECT) institution, said manufacturers had to improve their productivity and efficiency or face possible (5) ... (EXTINCT).

"UK manufacturers have been (6)... (SUFFER)," he said. "This is (7)... (PART) the side effect of Labour's fiscal (8)... (EXPAND) which has kept *interest and exchange rates* (9)... (RELATIVE) high.

"But the main problem is that employers have failed to control their *labour costs*. It is *admittedly* difficult for manufacturers to *compete* with the financial services sector *for* (10)... (SKILL) labour, particularly for graduates but they might have *restrained labour cost* inflation more (11)... (EFFECTIVE) by increasing efficiency.

"So their *salvation* lies not in a fiscal *retrenchment* and lower real exchange rate, it lies in their own hands.

Prof. Spenser's (12)... (CONCLUDE) that low productivity is largely (13) ... (RESPONSE) for the fall in manufacturing output *shatters the widely-held view* that industry has been hit hard by a rise in the (14)... (COMPARE) expense of sterling.

He said that (15)... (COMPETE) from low-wage (16)... (PRODUCE) in China has also made it extremely difficult for manufacturers to compete. However, he also said that certain sectors, (17)... (INCLUDE) pharmaceuticals, have managed to *excel*, because of a high level of research and (18)... (DEVELOP) investment.

"What the UK must aim to do is compete in *higher valued manufacturing activities for exports*, as well as services, rather than products that can be produced more (19) ... (CHEAP) in other countries," he said.

"There is plenty of opportunity for success if the UK can *rise to the challenge*."

The relative fall in the size of the manufacturing sector has come as the services sector, particularly financial and professional services, has increased in (20) ... (IMPORTANT).

The size of the manufacturing sector's annual output has fallen by 5pc

since 2001.

*(by Edmund Conway, The Daily Telegraph, June 16,2006*

РЕПОЗИТОРИЙ БГПУ

## LABOUR UNION • LABOUR DISPUTES

### TEST 10. LABOUR UNION (*a historical background*).

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

#### Vocabulary

troublesome <i>adj</i>	причиняющий беспокойство
inconsistency <i>n</i>	несовместимость, противоречивость, непоследовательность
plague <i>v</i>	(разг.) мучить, досаждать; надоедать, беспокоить
ensue <i>v</i>	следовать; являться результатом, вытекать, проистекать
(be) consistent with	согласующийся; соответствующий
amendment <i>n</i>	поправка
equity <i>n</i>	честность, справедливость; беспристрастность, взвешенность (напр., судебного решения)
supplemental <i>adj</i>	дополнительный
unemployment benefit	(страховое) пособие по безработице
technique <i>n</i>	технический приём; способ, метод; методика
senior <i>adj, n</i>	1) старший (по возрасту); пожилой человек; 2) вышестоящий
gains <i>n</i>	1) часто <i>pl</i> доходы, заработок; выручка, прибыль; 2) рост, прирост, увеличение
nonunionized workers	рабочие, не являющиеся членами профсоюза
nonfarm work force	несельскохозяйственные рабочие

The National Labor Relations Act, or Wagner Act, which was (1)... in 1935, gave workers the right to (2)... freely and to bargain collectively with their employers. *Troublesome inconsistency* has plagued the labor relations rules and legislation that *ensued*. For instance, entry into unions is sometimes restricted artificially, and at other times it is almost forced (3)... workers who have no real alternative available. Neither of these results is *consistent with* the high purposes (4)... in the National Labor Relations Act. The Taft-Hartley Amendment to the National Labor Relations Act, added in 1947, encouraged states to deal with this freedom-of-association problem in their own ways, and served generally to (5)... the power of labor unions. But the labor union remains

an important economic institution that (6)... the efficiency and the degree of *equity* that is achieved by our market economy. Labor unions may be (7)... as means of controlling enterprise monopoly. Employers that had achieved a (8)... position in labor markets were (9)... to treat individual employees unfairly, and labor unions have been able to prevent some of the unfair employment practices that could (10)... with such employers. Unions can (11)... contracts that increase the cost to employers of employment instability, too, as the “*supplemental unemployment benefits*” do; these were negotiated in 1956 by the United Steelworkers Union. But the question (12)... whether the present labor union institution is an ideal (13)... for such problems. It can tend to divide parties that obviously (14)... a common interest-business firm owners and workers. And the union can slow or even prevent (15)... of new and efficient *techniques*. Moreover, the gains achieved by the union for its members, especially for greater-skilled and senior union members, may come (16)... the expense of excluded, *nonunionized workers* rather than from the owners of capital. Nonunion workers make (17)... almost three, fourths of the *nonfarm work force*, and although some of them may (18)... the same gains as union members because their employers will try to satisfy them to avoid unionization, others who are prevented by union requirements (19)... entering certain skilled work can add to the supply of (20)... skilled workers and tend to make wages in that category lower.

*(Journal of Political Economy;  
American Economic Review, abridged)*

**Table to the text.**

1	a) enacted	b) founded	c) found	d) appeared
2	a) connect	b) link	c) combine	d) associate
3	a) to	b) on	c) for	d) at
4	a) hinted	b) articulated	c) pronounced	d) spoken
5	a) economize	b) overvalue	c) go down	d) reduce
6	a) affects	b) adds	c) includes	d) forms
7	a) looked	b) told	c) viewed	d) watched
8	a) sufficient	b) large	c) strong	d) big
9	a) known	b) realized	c) recognized	d) allowed
10	a) get up	b) argue	c) arise	d) oppose
11	a) pull	b) call	c) lose	d) draw
12	a) puts	b) remains	c) survives	d) asks
13	a) substance	b) stuff	c) repair	d) remedy
14	a) take	b) produce	c) share	d) touch
15	a) adoption	b) solution	c) decision	d) action
16	a) in	b) for	c) at	d) with

17	a) within	b) up	c) inside	d) towards
18	a) excite	b) order	c) take	d) enjoy
19	a) from	b) in	c) out	d) to
20	a) hurdly	b) poorly	c) likely	d) satisfactory

**TEST 11. EX-TEACHER SUES SCHOOL  
AT HARVARD OVER TENURE.**

*Complete the text using the words in brackets in the correct form.*

**Vocabulary**

sue <i>v</i>	предъявлять иск или обвинение; преследовать по суду
tenure <i>n</i>	срок пребывания (в должности)
plaintiff <i>n</i>	истец
former <i>adj</i>	бывший
file a lawsuit	подать иск
charge sb with sth <i>v</i>	обвинять (кого-л. в чем-л.)
admission <i>n</i>	1) прием (в организацию, учебное заведение и т. п.); 2) признание (чего-л.)
associate professor <i>n</i>	унив. адъюнкт-профессор (научное звание выше чем <i>assistant professor</i> )
charge that... <i>v</i>	(амер.) выдвигать обвинение в том, что...
in favor of sb	в чью-л. пользу
“institutional bias”	«изначальное предубеждение/ дискриминация»
deficient scholarship	недостаточная эрудиция/ квалификация/уровень подготовки
hearing <i>n</i>	слушание, устное разбирательство
try the case	разбирать/рассматривать дело
evidence <i>n</i>	доказательства; улики
impose a limit on/upon sth	вводить/навязывать ограничения на (что-л.)
faculty member <i>n</i>	преподаватель высшего учебного заведения
faculty <i>n</i>	профессорско-преподавательский состав
deposition <i>n</i>	юр. 1) письменные показания под присягой; 2) приобщенное к материалам дела доказательство/показание/заявление
unanimous support	единодушная поддержка/одобрение
discourage <i>v</i>	мешать, препятствовать



reinstate <i>v</i>	восстанавливать (в прежнем правовом положении, в правах); ~ <i>sb in his former office</i> восстановить кого-л. в прежней должности
get carried away	увлекаться (чем-л.)
inadmissible <i>adj</i>	юр. недопустимый, не принимаемый судом
jury <i>n</i>	присяжные, состав присяжных; коллегия присяжных

*A former teacher has filed a lawsuit charging Harvard Business School with (1)... (DENY) her tenure because she is a woman and with (2) ... (DISCRIMINATE) in hiring and admissions.*

The *plaintiff*, B. B. Jackson, who left her post as an *associate professor* of (3) ... (INDUSTRY) marketing at the school last month, is *charging* in Federal District Court [Boston] that she was refused tenure *in favor of* (4)... (LITTLE) qualified male candidates because of the school's "*institutional bias*" against women. The school denies these charges, (5)... (SAY) *deficient scholarship* cost Ms. Jackson tenure.

