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So‘z boshi

Xorijiy tilda o‘z fanini o‘rgatishgan asosiy maqsad iqtisodiy tushunchalarni, ko‘nikmalarni talabalarda ingliz tilidagi so‘z boyliklarini oshirish xususiyatlarini shakllantirish, talabalarning ingliz tilidagi leksik, grammatik, og‘zaki nutq ko‘nikmalarini o‘z mutaxassisliklari bo‘yicha interaktiv usullar orqali aniqlashdan iborat. Ushbu qo‘llanma o‘z vazifasi, oldiga qo‘ygan maqsadlari, o‘rganadigan muammolariga ko‘ra, barcha iqtisodiyot, menejment fanlari bilan uzviy bog‘likligidadir. Ushbu o‘quv qo‘llanmada iqtisodiyotni rivojlantirish sohasidagi asosiy yo‘nalishlar, usullar, muammolarni yechish metodlari, ingliz tilidagi so‘z birikmalar, iboralar, dialogik nutq mashqlari, amaliy mashg‘ulotlar orqali keng yoritib berilgan.

Это руководство основано на новых требованиях, охватывающих все эконо-номические аспекты чтения, письма и разговорной речи на английском языке. Теоретические и практические занятия уроков построены на передовых педагогических технологиях. Каждый урок сочетается с мотивационной деятельностью, посвященной новой теме. Это руководство предназначено для формирования коммуникативных потребностей студентов первого курса высших учебных заведений и студентов, изучающих иностранные языки, для укрепления их навыков независимой и свободы слова.

This guide is based on new requirements covering all aspects of reading, writing and speaking English. Theoretical and practical lessons are based on advanced pedagogical technologies. Each lesson is combined with motivational activities that focus on a new topic. This guide is designed to shape the communication needs of first year university students and foreign language students to strengthen their independent and free speech skills.

This book is rich in content in line with the curriculum and focuses on communication tasks, learning strategies and grammatical elements drawn from existing macroeconomic and microeconomic texts.

KIRISH

O'zbekiston Respublikasi Prezidenti SH.Mirziyoev 2019 yil 8 oktyabr O'zbekiston Respublikasi oliy ta'lim tizimini 2030 yilgacha rivojlantirish Konsepsiyasini tasdiqlash to'g'risidagi PF-5847-sonli Farmonida Oliy ta'lim tizimini rivojlantirishning strategik maqsadlari va ustuvor yo'nalishlari oliy ta'limni modernizatsiya qilish, ilg'or ta'lim texnologiyalariga asoslangan holda ijtimoiy soha va iqtisodiyot tarmoqlarini rivojlantirish, zamonaviy bilim va ko'nikmalarga ega, mustaqil va tanqidiy fikrlaydigan yuqori malakali kadrlar tayyorlash jarayonini sifat jihatidan yangi bosqichga ko'tarish, axborotni mustaqil izlash va tahlil qilish ko'nikmalarini shakllantirish, iqtidorli yoshlar orasidan oliy ta'lim muassasalariga talabalarni saralab olish mexanizmlarini ishlab chiqish to'g'risida belgilab qo'yilgan.

Shundan kelib chiqib halqaro standart talablariga javob bera oladigan kadrlarni jumladan ijodiy faoliyatiga katta ahamiyat berishimiz zarurdir. Oliy ta'lim muassasalarida bo'lajak mutaxassislarni o'z mutaxassisliklarini xorijiy tillarda o'rgatishni shakllantirish masalasi ko'p qirrali bo'lib, u talabalarni kasb faoliyatiga tayyorlashning samarali yo'llarini aniqlash va mazmunini muvofiq tanlash, o'quv jarayonida xorijiy tillarni maqsadli mutaxassisliklar darajasida o'rgatishdek muhim pedagogik vazifani o'z ichiga oladi. Shuningdek, ushbu jarayon vatanimizdagi ijtimoiy-iqtisodiy islohotlarni aks ettirishi va zamonaviy ilmiy talablarga to'la javob berishi kerak.

Respublikamizning bozor iqtisodiyotiga bosqichma-bosqich o'tishi va dunyo hamjamiyatiga har tomonlama kirib borishi natijasida xorijiy tillarni mukammal darajada egallagan yosh kadrlarni tayyorlashga asos solindi. Ushbu qo'llanma ana shunday kelajakdagi iqtisodchi mutaxassislar uchun yangi istiqbollarni ochib beradi.