At a *hearing* this week, Judge D. Woodlock said he would decide by the end of February whether *the case* will be *tried*.

Ms Jackson accuses the school of *destroying*(6)... (EVIDENT), *imposing a limit on* the number of female students and setting (7)... (POSSIBLE) standards for female *faculty members*.

*Ms Jackson had been* (8)... (TEACH) at Harvard for eight years when a *faculty subcommittee recommended her for tenure, but she failed to win a* (9)... (PLURAL) of votes in a full faculty meeting. Two years (10)... (LATE), to *demonstrate her scholarship, Ms. Jackson wrote an* (11)... (ACADEM) *monograph, then again requested tenure. It was again denied.*

The dean of the school, J. H. McArthur, said in a *desposition*, that he did not recommend tenure for candidates who do not have (12)... (NEAR) *unanimous support* of lifetime tenured faculty members.

Ms Jackson says men with less support were granted tenure when she was denied it, but proving that would be difficult because the tenure records of several male candidates were destroyed after her suit was filed. The school says the (13) ... (DESTRUCT) was an accident.

Ms Jackson, who now works as a private (14)... (CONSULT), said in an interview, "The dean manipulated the process so as to see that I was denied tenure." She is suing for damages, lawyer's fees, and a tenured post.

(15) ... (INCLUDE) in Ms Jackson's data is a signed letter from the school's former admissions director, stating that the assistant dean told the director "not to get carried away.

(16)... (ADMIT) women to the MBA program." The letter has so far been ruled to be *inadmissible* evidence. Several women on the faculty said in interviews that they did not think the school *discouraged* women or discriminated against

them. They said there would soon be more female professors as more women earned (17)... (high) degrees in business and took (18)... (MANAGE) jobs.

Thirty years ago only 2 percent of the Harvard students were women. According to school officials, 27 percent of this year's graduating class of 819 are women...

According to Mr Lawson, only a (19)... (HAND) of scholars who have filed sex discrimination suits have ever won their cases, in part because judges are (20)... (RELUCTANCE) to *speculate on* matters of academic qualification. But last year a Federal court *jury* found that Boston University had discriminated against

J. P. Brown, a former literature professor, in denying her tenure. The court ordered Ms Brown *reinstated*.

*(The New York Times)*

РЕПОЗИТОРИЙ БГПУ

# TEAMWORK

## TEXT 12. PROMOTE TEAMWORK.

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

Most work requires a team effort in order to be done effectively. Research shows repeatedly that the quality of a group's efforts in areas such as problem solving is usually (1)... to that of individuals working (2)... .In addition, most workers get a motivation (3)... from working in teams.

(4)... possible, managers should organize employees into self-managed teams, with the teams having (5)... over matters such as quality control, scheduling, and many work methods. Such teams require less management and normally result (6)... a healthy reduction in management (7)... and costs.

A manager needs to carefully assess who works best with whom. At the same time, it is important to create the opportunity for cross-learning and (8) of ideas, methods, and approaches. Be (9)... with the new team about its role, how it will operate, and your expectations for its (10)...

Employees are a rich source of information about how to do a job and how to do it better. This principle has been demonstrated (11)... with all kinds of employees – from hourly workers doing the most routine tasks to high ranking professionals. Managers who operate with a participative style (12)... enormous rewards in efficiency and work quality.

Participative managers continually announce their interest in employees' ideas. They do not wait for these suggestions to (13)... through formal upward communication or suggestion programs. They find opportunities to have (14)... conversations with individuals and groups about what can be done to improve effectiveness. They create an atmosphere where “the past is not good enough” and (15)... employees for their (16)...

Participative managers, once they have defined task (17)..., give employees freedom to operate and (18)... changes on their own commensurate with their knowledge and experience. Indeed, there may be no (19)... motivational tactic more powerful than freeing competent people to do their jobs as they see (20)....

*(D. Sirota, L. A. Mischkind, and M. I. Meltzer.  
“Stop Demotivating Your Employee!” in: Harvard Management Update.  
A Newsletter from Harvard Business School Publishing. January  
2006, vol. 11,# 1, pp. 1-4.)*

**Table to the text.**

1	a) higher	b) greater	c) superior	d) superb
2	a) on their own	b) independent	c) by himself	d) by their own
3	a) promotion	b) boost	c) height	d) advancement
4	a) whatever	b) whoever	c) whether	d) whenever
5	a) strength	b) boundary	c) authority	d) decision
6	a) from	b) on	c) with	d) in
7	a) layers	b) liars	c) rows	d) lines
8	a) different	b) diversity	c) colorful	d) various
9	a) clear	b) clever	c) clean	d) knowledgeable
10	a) total	b) outlook	c) output	d) final
11	a) from time to time	b) time and again	c) rarely	d) punctually
12	a) buy	b) offer	c) provide	d) reap
13	a) materialize	b) pour	c) exist	d) make clear
14	a) clear	b) straighten	c) direct	d) indirect
15	a) recognize	b) ask	c) please	d) applaud
16	a) innovators	b) novelty	c) innovativeness	d) innovatory
17	a) possibilities	b) lines	c) ceilings	d) boundaries
18	a) organize	b) make	c) do	d) fulfill
19	a) one	b) single	c) only	d) the only
20	a) fit	b) beyond	c) round	d) off

**TEST 13. THREE KEY GOALS OF PEOPLE AT WORK.**

*Read the text below. In most of the lines (1–35), there is an extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write “correct”, if there is an extra word in the line, write the extra word on your answer sheet.*

**Vocabulary**

squarely <i>adv</i>	прямо, непосредственно, как раз
report <i>n</i>	<i>m/ml</i> подчиненный
turn sth around	изменить (ситуацию, положение дел в бизнесе и т. п.) к лучшему
equity <i>n</i>	справедливость, беспристрастность
camaraderie <i>n</i>	дух товарищества
fellow employees	сотрудники, коллеги
substitute for <i>v</i>	заменить (что-л. чем-л.)
mortgage <i>n</i>	1) ипотечный залог; 2) закладная

1. The great majority of employees are being quite enthusiastic
2. when they start a new job. But in about 85% of companies,
3. our research finds, employees' morale do sharply declines after
4. their first six months – and continues to deteriorate for many
5. years afterward.
6. The fault lies *squarely* at the feet of poorly management – both
7. the policies and procedures companies were employ in managing
8. their workforces and in the relationships that individual managers
9. establish with their very direct *reports*.
10. Our research must shows how individual managers' behaviors and
11. styles are contributing to the problem of their employees'
12. demotivation – and what unfortunately they can do *to turn* this
13. around.
14. To maintain the strange enthusiasm employees bring to their
15. jobs initially, management must understand the three sets of
16. goals that the much great majority of workers seek from their
17. work – and then satisfy those goals:
18. • *Equity*: To be respected and to be treated fairly in
19. unimportant areas such as pay, benefits, and job security.
20. • *Achievement*: To be proud of one's job, accomplishments, and
21. rude employer.
22. • *Camaraderie*: To have no good, productive relationships
23. with *fellow employees*.
24. To maintain an enthusiastic traumatic workforce, management must
25. meet all three goals. Indeed, employees who does work for
26. companies where just one of these factors is missing are three times
27. less much enthusiastic than workers at companies where all elements
28. are been present.
29. One goal cannot to be substituted for another. Improved
30. recognition cannot replace better pay, money cannot *substitute*
31. *for* taking pride in a job well have done, and pride alone will
32. not pay the *mortgage*.
33. Satisfying the three negative goals depends both on
34. organizational policies and on the everyday practices of very
35. individual managers.

(D. Sirota, L. A. Mischkind, and M. I. Meltzer.

“Stop Demotivating Your Employee!” in: *Harvard Management Update*.  
A Newsletter from Harvard Business School Publishing. January 2006, vol. 11.)

## TEST 14. HOW MANAGEMENT DEMOTIVATES.

*Complete the text below using the words in brackets in the correct form.*

### Vocabulary

unwittingly <i>adv</i>	невольно, непреднамеренно
outright <i>adv</i>	сразу; полностью, совершенно; до конца
disposable <i>n</i>	предмет одноразового использования
expendable <i>adj</i>	1) <i>спец.</i> одноразового применения; 2) бросовый: не представляющий ценности (шаг. <i>перен.</i> о людях); ими не дорожат, их не берегут
credit <i>n</i>	уважение; ~ <i>line</i> выражение благодарности в чем-л.. адрес
credible <i>adj</i>	1) правдоподобный, вероятный; 2) надёжный
inadvertently <i>adv</i>	непреднамеренно, без умысла
complacent <i>adj</i>	самодовольный

There are several ways that management *unwittingly* demotivates employees and diminishes, if not *outright* destroys, their enthusiasm.

Many companies treat employees as *disposable*. At the first sign of business (1)... (DIFFICULT), employees – who are usually (2)... (ROUTINE) referred to as “our (3)... (GREAT) asset” – become *expendable*.

Employees generally receive (4)... (ADEQUATE) recognition and rewards: about half of the workers in our surveys report (5)... (RECEIVE) little or do *credit*. and almost two-thirds say management is much more (6)... (LIKE) to criticize them for poor (7)... (PERFORM) than praise them for good work.

Management *inadvertently* makes it difficult for employees to do their jobs. Excessive levels of required (8)... (APPROVE), endless paperwork, (9)... (SUFFICIENT) training. (10)... (FAIL) to communicate, (11)... (FREQUENT) delegation of authority, and lack of a credible vision contribute to employees' (12)... (FRUSTRATE).

Most companies have to stop (13)... (DEMOTIVATE) their employees...

A critical condition for employee enthusiasm is a clear, *credible*, and (14) ... (INSPIRE) organizational purpose.

Stating a mission is a (15)... (POWER) tool. But (16)... (EQUAL) important is the manager's (17)... (ABLE) to explain and communicate to subordinates the reason behind the mission.

Managers should be certain that all employee (18)... (CONTRIBUTE), both large and small, are recognized. (19)... (RECEIVE) recognition for achievements is one of the most (20)... (FUNDAMENT) human needs. Rather than making employees complacent, recognition reinforces their accomplishments, helping ensure there will be more of them.

*(Harvard Management Update. A Newsletter from Harvard Business School Publishing. January 2006, vol. 11, #1, pp. 1-4.)*

## NETWORKING

### TEXT 15. HOW LEADERS CREATE AND USE NETWORKS.

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

#### Vocabulary

have a knack for doing sth	уметь что-л. делать; иметь особые способности к чему-л.
tap <i>v N AmE</i>	выбрать кого-л. для выполнения определенной работы; начинать использовать, подключать
a cohort <i>n</i>	когорта; группа людей (сплоченная общими идеями)
an inflection point in their careers	в период, когда их карьера делает (очередной) изгиб/зигзаг, поворотный пункт/момент
networking <i>N AmE n</i>	создание постоянной системы контактов с другими людьми, знакомство, общение и обмен информацией с которыми <b>могут</b> вам помочь в выполнении вашей работы
a fabric <i>n</i>	структура, строение, устройство
aspiring <i>adj</i>	честолюбивый
rise through the ranks	пройти путь от рядового до офицера; сделать карьеру; продвинуться по служебной лестнице
by dint of	посредством (чего-л.), с помощью (чего-л.)
nose-to-the-grindstone focus on (doing) sth	постоянное, вплоть до изнеможения фиксирование своего внимание на чем-л.; занимающийся в основном тяжелой, нудной работой; ( <i>with one's nose to/at the grindstone</i> работающий с большим напряжением)
specialties <i>n (often pl)</i>	особенности; частности, подробности, детали
an array of sth	масса, множество, совокупность; набор, комплект (чего-л.)
innate <i>adj</i>	Врождённый, при родный; присущий
daunting task	трудно решаемая/сложнейшая задача; неимоверно трудная задача; ( <i>to daunt v книжн.</i> запугивать, устрашать)

Successful leaders *have* a (1)... for opportunity and *a knack for* knowing whom *to tap* to get things done. These qualities depend (2)... a set of strategic networking skills that nonleaders rarely possess.

Over the past years, we have been following *a cohort of* 30 managers making their (3)... through what we call the leadership transition, *an inflection point in their careers* that challenges them to rethink (4)... themselves and their roles. In the process, we've found that *networking* – creating *a fabric* of personal contacts who will provide support, feedback, insight, resources, and information – is simultaneously one of the most-self-evident and one of the most (5)... developmental challenges that *aspiring* Leaders must (6)...

Their discomfort is (7)... . Typically, managers *rise through the ranks by dint of* a strong (8)... of the technical elements their jobs and *a nose-to-the-grindstone focus* on accomplishing their teams' objectives. When challenged to move (9)... their functional *specialties* and address strategic issues (10)... the overall business, many managers do not immediately (11)... that this will involve relational not analytical – tasks. (12)... do they easily understand that exchanges and interactions with a diverse *array of* (13)... and potential stakeholders are not (14)...from their “real work” but are actually (15)... of their new leadership roles.

A majority of the managers we work with say that they find networking (16)... or manipulative – (17)..., an elegant way of using people. Not surprisingly, for every manager who instinctively constructs and maintains a useful network, we see several who struggle to overcome this *innate* resistance. Yet the alternative to networking is to (18)... – either in reaching for a leadership position or in succeeding at it.

Watching our emerging leaders approach this *daunting task*, we discovered that three (19)... but interdependent forms of networking – operational, personal, and strategic – played a vital role in their transitions. The first helped them to manage current internal responsibilities, the second (20)... their personal development, and the third opened their eyes to the new business directions and the stakeholders they would need to enlist.

(*Harvard Business Review, January 2007, pp. 40-47// H. Ibarra, M. Hunter: How Leaders Create and Use Networks*)

### Table to the text.

1	a) thing	b) nose	c) heart	d) stomache
2	a) for	b) on	c) from	d) at
3	a) line	b) path	c) way	d) road
4	a) both	b) either	c) and	d) or
5	a) delighted	b) delightful	c) dreadful	d) dreaded



6	a) address	b) decide	c) feel	d) take
7	a) understood	b) understanding	d) understandable	d) understandably
8	a) preference	b) command	c) level	d) regulation
9	a) further	b) higher	c) after	d) beyond
10	a) meeting	b) faced with	c) facing	d) met by
11	a) grasp	b) seize	c) knew	d) obtain
12	a) none	b) nor	c) not	d) nothing
13	a) living	b) existed	c) present	d) current
14	a) living	b) existed	c) present	d) current
15	a) in the middle	b) at the heart	c) at the throat	D) in the head
16	a) unsincere	b) nonsincere	c) dissincere	d) insincere
17	a) at best	b) at once	c) at last	d) at hand
18	a) fall	b) rise	c) fail	d) lose
19	a) instinct	b) distinct	c) transparent	d) clean
20	a) progressed	b) backed	c) rose	d) boosted

### TEST 16. TYPES OF NETWORKING.

*Complete the text below using the words in brackets in the correct form.*

#### Vocabulary

networking <i>N AmE n</i>	создание постоянной системы контактов с другими людьми, знакомство, общение и обмен информацией с которыми могут вам помочь в выполнении вашей работы
breadth <i>n</i>	широта (кругозора, интересов и т. п.)
direct reports	подчиненные; сотрудники, для которых вы являетесь непосредственным начальником, которыми вы руководите
peer <i>n</i>	человек, принадлежащий к той же социальной или профессиональной группе, что и другой человек;
blind spot <i>a</i>	слабое место, слабость, слабая струнка
geared to/towards (doing) sth <i>NAmE adj</i> (not before noun)	1) запланированный, предназначенный или же организованный, подготовленный для достижения определенной цели; 2) подходящий/пригодный для определенной группы людей (о программе и т. п.)
by the same token	к тому же; кроме того; лишнее доказательство того, что

assemble relationships	строить взаимоотношения
weave networks	создать/разработать систему необходимых рабочих/ профессиональных контактов
prescribe <i>v</i>	предписывать, устанавливать, указывать, рекомендовать, предусматривать
alumni <i>n pl</i>	бывшие студенты, выпускники (колледжа или университета)
referral <i>n</i>	направление (кого-л. к кому-л. или куда-л.) за помощью, советом или информацией
coaching	инструктирование; советы/ разъяснения, даваемые другому человеку, относительно того, что надо говорить и как действовать в определенной ситуации
mentoring	наставничество/руководство, осуществляемое человеком, имеющим больший опыт или более высокую квалификацию, по отношению к тому, у кого этого опыта меньше или квалификация ниже
turnaround <i>n</i>	изменение к лучшему, улучшение
1) close down <i>v</i> 2) close-down <i>n</i>	1) (о фабрике, магазине и т. п.) закрывать(ся) 2) прекращение работы (предприятия)
buoy <i>v</i>	(often pass.) подбадривать (кого-л.)
insight into sth	проникновение в самую суть чего-л.
lifeline <i>n</i>	какой-л. жизненно важный фактор (для кого-л.); единственная надежда; (жизненно важная) коммуникация; единственный путь снабжения
figure out <i>phr v</i>	осознавать, постигать что-л.