PART 1.
ECONOMICS AS A SCIENCE
Unit 1. What Is Economics

1. Complete the definition

Economy is

Economics is

An economist is

- a) a person who.....
- b) a science which.....
- c) a system of.....

2. Read these words paying attention to the stress and translate them.

e'conomy ,eco'nomical e'conomist,eco'nomics, eco'nomically, eco'nic to
e'conomize

3. Choose the correct word.

- 1. I am a student of (economy, economics) now.
- 2. At school I didn't study the (economy, economics) of Uzbekistan.
- 3. I hope he'll make a good (economist, economy).
- 4. There are many (economic, economical) problems in the world.
- 5. This car is very (economic, economical).
- 6. I try to spend money and time (economical, economically).
- 7. This car (economize, economizes) fuel.

4. Guess the meanings of these words. Which of them can be used as special economic terms?

Principle -----

Luxury-----

Discipline-----

Activity-----

Service-----

Human-----

to practice-----

stable-----

production-----

distribution-----

dynamics-----

5. Read the text and check your answers in the previous activity.

WHAT IS ECONOMICS

Let's face it: If there's one fundamental principle guiding life on earth, it's scarcity. There simply aren't enough beachfront houses, luxury cars, and seats at the theater for everyone who wants one! And on a more serious note, there's not enough food, clothing, and medical care for everyone who needs it. The entire discipline of economics—and all economic activity—arises from a scarcity of goods and services in comparison to human wants and needs. If there is not enough of something for everyone who wants or needs it, society faces a serious problem: it has to make decision about some basic economic questions. Throughout history there have always been people who obtained what they wanted or needed by force*. The barbarians who sacked Rome practiced this form of “economic activity,” and in modern times it is practiced by armed robbers. But a society* requires an orderly system* of producing and distributing the necessities and luxuries of life. Such a system is essential to a stable society. Economics is the study of systems of production and distribution—which are called economies—and of their fundamentals, dynamics, and results.

*by force куч билан *society жамият*orderly system тартибли тизим

6. Make true sentences. There is /There isn't/ There are / There aren't

Enough food clothing luxury houses jobs clean water engineers money gas and oil schools universities hospitals home appliances in my country in my town in my family

Ex: There are schools in my country .

7 Guess the words.

1. Things that we cannot live without are called _____
2. Things which give us pleasure and joy are called _____
3. When people do not have enough of something they suffer from _____
4. Everything that is made in a society is called _____ and _____
5. _____ is the process of making things.
6. _____ is the process of dividing things among people.

8. Study these words and their negative forms and fill in the gaps in the sentences. Then make up your own sentences in which the negative forms are used.

certain - uncertain (аниқ, ишончли)

exact - inexact (аниқ, хатосиз)

predictable - unpredictable (олдиндан айтиб берилган)

precise - imprecise (аниқ, равшан,)

1. You have to be very _____ in this job, because a small mistake can make a big difference.

2. Are you _____ that you'll get there in time?

3. We have done this experiment before. The results are rather _____.

4. Our train leaves at 10 o'clock _____.

9. Read the text and say why economics is inexact.

AN INEXACT SCIENCE

Economics is the study, description, and analysis of the ways in which a society produces and distributes. In economics, the term goods and services refers to everything that is produced in the economy—all products and services, including government “services,” such as national defense and the prison system. Economics is one of the social (as opposed to natural or physical) sciences, as are psychology and anthropology. Social sciences examine and explain human interaction. Because of this, the findings and knowledge produced by a social science generally cannot be as exact or predictable as those of a physical science, such as physics or chemistry. For instance, if you put water in a saucepan on a stove, you know with certainty that it will boil when it reaches 212° Fahrenheit. But if you are the governor of a state and you raise the state sales tax, you cannot be certain about the effect it will have.

And you won't be able to answer any of the following basic questions: How much money will the tax raise? In order to avoid the tax, will people take more of their business across the state line? Will they shop more often on the Internet,

where there is no sales tax (yet)? Will companies in the state experience lower sales and generate lower corporate income taxes as a result? Economics deals with these kinds of questions, but it seldom comes up with totally precise explanations or correct predictions. Why? Because human behavior in the economic realm is as complex and mysterious as it is in any other sphere of life.