*Operational Networking.* All managers need to build good (1)... (WORK) relationships with the people who can help them do their jobs. The number and *breadth* of people (2)... (ENVOLVE) can be (3)... (IMPRESS) – such operational networks include not only *direct reports* and superiors but also *peers* within an operational unit, other internal players with the power to block or support a project, and key outsiders such as suppliers, (4)... (DISTRIBUTE), and customers. The purpose of this type of *networking* is to ensure coordination and cooperation among people who have to know and trust one another in order to accomplish their immediate tasks. The task provides focus and a clear criterion for (5)... (MEMBER) in the network: Either you're necessary to the job and helping to get it (6) ... (DO), or you're not.

Although operational networking was the form that came most (7)... (NATURAL) to the managers we studied, nearly everyone had important *blind spots* (8)... (REGARD) people and groups they depended on to make things

happen.

Operational networks are usually *geared toward* meeting objectives as (9) ... (ASSIGN), not toward asking the strategic question, “What *should* we be doing?” *By the same token*, managers do not exercise as much personal choice in *assembling* operational *relationships* as they do in *weaving* personal and strategic *networks*, because to a large extent the right relationships are *prescribed* by the job and (10)... (ORGANIZATION) structure.

The (11) ... (TYPE) manager in our group was more concerned with sustaining cooperation within the existing network than with building relationships to face nonrouting unforeseen challenges. But as a manager moves into a leadership role, his or her network must reorient itself (12)... (EXTERNAL) and toward the future.

*Personal Networking.* Through professional association *alumni* groups, clubs, and personal interest communities managers gain new perspectives that allow them to advance in their careers. This is what we mean by personal networking. These contacts provide important *referrals*, information, and, often, (13)... (DEVELOPMENT) support such as *coaching* and *mentoring*. A (14)... (NEW) appointed factory director, for example, faced with a *turnaround-or-close-down* situation that was paralyzing his staff, joined a business organization – and through it met a (15)... (LAW) I who became his counsel in *the turnaround*. *Buoyed* by his success, he networked within his company’s headquarters in search of someone who had dealt with a similar crisis. Eventually, he found two mentors.

Several of our emerging leaders successfully used personal networking as a relatively safe way to expose problems and seek *insight into* solutions – safe, that is compared with strategic networking, in which *the stakes are far higher*.

Our personal contacts are (16)... (VALUE) to the extent that they help us reach, in as few connections as possible, the far-off person who has the information we need.

*Strategic Networking.* When managers begin the delicate (17)... (TRANSIT) from functional manager to business leader, they must start to concern themselves with broad strategic issues. Lateral and vertical relationships with other functional and business unit managers – all people outside their (managers) immediate control – become *a lifeline for figuring out* how their own (18)... (CONTRIBUTE) *fit into* the big picture.

What differentiates a leader from a manager, research tells us, is the (19) ... (ABLE) to *figure out* where to go and to enlist the people and groups necessary to get there.

While our managers differed in how well they pursued operational and personal networking, we discovered that almost all of them (20)... (UTILIZED) strategic networking.

*(Harvard Business Review, January 2(X) 7, pp. 40-47//  
H. Ibarra, M. Hunter: How Leaders Create and Use Network»)*

## TEST 17. STRATEGIC NETWORKERS.

*Read the text below. In most of the lines (1–35), there is an extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write “correct”, if there is an extra word in the line, write the extra word on your answer sheet.*

### Vocabulary

networking <i>N AmE n</i>	создание постоянной системы контактов с другими людьми, знакомство, общение и обмен информацией с которыми могут вам помочь в выполнении вашей работы
plug sb into sth <i>phr v</i>	подключаться) к какой-л. деятельности, вовлекаться) во (что-л.); внедриться (на рынок и т. п.) ( <i>to become involved with a particular activity or group of people</i> )
aspiring <i>adj</i>	честолюбивый
collectively <i>adv</i>	сообща, совместно
figure out <i>phr v</i>	осознавать, постигать что-л.
enlist <i>v</i>	заручаться (содействием, поддержкой); зачислять (в организацию, группу, категорию)
line up <i>phr v</i>	объединять усилия, объединяться с политическими целями
diagnose the political landscape	оценивать политическую ситуацию
brokering conversations	организовывать неофициальные встречи, переговоры
step up(to) <i>phr v</i>	выйти вперёд или подняться куда-то
dismiss <i>v</i>	отвергать, отбрасывать
leverage <i>n</i>	1) средство для достижения цели; 2) система рычагов; усилие рычага
marshal sth (from... to) <i>v</i>	направлять
relational environment	существующая (вокруг кого-л) среда, ситуация, обстановка, атмосфера
in their own image	согласно/ в соответствии со своими представлениями
peer <i>n</i>	человек, принадлежащий к той же социальной или профессиональной группе, что и другой человек; ( <i>~position</i> )
place allies in peer positions	поставить своих союзников/ единомышленников на аналогичные должности (менеджеров, руководителей групп, отделов)

1. At some moment every manager may starts to think about
2. the role he plays in the whole organization, how his made
3. efforts are reflected on company's strategic goals. And
4. strategic *networking* is being an instrument that *plugs* the
5. *aspiring* leader into a set of relationships and information
6. sources that *collectively* embody the power to achieve
7. personal and organizational goals. What do differentiates a
8. leader from a manager, research tells us, is the ability *to figure*
9. *out* where should to go and to *enlist* the people and groups
10. necessary to get there. Recruiting stakeholders, *lining up*
11. much allies and sympathizers, *diagnosing the politic*
12. *landscape*, and *brokering* conversations among unconnected
13. parties are all nicely part of a leader's job. As they *step up to*
14. the leadership transition, some managers having accept their
15. growing dependence on others and seek to transform it
16. negative mutual influence. Others *dismiss* such work as
17. "political" and, as a result undermine their ability to great
18. advance their goals.
19. The large key to u good strategic network is *leverage*: the
20. ability to *marshal* information, support, and resources *from*
21. one sector of a network to achieve requiring results in another.
22. Strategic networkers use indirect influence, to convincing one
23. person in the network to get someone else, who is not in the
24. network, to take a needed action. Moreover, strategic
25. networkers don't just influence on their *relational*
26. *environment*; they shape it *in their own image* by untimely
27. moving and hiring subordinates, changing suppliers and
28. sources of financing, lobbying to *place allies in peer positions*,
29. and even restructuring their boards to create networks
30. strangely favorable to their business goals.

(Harvard Business Review, January 2007, pp. 40-47// H. Ibarra,  
M. Hunter: How Leaders Create and Use Networks)

## TEST 18. STRATEGIC NETWORKING.

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

### Vocabulary

networking <i>N AmE n</i>	создание постоянной системы контактов с другими людьми, знакомство, общение и обмен информацией с которыми могут вам помочь в выполнении вашей работы
transpose into <i>v</i>	перемещать, переносить
domain <i>n</i>	область, сфера, поле деятельности, знаний и т. п.
savvy <i>adj</i>	сообразительный; здравомыслящий; опытный
reach out <i>phr v</i>	обращаться, апеллировать к (кому-л.)
kindred spirits	родственные души; духовно близкие люди
glean <i>v</i>	щательно подбирать, собирать по мелочам; <i>to ~ information воен.</i> добывать сведения
aspiring <i>adj</i>	честолюбивый
payoff <i>n</i>	результат, отдача; последствие
ambiguous <i>adj</i>	неясный, неопределенный; неоднозначный
the vicious cycle	порочный круг

It's difficult to (1)... a relationship with anyone, (2)... a senior executive, without a reason for interacting, like a common task or a (3)... purpose.

Some successful managers find common (4)... from the outside in – by, for instance, *transposing* a personal interest *into* the strategic *domain*. Linda Henderson is a good example. An investment banker responsible for a group of media industry clients, she always (5)... how to connect to some of her senior colleagues who served other industries. She resolved to (6)... time for an extracurricular passion – the theatre □ (7)... that would enhance her business development activities. Four times a year, her secretary booked a buffet dinner at a downtown hotel and reserved a block of theatre tickets. Key clients were invited. (8)... these events, Linda not only developed her own business but also (9)... about her clients' companies in a way that generated ideas for other parts of her firm, thus enabling her to (10)... colleagues.