Vocabulary

government - hukumat

prison - qamoq

national defense – milliy xavfsizlik

interaction - o‘zaro ta’sir

certainty - aniqlik

sales tax - savdo solig’i

income tax – daromad solig’i

behaviour – xulq atvor

to avoid – oldini olish

to raise - oshirmoq

to experience – boshdan kechirmoq

to deal with - ...bilan shug’ullanmoq

Find in the text

- two parts of the state system;
- two other social sciences;
- two physical sciences;
- two types of taxes.

10. Match these words as they go together in the text.

produce and goods and national prison human sales tax defense distribute
system services interaction

11. Say if the following is true or false. Correct the false statements.

1. Social sciences study the natural world around us. -----
2. Physical sciences are more exact than social sciences. -----
3. Government “services,” such as national defense and the prison system are not studied by economics.-----
4. Human behaviour can be examined and predicted with much precision.-----

5. Water boils at 212° Fahrenheit. -----

6. The raise of sales tax always causes lower sales.-----

12. Think and say what economics has in common with these sciences.

- Psychology
- Mathematics
- History
- Biology

13. Read the text and choose the most suitable title for it.

1. What Is Economics and Who Cares?
2. It's Not Perfect, but It Helps!
3. Will That Be Large or Small?

The good news, however, is that economics can tell us the likely results of a sales tax. In addition, as a scientific discipline, economics provides extremely useful analytical tools and frameworks for understanding human behavior in the areas of getting and spending money, which (let's face it) occupies the majority of most people's waking hours. Economics deals with fundamental, often life-or-death issues. That is why economics is important. Its challenge lies in its mysteries: We don't know when the next expansion or recession will come.

We don't know if a federal tax cut will help the economy grow. We don't know which new technologies should be encouraged and which ones won't pan out (не преуспеют). And, tragically, we don't know how to overcome poverty, hunger, crime, and other evils rooted in economic reality. But economics is the branch of the social sciences most concerned with these matters, and it is the one that's well equipped to help us deal with them.

Economics provides a framework for understanding government policies, business developments, and consumer behavior here and abroad. It provides a rich context for making decisions in your business, professional, and financial life. The economy is to business as the ocean is to fish. It is the environment in which business operates. The more you know about this environment, the better you will function as a manager, analyst, and decisionmaker.

Vocabulary

likely - ehtimol

to provide- ta'minlamoq
 tools - asboblar
 framework - tuzulish
 to occupy - egallamoq
 majority - ko'pchilik
 issue - nashr; muammo;
 challenge – murakkab topshiriq
 expansion - kengayish
 recession - turg'unlik
 to encourage – rag'batlantirish
 to overcome - yengmoq
 poverty - kambag'allik
 equipped - jihozlangan

14. Match these words as they go together in the text.

Likely, life-or-death, overcome, government, business, consumer,making, financial, decisions, poverty, issues, policies, life, behavior, results, developments.

15. An economist Asha Badlani describes how chaos theory influences her work. Before you read and listen suggest your answers to these questions.

- What science or sciences does chaos theory originate from?
- What does it have to do with economics?

16. Guess the meaning of the words.

Influence-----
 Responsiblefor-----
 financial development programs-----
 constant-----
 take into account-----
 complicated-----
 accept-----

Vocabulary

forecast – bashorat
 evidence - dalil, fakt,

pattern – na'muna

outcome – natija, yakun

challenge – qiyin topshiriq

similarity – o'xshashlik

turn out – qayrilib olish

long range trends – uzoq muddatli tendentsiyalar

to be involved – ishtirok etish

exchange - fond birjasi

variable – o'zgaruvchan

linear systems – chiziqli sistemalar

17. Read the first part of the interview and find the answers to questions in

Interviewer = I

Asha Badlani = A

I: Asha, chaos theory seems to be a branch of physics or mathematics. You're an economist, so how does it influence your line of work?

A: Well, in a number of ways. I'm responsible for financial development programs in many parts of the world, so forecasting long range trends and making predictions on the basis of present evidence is what I do. Chaos theory was developed by scientists trying to explain the movement of the planets and changes in environmental conditions. Both of these things are also about making long term predictions on the basis of present evidence.

I: Are many economists involved in this field?

A: An increasing number. In the 1990s a lot of economists began to look at chaos theory as a way of providing models for forecasting.