Other managers build outside-inside connections by using their functional interests or (11)... For example, communities of practice exist (or can easily be created on the Internet) in almost every area of business from brand management to global strategy. *Savvy* managers *reach out to kindred spirits* outside their organizations to contribute and multiply their knowledge; the information they *glean* in more cases than not, becomes the “hook” for (12)... internal connections.

Strategic networking can be difficult for emerging leaders because it absorbs a significant amount of time and energy that managers usually devote to (13)... their operation demands.

(14)... your life. If an aspiring leader has not yet (15)... the art of delegation, he or she will find many reasons not to spend time networking. Participating in formal and informal meetings with people in other units (16)... time away from functional responsibilities and internal team (17)... Between the obvious *pay off* a task accomplished and the *ambiguous*, often (18)... rewards of networking, naïve managers repeatedly choose (19)... The less they practice networking, the less efficient (20)... it they become, and *the vicious cycle* continues.

(Harvard Business Review, January 2007, pp. 40–47 //  
H. Ibarra, M. Hunter: *How Leaders Create and Use Networks*)

### Table to the text.

1	a) form	b) construct	c) open connect	d) build
2	a) except	b) let alone	c) besides	d) excluding
3	a) shared	b) divided	c) communal	d) limited
4	a) soil	b) platform	c) ground	d) place
5	a) interested	b) wondered	c) puzzled	d) surprised
6	a) make	b) waste	c) organize	d) apply
7	a) by a road	b) in a method	c) so	d) in a way
8	a) used	b) over	c) through	d) for
9	a) learned	b) knew	c) studied	d) taught
10	a) look at	b) engage with	c) see	d) arrange with
11	a) exceptions	b) expectations	c) expertise	d) experiments
12	a) preventing	b) interrupting	c) doing	d) making
13	a) protecting	b) responding	c) meeting	d) answering
14	a) re-allocate	b) change	c) waste	d) throw away
15	a) saved	b) mastered	c) studied	d) taught
16	a) provides	b) excludes	c) takes	d) brings
17	a) affairs	b) episodes	c) instances	d) facts
18	a) lagged	b) resisted	c) slow	d) delayed
19	a) the former	b) formal	c) the latter	d) the letter
20	a) for	b) at	c) in	d) with

## MULTINATIONAL COMPANIES.

### TEST 19. THE WORLD TURNED UPSIDE DOWN.

*Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.*

#### Vocabulary

turned upside down	перевернутый с ног на голову, вверх тормашками
item <i>n</i>	<i>разг.</i> кусочек; незначительное количество чего-л.
wisdom <i>n</i>	<i>книжн.</i> знания; ученость
pride oneself on sth	гордиться, быть довольным чем-л.
self-contained	самостоятельный; автономный; изолированный, отдельный
stick to one's knitting	заниматься своим основным делом; сосредоточиться на чем-л одном
contract sth out (to sb) <i>phr v</i>	заключить контракт с другими компаниями на выполнение нужных вам работ; договориться с другой компанией о том, чтобы она выполнила для вашей компании ту работу, которую, по ряду причин, вам сложно или невыгодно сделать самим
front-line <i>adj</i>	находящийся на передовой линии/на передовых рубежах; in the front line (of smh) выполнять работу, которая будет оказывать существенное влияние на что-л.
match <i>v</i>	согласовывать, приводить в соответствие
cut sth to the bone	максимально сократить (расходы и т. п.); урезать до минимума; максимально снизить (цены)
lay-offs <i>n</i>	увольнения
blood-letting <i>n</i>	кровопускание
hapless <i>adj fml</i>	<i>поэт.</i> несчастный, злополучный
disruption <i>n</i>	потрясение; крушение, крах
in one's wake = in the wake of sth	по пятам, по следам; сразу после какого-л. события
the slimming <i>n</i>	<i>разг.</i> меры для похудения
anorexia <i>n</i>	<i>мед.</i> 1) отсутствие аппетита; 2) анорексия; патологическое отвращение к пище; отказ принимать пищу



Over the past decade multinational companies have been re-(1)... almost every *item* of received (2)... wisdom. (3)... they *prided themselves* on their “vertical integration” – running themselves as *self-contained* empires. (4)... Ford even smelted its own steel. Now they are “*sticking to their knitting*” – concentrating on their core business and *contracting out* everything else.

Once multinationals devoted enormous resources to gathering information, (5)... it processed by (6) ...of managers and handing it to a strategy-making elite. Now they are putting a computer on every desk and giving (7)... *to front-line* workers. Once they prided themselves on their vast headquarters and workforces to *match*. Now they are miniaturizing their head offices and *cutting* their (8)... *to the bone*.

This change in thinking has had (9)... consequences. Big American companies announced nearly 600,000 *lay-offs*, 10% more than in the (10)... of the recession which we had experienced two years earlier. Even (11)... companies such as IBM, which (12)... to pride themselves on (13) ...a job for life, have been forced to join in the *blood-letting*. And this time the burden has fallen not just on the *hapless* workers. Companies have been cutting their headquarters staff and (14)... rid of entire layers of management.

When Jack Smith (15)... as boss of General Motors, he cut the corporate bureaucracy from 13,000 to 2,000 and moved his office from that symbol of corporate America, the 14th floor of GM’s headquarters in Detroit, to a new technical centre in the suburbs 15 miles away. Ford has reduced the number of its management levels from ten to seven.

All this has brought both institutional and personal *disruption in its wake*. That disruption (16)... to continue, (17)... recent fears that *the slimming* might have gone too far – some talk of “corporate *anorexia* Even the Japanese are being forced to rethink their (18)... to lifetime employment. This is not necessarily a bad thing. Many middle managers lived boringly industrious lives without adding any real (19)... . Contracting-out some types of work has created career structures where none existed before: computer programmers, for example, are far (20)... working for a specialist such as EDS than they were as obscure number-crunchers in a sausage-making factory.

(*Multinationals. Survey, pp. 1-14 In: The Economist, June 24th 1995.*)

### Table to text

1	a) seeing	b) looking	c) examining	d) building
2	a) manager	b) managerial	c) managing	d) managed
3	a) once	b) as soon as	c) at the moment	d) at present
4	a) at present	b) at last	c) last time	d) at one point
5	a) getting	b) giving	c) asking	d) being

6	a) some	b) legions	c) decades	d) a handful
7	a) strength	b) force	c) energy	d) power
8	a) payrolls	b) sums	c) installments	d) money
9	a) sizable	b) dramatic	c) inessential	d) easy
10	a) lines	b) length	c) depths	d) waves
11	a) paternalistic	b) materialistic	c) socializing	d) patriotic
12	a) was of use	b) was used	c) was useful	d) used
13	a) handing out	b) suggesting	c) offering	d) proposing
14	a) taking	b) getting	c) giving	d) letting
15	a) looked over	b) took off	c) took on	d) took over
16	a) is set	b) should	c) are sure	d) have
17	a) in spite	b) through	c) despite	d) by
18	a) faith	b) commitment	c) comfort	d) participation
19	a) valuation	b) sums	c) useful	d) value
20	a) good	b) richest	c) better off	d) best

### TEST 20. WHO WANTS TO BE A GIANT.

Complete the text below using the words in brackets in the correct form.

#### Vocabulary

bland <i>adj</i>	блеклый, непривлекательный; неопределенного вида
homogeneity <i>n</i>	<i>спец.</i> однородность, гомогенность
embarrassingly <i>adv</i>	на удивление; как ни странно
run up <i>phr v</i>	увеличивать (долги); нести потери/ убытки
household names	знакомые всем названия компаний; названия компаний, которые постоянно у нас на слуху; ставшие уже привычными для нас (нашего уха) названия компаний
might <i>n</i>	упадок, гибель, деградация
get into deep trouble	попасть в тяжелое положение; начать испытывать серьезные трудности
undergo drastic surgery	подвергнуться серьезному/ радикальному хирургическому вмешательству
start-up <i>n</i>	компания-новичок; вновь созданная компания
take on <i>phr v</i>	начать конкурировать
on the face of it	на первый взгляд, казалось бы; очевидно, ясно; судя по всему, похоже на то, что; (судя) по внешнему виду

formidable <i>adj</i> predator <i>n</i>	огромный, внушительный <i>биол.</i> хищник
1) a running dog (disapproving) 2) running dogs of capitalism	1) (неодобрительно) человек, который безоглядно/не задумывало, поддерживает политическую систему или какую-л. систему взглядов 2) <i>зд.</i> цепные псы капитализма
play to sth	способствовать чему-л.
pundit <i>n</i>	специалист в какой-л. области, занимающийся популяризацией своей области знаний, часто выступающий перед широкой аудиторией слушателей; <i>шутл.</i> ученый муж
carve up <i>phr v</i>	делить, разделять, расчленять (что-л.)