18. Read the second part of the interview and fill in the words.

Constants, forecasting, patterns, variables, similarities

I: What kind of "models" are we talking about here?

A: Well, that's a good question, because of course the basic idea of chaos theory is that there aren't any models as such – there aren't guaranteed forms, but rather 1 _____ of change and development.

I: Doesn't that mean that 2 _____ is impossible?

A: No, but it certainly makes it more of a challenge. Mandelbrot, who did the experiment with stock exchange prices, for example, noted that although the outcomes were variable, there were in fact certain 3_____. What we have to do is make sure we know what these are and take into account all the possible 4_____.

I: But do economics and finance work in the same way as weather conditions or the movement of plants?

A: Well, no, of course not – but there are certain underlying 5_____. In the past, people thought of these things as “linear systems”, now we know they’re not.

19. Read the third part of the interview and answer the questions.

- What is the difference between linear and non-linear systems?
- What does chaos theory teach us?

I: What do you mean by “linear system”?

A: Well, for example, in a classic linear system

I: Sounds complicated!

A: Yes, well, it is complicated, there’s no escaping that! However, a lot of what chaos theory teaches us is simply about_____. We have to accept uncertainty. We can’t guarantee that things will turn out as we planned them when working with complex, non-linear systems - nor sometimes with simple systems!

20. For-and-against discussion. Divide the roles and give your arguments. Use articles in Activities 10, 15.

Student 1 believes that economics is very important.

Student 2 thinks that economics is very inexact science and cannot help.

21. Read the text and complete the charts to classify economics subdivisions according to different criteria.

1. Economics

2. Economics

3. Economics

The field of economics may be divided in several different ways, most popularly microeconomics (at the level of individual choices) versus macroeconomics (aggregate results). Today there is a view that good macroeconomics has solid microeconomic foundations. In other words, its theories should have evidential support in microeconomics.

A few authors (for example, Kurt Dopfer and Stuart Holland) also argue that 'mesoeconomics', which considers the intermediate level of economic organization such as markets and other institutional arrangements, should be considered a third branch of economic study. Theories developed as a part of economic theory have also been applied in other fields such as criminal behavior, scientific research, death, politics, health, education, family, dating, etc.

This is allowed because economics is fundamentally about human decision-making. One of the main purposes is to understand how economies work, and what are the relations between the main economic players and institutions. Economics can also be divided into numerous sub disciplines that do not always fit neatly into the macro-micro categorization. These sub disciplines include: international economics, development economics, industrial organization, public finance, economic psychology, economic sociology, institutional economics and economic geography. Another division of the subject distinguishes positive (descriptive) economics, which seeks to predict and explain economic phenomena, from normative economics, which orders choices and actions by some criterion.

22. Define which sub-discipline deals with the following subjects and fill in the table.

Microeconomics

Macroeconomics

- household incomes
- national income
- employment
- inflation
- prices in local markets
- small businesses

PART 2

Unit 2. Great Economists.

The three most important economists were Adam Smith, Karl Marx, and John Maynard Keynes. Each was a highly original thinker who developed economic theories that were put into practice and affected the world's economies for generations.

23. Read one of the texts and answer the questions about “your” economist.

1. When did he live?
2. What are the key notions of his theory?

ADAM SMITH.

Adam Smith, a Scot and a philosopher who lived from 1723 to 1790, is considered the founder of modern economics. In Smith's time, philosophy was an all-encompassing study of human society in addition to an inquiry into the nature and meaning of existence. Deep examination of the world of business affairs led Smith to the conclusion that collectively the individuals in society, each acting in his or her own self-interest, manage to produce and purchase the goods and services that they as a society require. He called the mechanism by which this self-regulation occurs “the invisible hand,” in his groundbreaking book, *The Wealth of Nations*, published in 1776.

While Smith couldn't prove the existence of this “hand” (it was, after all, invisible) he presented many examples of its working in society. Essentially, the butcher, the baker, and the candlestick maker individually go about their business. Each produces the amount of meat, bread, and candlesticks he judges to be correct. Each buys the amount of meat, bread, and candlesticks that his household needs. And all of this happens without their consulting one another or without all the king's men telling them how much to produce. In other words, it's the free market economy in action. In making this discovery, Smith founded what is known as classical economics.