Multinational companies have been accused of many things in their time: representing the (1)... (ACCEPTABLE) face of capitalism; making the world a less (2)... (COLOUR) place by promoting *bland homogeneity*, even doing the devil's work on earth. But what has really hurt the men and (3)... (HAND) of women who run the world's multinationals is a new criticism that has emerged in recent years: that they are (4)... (FAILURE).

The (5)... (EVIDENT) is *embarrassingly* (6)... (ABUNDANCE). Huge losses (in the 90s) were *run up* by household names: Citicorp, America's (7)... (BIG) international bank, General Motors, which more or less invented modern corporate management; and IBM, the company that had dominated every national market it entered. Nor was the *blight* confined to the United States. Philips, a Dutch (8)... (ELECTRON) giant, *got into deep trouble*, and Japan's Matsushita and Germany's Daimler-Benz had to *undergo drastic surgery*.

The business heroes of the recent past have not been multinational company men, but entrepreneurs who have turned *start-ups* into money machines: Bill Gates of Microsoft, Steve Jobs of Apple, Richard Branson of Virgin. Anybody with a bright idea and a rented garage, it seemed, could *take on* the giants and win.

Yet *on the face of it*, prospects for the world's giant corporations were looking (9)... (GOOD) than ever. Governments were (10)... (PROGRESSIVE) lowering trade barriers. (11)... (RESTRICT) on foreign investment were being (12)... (MOVED). Companies were shifting *formidable* quantities of money from country to country with almost (13)... (PRECEDENTED) ease, though that (14)... (GROW) has eased in recent years. Governments everywhere regarded multinationals not as *predators* to be avoided but as sources of investment, advice and above all jobs. Even the (15)... (CHINA) government, which had once promised to wipe these *running dogs* of capitalism from the face of the earth, started inviting them to build factories instead.

On the face of it, too, the (16)... (INCREASE) globalization of business seemed (17)... (LIKE) to *play to* the multinationals' (18)... (STRONG). They would be able to manufacture their goods wherever they could find the best (19) ... (COMBINE) of price and quality, and distribute them wherever they could discover (or create) a demand. Many *pundits* predicted that a handful of global firms would soon carve up the world between them.

As it turned out, globalization exposed the multinationals' (20)... (WEAK).

(*Multinationals. Survey, pp. 1-14. In: The Economist, June 24th 1995. Abridged*)

### TEST 21. MULTINATIONALS HAVE CHANGED THEIR IDEAS.

Complete the text below using the words in brackets in the correct form.

#### Vocabulary

bloat <i>v</i>	<i>амер. разг.</i> 1) раздувание штатов или расходов; 2) волокита
shopfloor alienation	чувство разобщенности у работников производственной сферы; <i>alienation</i> отчуждение
break themselves up into sth	разделяться на более мелкие части
squeeze <i>n</i>	<i>разг.</i> тяжелое положение, затруднение
pay a premium price for sth	платить высокую цену за что-л.
on the way out	исчезающий; устаревающий, выходящий из моды
constellation <i>fml n</i>	созвездие; группа взаимосвязанных идей, людей или предметов
economies of scale	«экономика масштаба»: когда производится много изделий, то стоимость производства каждого изделия снижается

Giant companies generate (1)... (BUREAUCRACY) *bloat*; giant factories create *shopfloor alienation*; and giant corporations often fail to attract (2)... (CREATE) workers, or make good use of those they have. The average size of workplace has been falling (3)... (STEADY) throughout the (4)... (INDUSTRIAL) world since the late 1960s as large organizations try to *break themselves up into* (5)... (SMALL) parts. (6)... (BAD) still, the (7)... (STANDARD) products which pour out of large factories are suffering from a

double *squeeze*: fashion-conscious customers (8)... (INCREASE) want goods tailored to their particular needs, and value-conscious customers are (9)... (LITTLE) willing to *pay a premium price for a* (10)... (GLOBE) brand...

Yet multinationals *are not on their way out*. On the contrary, this survey will argue that a period of cut-throat (11)... (COMPETE) has left them (12)... (FIT) than they have been for decades. They are mimicking their smaller (13)... (COMPETE) by shrinking their head offices, removing layers of bureaucracy and breaking themselves up into *constellations* of profit centers. They are learning to combine *economies of scale* in product (14)... (DEVELOP) with (15) ... (SENSITIVE) to local tastes. And they are beginning to use their (16)... (ABLE) to operate across borders to much (17)... (GOOD) effect.

Above all, multinationals have changed their ideas about where their (18) ... (COMPETITION) advantage lies. They used to think that their most precious resource was capital, and that the prime task of management was to allocate it in the most (19)... (PRODUCT) way. Now they have become convinced that their most precious resource is knowledge, and that the prime task of management is to ensure that their knowledge is generated as (20)... (WIDE) and used as efficiently as possible.

*(Multinationals. Survey, pp. 1-14. In: The Economist, June 24th 1995. Abridged)*

## TEST 22. MULTINATIONALS TOWARDS A NEW MODEL.

**Read the text below. In most of the lines (1–35), there is an extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct. If a line is correct, write “correct”, if there is an extra word in the line, write the extra word on your answer sheet.**

### Vocabulary

dub <i>v</i>	<i>шутя</i> , дать прозвище, окрестить
contract sth out	заключить контракт с другими
(to sb) <i>phr v</i>	компаниями на выполнение нужных вам работ; договориться с другой компанией о том, чтобы она выполнила для вашей компании ту работу, которую, по ряду причин, вам сложно или невыгодно сделать самим
sophisticated <i>adj</i>	сложный, современный, новейший
host country	страна, где находится заграничная отделение или дочерняя компания основной компании; принимающая страна

hallmark <i>n</i>	признак, критерий
affiliate <i>n</i> = affiliated company	1) компания, в которой имеется пакет акций меньше контрольного (обычно 5–50 %); 2) любая компания, которая работает в кооперации с другой компанией
procurement <i>n</i>	снабжение, поставка
relinquish <i>v</i>	1) <i>юр.</i> отказываться (от права); 2) оставлять, бросать
downgrading <i>n</i>	1) понижение в должности, звании и т. п.; 2) развенчивать, лишать ореола
wholesale revolt	массовый бунт, протест
sack <i>v</i>	увольнять
go out of their way	усердствовать, всячески стараться, приложить все усилия
rolling <i>adj</i>	периодически повторяющийся; возобновляемый через определенные промежутки времени; осуществляемый поэтапно
flaunt <i>v</i> (disapproving)	афишировать; щеголять
underline <i>v</i>	подчеркивать, придавать особое значение
ailing <i>adj</i>	находящийся в плохом состоянии; ~ <i>company</i> проблемная компания
chip	<i>вчт.</i> чип (полупроводниковый кристаллик с интегральной схемой); микросхема
contemplate <i>v</i>	размышлять, обдумывать, рассматривать; ~ <i>a problem, one's proposal</i> рассматривать проблему, чье-л. предложение
predicament <i>n</i>	затруднительное, неприятное положение
as well as	вдобавок; кроме того, что; не только...но и; наряду с
beware of <i>v</i>	беречься, остерегаться

1. The United Nations Conference on Trade and Development,
2. which keeps a most permanent watch on what it *dubs*
3. “transnational corporations”, should distinguish between
4. simple and complex but integration. Simple integration means
5. that companies *contract-out* routine production to the high
6. developing world but keep their most *sophisticated* operations
7. in the home country. Nike, an irresponsible American
8. sportswear maker, keeps all its product low development and
9. marketing in Beaverton, Oregon, its very home town, but sub-

10. contracts production to 40 different locations, mostly in South  
11. and South-East Asia. If wages in one *host country* will rise,  
12. the firm simply can shift production. In complex integration,  
13. companies locate all their activities according to the no logic  
14. of the market, and disperse decision-making throughout the  
15. organization. Their *hallmark* is the less endless flow of  
16. information in all directions instead of a command-and-control  
17. system.