The key doctrine of classical economics is that a laissez-faire attitude by government toward the marketplace will allow the “invisible hand” to guide everyone in their economic activities, create the greatest good for the greatest

number of people, and generate economic growth. Smith also delved into the dynamics of the labor market, wealth accumulation, and productivity growth. His work gave generations of economists plenty to think about and expand upon.

KARL MARX.

Karl Marx, a German economist and political scientist who lived from 1818 to 1883, looked at capitalism from a more pessimistic and revolutionary viewpoint. Where Adam Smith saw harmony and growth, Marx saw instability, struggle, and decline. Marx believed that once the capitalist (the guy with the money and the organizational skills to build a factory) has set up the means of production, all value is created by the labor involved in production. In Marx's view, presented in his 1867 tome *Das Kapital* (Capital), a capitalist's profits come from exploiting labor—that is, from underpaying workers for the value that they are actually creating. For this reason, Marx couldn't abide the notion of a profit-oriented organization.

This situation of management exploiting labor is the main reason of the class struggle. Marx saw the class struggle at the heart of capitalism, and he predicted that that struggle would ultimately destroy capitalism. To Marx, class struggle intensifies over time. Ultimately, in Marx's view, society moves to a two-class system of a few wealthy capitalists and a mass of underpaid, underprivileged workers. Marx predicted the fall of capitalism and movement of society toward communism, in which “the people” (that is, the workers) own the means of production and thus have no need to exploit labor for profit.

Clearly, Marx's thinking had a tremendous impact on many societies, particularly on the USSR (Union of Soviet Socialist Republics) in the twentieth century. While Marx's theories have been discredited, they are fascinating and worth knowing. They also say something about weaknesses in capitalism.

KEYNES: THE GOVERNMENT SHOULD HELP OUT THE ECONOMY

John Maynard Keynes, a British economist and financial genius who lived from 1883 to 1946, also examined capitalism and came up with some extremely influential views. They were, however, quite different from those of Karl Marx

and, for that matter, Adam Smith. In 1936, he published his *General Theory of Employment, Interest, and Money*. We will examine Keynes's theories later.

They mainly involve people's propensity to spend or to save their additional money as their incomes rise, and the effects of increases in spending on the economy as a whole. The larger significance of Keynes's work lies in the view he put forth about the role of government in a capitalist economy. Keynes was writing during the Great Depression. It's worth noting at this point that in the United States unemployment reached about 25 percent and millions of people had lost their life savings as well as their jobs. Moreover, there was no clear path out of the depression, which led people to seriously question whether Smith's invisible hand was still guiding things along.

Was this worldwide collapse of economic activity the end of capitalism? Keynes believed that there was only one way out, and that was for the government to start spending in order to put money into private-sector pockets and get demand for goods and services up and running again. As it turns out, President Franklin D. Roosevelt gave this remedy a try when he started a massive public works program to employ a portion of the idle workforce.

However, the United States entry into World War II rendered this a less than pure experiment in government spending. The war effort boosted production to extremely high levels (to make guns, ammunition, planes, trucks, and other materiel) while simultaneously taking millions of men out of the civilian workforce and into uniform.

24. Give a talk to present the theory of one of the three economists. (Consult Appendix)

Unit 3. Economic Systems

Vocabulary

to determine – aniqlash

to encourage –rag'batlantirmoq

to evaluate – baholamoq

to rely on – ishonmoq

to obey- bo'ysunmoq

to satisfy- qondirmoq

to meet –duch kelmoq
amount-hajm,miqdor
habit-odat
custom- urf
authority-hokimiyat
profit- foyda
influence –tasir qilmoq
measure –o‘lchov
income-daromad
to force smb to do smth - biror ish qilishga majburlamoq
to concern with-bilan bog’liq
to base on –tayanmoq, asoslanmoq
to influence- ta’sir qilmoq

25. Match 1-7 with a-g to make meaningful phrases.

- | | |
|-----------------|----------------------------------|
| 1. to provide | a) the type of economic system |
| 2. to satisfy | b) the central authority |
| 3. to determine | c) goods and services |
| 4. to rely | d) the income |
| 5. to obey | e) people’s wants |
| 6. to evaluate | f) to work hard |
| 7. to encourage | g) on the same tools and methods |

26. Answer these questions, then read the text and check your answers

1. Why do people have to limit their wants?
2. What are the basic questions of economy?
3. What defines the type of economic system the country has?
4. What types of economic systems do you know?