18. Xerox, an office-equipment maker, has been existed  
19. particularly successful at moving from a multidomestic  
20. structure to complex integration. In the most early 1980s  
21. Xerox's various national *affiliates*, such as Britain's Rank  
22. Xerox and Japan's Fuji Xerox, did everything from design  
23. to distribution on their own. But less competition from  
24. cheaper, more flexible Japanese companies such as Canon  
25. could force them to integrate their activities. The company  
26. standardized its operations across borders, introduced  
27. global product-development teams and centralized  
28. *procurement*, to reduce the number of suppliers from 5,000  
29. to 400.

30. All these changes have been required formidable political skill.  
31. Getting senior managers to *relinquish* power is hard enough;  
32. making them to co-operate in their own *downgrading* is often  
33. not impossible. Companies have had to deal with *wholesale*  
34. *revolts* by corporate barons and silent, sullen sabotage by from  
35. within. Both J. Welch at General Electric and Sir C. Marshall  
36. at British Airways has found that they had to start by *sacking*  
37. senior people.

38. The best managers have *gone out of their way* to explain why  
39. few change is inevitable. Ford created a *rolling* programme  
40. which to explain why it was pursuing a global strategy  
41. throughout the organization. When Gilbert Amelio took over  
42. National Semiconductor, an *ailing* Californian *chip* company,  
43. he has invited his 2,000 top managers to California to spend a  
44. week *contemplating* the company's *predicament* and planning  
45. its large future. *As well as* addressing every class, he visited  
46. all the company's sites having around the world to answer  
47. his employees' questions and explain why things had been  
48. to change.

49. These twin trends towards more flatter hierarchies and closer  
50. integration across borders have pushed multinationals towards  
51. a new model which they are like to call a "networked  
52. organization" and in which activities and decision-making are

53. widely be dispersed. But even as they transform themselves  
 54. into globally integrated networks, companies must *beware of*  
 55. no losing their local roots.

**TEST 23. MULTINATIONALS NEED TO BECOME  
 LOCAL INSIDERS.  
 (in lots of different places and cultures)**

*Complete the text below using the words in brackets in the correct form*

**Vocabulary**

insider <i>n</i>	( <i>in/ml</i> ) 1) свой/не посторонний человек; член группы или организации и т. п.; 2) лицо, имеющее в силу служебного положения конфиденциальную информацию о делах фирмы
in the pursuit of profit	в погоне за прибылью
soft drinks	прохладительные/безалкогольные напитки
quirk <i>n</i>	причуда; странность, необычность
beware of <i>v</i>	беречься, остерегаться
flirtation <i>n</i>	1) (преходящее) увлечение, «роман»; 2) игра, заигрывание
dimension <i>n</i>	аспект (проблемы)
break with <i>v</i>	порывать отношения с (кем-л. или чем-л.)
bow before/to <i>phr v</i>	подчиняться (чему-л.)
oblige <i>v</i>	обязывать, заставлять
pillar <i>n</i>	столп, опора; основная часть или характерная черта системы, организации, убеждения и т. п.; <i>the central ~ of this theory</i>
puritanism	1) пуританство; 2) строгие взгляды; строгие нравы; аскетический образ жизни
remind sb of sth <i>phr v</i>	1) напомнить (кому-л.) о (чем-л.); 2) заставить вспомнить (о чем-л.); 3) быть похожим на (кого-л.), напоминать (кого-л.)
coolie <i>n</i>	<i>пренебр.</i> чернорабочий, работяга, часто из эмигрантов
waster <i>n</i>	1) расточитель, мот, прожигатель' жизни; 2) <i>разг.</i> бездельник; никчемный никудышный человек



to one's cost	себе во вред, на свою беду, на свою – голову; по горькому опыту, на своем горьком опыте ( <i>обыкн. употр. с гл. to find to find out, to know, to learn</i> )
convergence <i>n</i>	<i>N Am E</i> (об идеях, целях, политических задачах и т. п.) слияние, совпадение, отождествление; они становятся очень похожими или мало различимыми/ одинаковыми
take off <i>phr v</i>	(об идее, продукции, компании и т. п.) иметь успех, успешно развиваться; стать популярным быстро или неожиданно
among other things	между прочим
assume <i>v</i>	предполагать, допускать, исходить из предположения
cartoon characters	герои мультфильмов
at length	детально, подробно
excel at <i>phr v</i>	выделяться; отличаться своими способностями (в чем-л.); славиться (своим умением, талантом и т. п.); превосходно уметь что-л. делать

Mention the word “multinational”, and most people think of borderless (1) ... (MOBILE) – of companies at home everywhere and nowhere, moving huge quantities of men, money and materials around the globe in the (2)... (REST) pursuit of profit. Aurelio Peccei, a director of Fiat, once claimed that the multinational corporation was “the most powerful agent for the (3)... (INTERNATIONALIZE) of society.”

Mention of the word “multinational” also makes people think of global products – of consumers in different countries drinking (4)... (IDENTITY) *soft drinks*. Theodore Levitt, a marketing guru at Harvard Business School, once argued that companies no (5)... (LONG) need to be so “respectful” of local *quirks* and (6)... (PECULIAR), and that global companies sell the same thing in the same way anywhere.

Multinationals should *beware of* following Mr. Levitt down this path. After a brief *flirtation* with globalization, companies such as Nestle and Unilever now realize that their local managers represent an invaluable resource. (7)... (ELECTRON) companies such as Motorola and Compaq, which started off by organizing themselves along global product lines, are adding a (8)... (NATION) *dimension*. General Electric has *broken with* its strict practice of dividing its operations into global product lines by setting up a regional headquarters in Asia.

Even the most powerful global brands have had to *bow before* local (9)... (DIFFER). People in the south of Japan like their Coca-Cola slightly (10)... (SWEET) than people in Tokyo, and the company *obliges*. PepsiCo was puzzled why one of its best-(11)... (SELL) products, “7-Up” remained on the (12)...

(SHELF) in Shanghai until it discovered that, in the local dialect, the phrase means “death through(13)... (DRINK)”. Even those *pillars* of American *Puritanism*, IBM and Disney, have dropped their strict no-alcohol policy in France. Philip Morris has had to make local (14)... (ADJUST) to its familiar advertising symbol, Marlboro man: in Hong Kong the (15)... (ADVERTISE) focuses on the horse, because the man *reminds* locals of a *coolie*, and in Argentine the man was dropped (16)... (ENTIRE) for a while, because cowboys were regarded as low-class *wasters*. Companies are also learning *to their cost* that the apparent *convergence* between different cultures has not gone as far as they thought EuroDisney failed to *take off among other things*, because the company *assumed* that Mickey Mouse and other *cartoon characters* would be as familiar in Europe as they are in the United States, and did not invest nearly enough (17)... (PROMOTE) their product.

Companies have also started to remember that their local roots can be very (18)... (VALUE) commodities. M. Porter, a management guru at Harvard Business School, has pointed out *at length* that different countries and regions have different (19)... (COMPETE) strengths: the Germans *excel* at high-quality engineering and chemicals, the Japanese at miniaturization and electronics, the British at pop music and (20)... (PUBLISH), the Americans at films and computers. If they are to retain those advantages, they need to remain in contact with testing competitors and world-class suppliers. Becoming more global may be no help in that.