THE BASIC KINDS OF ECONOMIC SYSTEMS

The wants people have are almost unlimited. However, each society has a limited amount of resources from which to provide the goods and services to satisfy these wants. This scarcity of resources forces every society to make decisions about the following questions: – Which goods and services will be

produced? – How will these goods and services be produced? – How will the goods and services be distributed? The answers for every particular country will depend on its priorities. Some countries consider it very important to be powerful and to feel safe. Other countries are concerned with providing food and clothing to all inhabitants.

The decision that a country make will determine the type of economic system it has. The basic types of economic systems are traditional, command and market. Traditional system is the system in which people do things the way they have always done them. They rely on the same tools and methods used by their parents. There is little or no change in such systems because most people methods are based on habit, custom and religious belief. Individuals are not free to make decisions according to what they want to have.

Traditional system is not as widely spread as it was before. Though it is still a major force in some areas on the west coast of Canada, in Latin America, Africa and Middle East. In a command system, the basic economic decision of what and how to produce and distribute is made by a central authority. The members of the society in the system obey. The central authority consists of one person or a small group who control factories, equipment and land. This system is still powerful in China and Cuba and recently our country and the countries of Eastern Europe operated under strong command system. In a market system, the basic economic decision is based on the actions of people and business firms participating in many different markets. A market system produce goods and services that people are willing to buy and that can bring a profit to the sellers.

The interaction of consumers and producers makes the system work. US, Canada and Japan are the best examples of this type of economic system. The fact is that none of today's economic system is based totally on one of three principles just described. Modern economics have some element of all three influences in them. However one of the principles is usually stronger than the others and defines the whole system.

A society's standard of living is one way to evaluate an economic system. The standard of living is a measure of how well the people live. It depends on the

amount and kind of goods and services the people of a country enjoy, or their income.

27. Answer some more questions about economic systems.

1. Why is there no change in traditional system?
2. Who makes the basic decision in command system?
3. How do you understand that interaction of consumers and producers makes market system work?
4. How do economists evaluate people's standard of living?

28. Study the model and translate the underlined sentences.

Insonlarning ehtiyojlari deyarli cheksiz-The wants people have are almost unlimited.

1. Iqtisodiy taqchilik kishilarning ehtiyojlarini cheklaydi.
2. Mahsulot ishlab chiqarish va yetkazib berish mijozlar bilan ishlab chiqaruvchilarning o'zaro hamkorligiga bog'liq.
3. O'zaro hamkorlikda barcha iqtisodiy o'zgarishlar rahbariyatga bo'g'liq.
4. Hukumat aholi turmush darajasini oshirishni ta'minlaydi.
5. Bu kompaniya ta'minot muammolari bilan shug'ullanadi.
6. Xom-ashyolarni hisobi mahsulotlarni hajmiga ta'sir qiladi.
7. Iqtisodiy tizim faqat bir printsipga asoslanmaydi.

29. Define advantages and disadvantages of each economic system and fill in the table below. Then tell about them.

To have one's own role in the society;

to be stable / unstable;

to discourage new ideas and ways of doing things;

to accept new methods and products;

to make / not to make dramatic change in a short time;

to provide / not to provide each person with a job,

medical and social services;

to meet / not to meet consumers' needs;

to encourage / not to encourage to work hard;

to adjust / not to adjust to changes of consumers' wants and needs;

to be / not to be safe socially and psychologically;

to be / not to be subjected to crises and depression.

Economic system Advantages Disadvantages Traditional to be stable,
to discourage new ideas and ways of doing things, ...

30. Read these sentences and define the economic systems they refer to. (Use dictionary if necessary).

1. There will be no form of personal income which is derived from the ownership of property.
2. The basic economic problems do not arise as problems to be discussed and argued about.
3. All land, housing, factories, power stations, transport systems and so on are usually owned by the state.
4. The elders, the heads of families, the women and the children will receive shares according to ancient custom.
5. Businesses are free to choose whom to buy from and sell to and on what terms, and free to choose whom to compete with.
6. People use methods of production and distribution which have become the accepted ways of doing things by a long process of trial and error.
7. Incomes take the form of wages, interest, rent, and profits – the latter three of which arise from the ownership of various types of property.
8. Private ownership of property leads to great inequalities of wealth, and this, in turn means that the wealthier groups are able to exercise great economic power.
9. The running of such an economy will require large numbers of planners and administrators to draw up and operate the national plan.