(*Multinationals. Survey. pp. 1–14.*

*In: The Economist, June 24<sup>th</sup> 1995. Abridged*)

**TEST 24. MULTINATIONALS BETWEEN  
BEING GLOBAL AND BEING LOCAL.  
(trend towards regionalization)**

***Read the text below and choose the right word from among (a), (b), (c), (d) after the text from the table.***

**Vocabulary**

insider <i>n</i>	свой/не посторонний человек: член группы или организации и т. п.; лицо, имеющее в силу служебного положения конфиденциальную информацию о делах фирмы
flirtation	увлечение, «роман»; заигрывание, игра
dimension <i>n</i>	аспект (проблемы)
set up <i>phr v</i>	создать

cluster around <i>v</i>	собираться группами; группироваться  (вокруг чего-л.); быть тесно связанным
the attractions	привлекательные черты
congenial (with, to) <i>adj</i>	близкий, родственный; подходящий, приятный
stocks <i>n</i>	товарно-материальные запасы
lean <i>adj</i>	ставшая сильнее (об организации, производстве)
just-in-time <i>adj</i>	во время (когда это необходимо)
supplies <i>n pl</i>	сырье и материалы; поставки сырья и материалов; вспомогательные материалы ( <i>напр</i> , смазочные)
foster <i>v</i>	благоприятствовать, способствовать развитию; поощрять используется для описания системы
centres of excellence	центры сосредоточения наивысших достижений в определенной области производства или знаний; (об организации и т. п.) превосходный образец (в какой-л. профессиональной области)
sustain <i>v</i>	подкреплять; оказывать поддержку; поддерживать, не дать прекратиться/ оборваться/угаснуть и т. п.
distinctive <i>adj</i>	характерный, особенный, отличительный; <i>редк.</i> своеобразный
stubbornly <i>adj</i>	упорно; упрямо
a more subtle reason	не столь явная/очевидная причина; причина, которая менее заметна, меньше бросается в глаза, выявляется не сразу
a more subtle reason	не столь явная/очевидная причина; причина, которая менее заметна, меньше бросается в глаза, выявляется не сразу
inexorably <i>adj</i>	неумолимо, непреклонно
crave (for, after) <i>v</i>	страстно желать, жаждать; <i>книжн.</i> (по)требовать
novelty <i>n</i>	новизна
escape <i>n</i>	спасение

*Insider trading.* After a brief flirtation with globalization companies such as Nestle and Unilever now realize that their local managers represent an invaluable resource. Electronics companies such as Motorola and Compaq, which started off by organizing themselves along global product lines, are adding a national *dimension*. General Electric has (1)... with its strict practice of dividing its operations into global product lines by (2)... up a regional (3)... in

Asia.

*In praise of roots.* Many multinationals move no (4)... than their local regions. Foreign investment tends to cluster around the investor's home country: American firms put money into Central and South America, the Japanese into a (5)... of Asian countries, and European firms into other European countries, including Eastern Europe. The *attractions* include (6)... of language or culture and the closer contact made possible by shorter traveling times. The Japanese, for example, find the informal alliances and extended company networks of their neighbours in South- East Asia much more *congenial* than the Europeans do. Some modern management techniques (7)... this trend towards regionalization: the fashion for keeping *stocks* low (*lean* manufacturing) and (8)... *supplies* only when they are needed (*just-in-time* production) means that suppliers need to be (9)... close to their customers.

But the main reason why companies need to (10)... their local roots is that this is where some of their most (11)... resources (12)... A. Marshall, one of the founders of modern economics, once concluded in an analysis of Sheffield steelmaking that in some regions certain skills seemed to be "in the air". The education system *fosters* them, the local infrastructure and political system *helps* them *along* and competition from a (13)... of similar companies encourage an informal change of ideas.

Some of these *centres of excellence* are familiar: Silicon Valley in computing. Hollywood in film-making, the Prato region of northern Italy in fashion and design. But all these centres of excellence have one thing in (14)...: they rely on an unusual combination of natural and (15)... factors, and they are *sustained* by *distinctive* local traditions and cultures. In an (16)... mobile world, they are *stubbornly* immobile resources.

*Novelty value.* Some analysts point to a *more subtle reason* why companies need to be insiders, particularly in mature markets such as Japan. Many companies find that the (17)... they stay in Japan, the less profitable they become: their *fixed costs* go up *inexorably* but their products sell less and less (18)... because local companies make cheaper (19)... and because local consumers *crave novelty*. The only way to *escape* is to start developing products locally. Two-thirds of the products Coca-Cola sells in Japan are made (20)... for the Japanese market.

But there are strict limits to this "insider" strategy. It is not enough to be just another local company: multinationals need to bring new products and processes to the local market.

(The Economist)

**Table t the text.**

1	a) done	b) broken	c) thrown	d) cut
2	a) setting	b) organizing	c) founding	d) constructing

3	a) room	b) museum	c) cabinet	d) headquarters
4	a) far	b) longer	c) further	d) near
5	a) scores	b) plenty	c) hundred	d) handful
6	a) ties	b) knots	c) cores	d) forces
7	a) go up	b) reinforce	c) raise	d) strength
8	a) arriving	b) presenting	c) delivering	d) handing
9	a) nearly	b) reasonably	c) approximately	d) much
10	a) care	b) grow	c) take	d) cultivate
11	a) precious	b) scarce	c) natural	d) definite
12	a) list	b) are	c) lie	d) relax
13	a) several	b) luster	c) many	d) some
14	a) sharing	b) familiar	c) typical	d) common
15	a) man-made	b) managed	c) unnatural	d) synthetic
16	a) absolutely	b) continuously	c) increasingly	d) greatly
17	a) often	b) longer	c) stronger	d) easier
18	a) easier	b) good	c) better	d) well
19	a) versions	b) variants	c) sorts	d) examples
20	a) uniquely	b) extremely	c) specifically	d) especially

## NOURISM • TRAVELLING

### TEST 25. AIRLINES ARE STARTING TO FLY MORE FREQUENTLY.

*Complete the text below using the words in brackets in the correct form.*

#### Vocabulary

cash in on sth <i>not fml</i>	воспользоваться чем-л. для своей выгоды; не упустить своего
have severe capacity problems	<i>трансп.</i> испытывать большие трудности, причиной которых является низкая пропускная способность (аэропорта и т. п.)

Among those looking to *cash in on* any rise (1)... tourism to St. Petersburg are airline companies. About 15 foreign carriers (2)... from Pulkovo 2, the city's airport (3)... international flights, including such (4)... names in the industry as British Airways, Luftansa and KLM, and they are (5)... increasingly (6)... competition from domestic carriers such as Aeroflot and Pulkovo. (7)... is Russia's number two carrier.

The market is very competitive, and has been for a long time, especially with Western companies for (8)... flights.

(9)... the marketing manager for Air France in St. Petersburg, the financial crash of August 1998 hit the industry (10)... But now things are improving. "We had (11)... demand in 2004 than in previous years", he said.

"For this summer, we are planning to increase the flights to St. Petersburg (12)... 60 percent," said Lufthansa's regional director for Russia.

Compared to last year, there has definitely been an increase in air travel. The demand is up and there are more people flying in and out.

The problem is that the airlines can't increase the number of flights they offer (13)... . The number of flights to and from a destination depends (14)... intergovernmental agreements. The number between St. Petersburg and London, for example, (15)... by an agreement between the British and Russian governments. Then this is divided (16)... the interested airlines.

So what are the chances of falling prices in such an environment?

There are a large number of factors, that influence airline rates depending on the number of flights (17)..., the number of competitors, personal income levels in the countries, the flight's distance and operating costs. Flights from European cities tend to be less expensive than in St. Petersburg because there are more seats and greater competition in those markets. There aren't as many

flights out of here and the planes tend to be smaller, so seat prices tend to be higher. “Our passengers can be divided into three groups: tourists who travel through tourist agencies, businessmen, and others, usually independent travelers such as Russian citizens living abroad and visiting their native country,” said V.N. of the marketing department for Pulkovo. “In summer, tourists (18)... 50 percent of our passengers, and businessmen 30 percent,” he added.

“In the summer, Pulkovo airport *has severe capacity problems*”, he said.

“When you have thousands of passengers and only five passport (immigration and customs) points (19)..., people end up queuing for a very long time. We have asked the government to do something about this, and we expect the situation to (20)... soon.”

**Table t the text.**

1	a) of	b) with	c) in	d) from
2	a) run	b) manage	c) operate	d) administrate
3	a) seeing	b) showing	c) meeting	d) handling
4	a) major	b) original	c) official	d) professional
5	a) looking	b) faced	c) experiencing	d) facing
6	a) high	b) stiff	c) quiet	d) relaxed
7	a) formerly	b) the letter	c) the latter	d) Earlier
8	a) constant	b) normal	c) regular	d) ordinary
9	a) in accordance with	b) according	c) in relation to	d) owing to
10	a) light	b) lightly	c) hard	d) hardly
11	a) many more	b) much more	c) more much	d) much
12	a) by	b) on	c) with	d) at
13	a) by their own	b) on their own	c) themselves	d) with themselves
14	a) with	b) from	c) on	d) at
15	a) is done	b) is set	c) is seen	d) are set
16	a) through	b) between	c) among	d) on
17	a) suggested	b) offering	c) offered	d) proposed
18	a) are present	b) present	c) are presented	d) represent
19	a) in function	b) in work	c) on function	d) in operation
20	a) improve	b) encourage	c) go up	d) transform

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**Тесты для студентов  
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