31. Work with a partner or in small group.

Choose an economic system to speak about but don't tell your partner which. Imagine you live in this economic system. Tell about the way you live and work. Let your partner guess the system.

32. Read the article and check your comprehension by doing the Activity

BUSINESS BOOKS

Keeping up with developments in your professional field is getting more and more difficult. It used to be enough to read a few trade magazines, attend the occasional conference and subscribe to a professional website. Nowadays, though,

it seems this is not enough. Many people involved in business today will have heard of long tails, black swans, freakonomics and one-minute managers.

However, if you haven't read the right books and don't know the jargon, a "long tail" is a way of describing sales patterns, a "black swan" is an unusual but high-impact event, "freakonomics" is a way of describing unusual economic effects and the "one-minute manager" is a good time manager. Books on the subject of business, and the jargon (or specific language) they produce have now become a business in themselves.

Most bookshops now have several shelves filled with books suggesting all sorts of revolutionary theories which will change the way you do business, manage your time or do your accounting procedures. Many of these books claim they can make you rich and successful. There are now books which tell you how to persuade people and close the deal, how to read and use body language, how to unlock the secrets of international markets, how to go global and stay green, or list the 25 principles of success, the ten ways to make yourself a better manager, the 100 richest people in the world. As well as these books, there is another style of business book: the biography or autobiography of the successful business person.

These days, it seems, no one can become the CEO (Chief Executive Officer) of even a small company without putting pen to paper and telling the story of their rise to the top, especially if they have a personal tragic story to overcome, or some fantastic ideas to share. In one of these books, a fairly well-known CEO says "Everything I know about business, I've learned myself" which makes me wonder why people would buy his book. Some of these books sell by the thousands, often appearing in the bestseller lists alongside blockbusting works of fiction. Who is buying them, and what do they learn? Are these books essential tools for the modern workplace, or just a way for publishers to make money? Undoubtedly some books do become vital textbooks for students of business at any level, and some of the biographies can hold valuable lessons for any aspiring or practicing entrepreneurs.

33. Choose the best ending.

1. According to the article, being more informed in your profession_____

- a) is becoming more complex.
- b) has never been easy.
- c) means reading a lot of magazines.

d) is now done through the internet.

2. If you haven't read certain business books _____

- a) you won't be able to do your job properly.
- b) you won't understand what your colleagues are talking about.
- c) you won't know certain new terms.
- d) you won't use terms correctly to describe things.

3. Many bookshops _____

- a) have books full of radical ideas.
- b) will help you to become successful.
- c) stock a lot of business books.
- d) are successful businesses.

4. Books are available _____

- a) about all kinds of business subjects.
- b) about management.
- c) which will improve your career prospects.
- d) which will make you a successful person.

5. According to the article _____

- a) many company directors have written their life stories.
- b) it is necessary to have good ideas to write a book.
- c) it is necessary to have had personal difficulties before you can be successful.
- d) biographies of famous people are useless.

6. Some business books _____

- a) are made into films.
- b) are very commercially successful.
- c) are works of fiction.
- d) only helps publishing companies.

34. Bring some business book to the classroom and present it to the group.

Tell about the following.

1. Who is the author?-----
2. What's the title? -----
3. Who is the book targeted at?-----
4. What does it teach or tell about? -----
5. Is it a bestseller? -----
6. Do you think it is essential for business students or anyone in business?

35. Exercises under the texts. Write the translation of the sentences.

1. To train highly qualified managers is extremely important for the development of economy. To study this phenomenon requires much knowledge.

2. Our task is to increase production by 15 % this year.

3. The economist must know the conditions under which the demand for an item grows.

4. According to Marx's theory class struggle was to destroy capitalism.

5. They hope to be sent to the conference.

6. The manager was asked to tell about price policy in his company.

7. We must build as many power stations as possible to meet all power needs in industry and agriculture.

8. To increase the productivity of the machine tool one should know the characteristics of the material which is being machined.

9. In order to avoid the tax people will take more of their business across the state line.

10. This problem is too complex to be solved by students.

11. This method is accurate enough to give reliable results.

12. The process to be analysed in this article is known as deflation.

13. Our plant produces automatic and semiautomatic machine tools to be exported to Asian countries.

14. A famous economist and philosopher Adam Smith was the first to describe the mechanism of self-regulation in economy.

15. The laboratory assistant will be the last to leave the classroom.

16. The problem to find a more economical way of production is to be solved soon.

36. Fill in the gaps.

1. To promote a product in the market means...

To promote a product in the market one should ...

2. To improve old processes one should...

To improve old processes is vital for...

3. To increase production it is necessary...

To increase production requires...

4. To be launched to the market the product should be...

The product to be launched into the market should be...

5. To be utilized in industry the metals are to be...

The metals to be utilized in industry are to be...

6. Our task is to solve the problem of ...

The company management is to solve the problem of ...

37. Translate the sentences into Uzbek.

1. Keynes believed that there was only one way out, and that was for the government to start spending in order to put money into private-sector.

2. President Franklin D. Roosevelt started a massive public works program to employ a portion of the idle workforce.

3. A society's standard of living is one way to evaluate an economic system.

4. One of the main purposes is to understand how economies work, and what the relations between the main economic players and institutions are.

5. Each produces the amount of meat, bread, and candlesticks he judges to be correct.

6. His work gave generations of economists plenty to think about and expand upon.

7. Keynes's theories mainly involve people's propensity to spend or to save their additional money as their incomes rise.

8. We shall use the terms free enterprise or laissez-faire, or capitalist system to stand for a market economy.

9. Since capitalism is based on the principle that individuals should be free to do as they wish, it is not surprising to find that the motive for economic activity is self-interest.
10. Marketing specialists do studies and take surveys to find out what goods and services people need or want to buy.
11. Then goods and services are produced to meet those needs and desires.
12. Products are designed to include qualities such as colors, models, styles, and features – that the business expects to be most appealing to consumers.
13. The price must be low enough to attract buyers.
14. However, it must be high enough to generate a profit and cover the costs and expenses that the business has in producing, distributing, and selling the product.
15. Toys and games are usually located at the eye level of children because they are the ones who are most likely to want those products.
16. Your overall marketing strategy is unlikely to be successful if the price is wrong.
17. Premium pricing sets a relatively high price to reflect the high quality of the product or service
18. New products and services are sold at an artificially low price in order to attract customers and gain market share.
19. A clinical psychologist was hired to create a psychological profile of each segment.
20. As we enter the twenty first century people around the world are beginning to ask for how long the U.S. will be able to retain its position as the world's number one economic power.
21. However, e-industry advocates are quick to point out that companies such as Google and Yahoo do not have 'legacy costs' and are very competitive on the world stage.
22. It is still too early to predict the demise of the U.S. as the world's number one economy.
23. China is investing heavily to improve Brazil's infrastructure to facilitate the export of metal ores, timber and food supplies.

38. Translate the sentences into Uzbek. Mind the complex object.

1. We cannot believe him to have robbed the bank.
2. He hated her to wake him up every morning.
3. They reported the train to have arrived.

4. She wanted the house to be let as soon as possible.
5. Susan ordered the tea to be brought.
6. I would not allow my cottage to be sold.
7. I cannot make you obey.
8. She saw a little girl approach the house.
9. I am sorry. I did not notice you enter the room.
10. Let her say whatever she wants to.
11. We relied on her to book the tickets.
12. Jill loved her child to recite nursery rhymes at their family parties.
13. I did not mean her to be invited here.
14. I'd like my book to be published in English.
15. He wished the play to be staged at the local theatre.
16. Nobody will have her stay here.
17. Can you make her apply mustard plasters?
18. I saw him play computer games.

PART 3. THE MARKET

Unit4 Laws of market economy

39. Read the definitions and translate the words into Uzbek.

Laissez-faire – the policy of allowing companies and the economy to operate without government control;

self-interest – interest in yourself and how to gain advantages for yourself;

oil-refinery – a factory where different substances are removed from oil to make it pure; aid – help;

assets – smth such as money or property that a person or company owns;

entrepreneur – smb who uses money to start businesses and makes business deals;

fiscal policy – government policy in the sphere of budgeting and taxes;

monetary policy – government policy which deals with money supply and interest rates.

40. Read the text and do the tasks after each section.

MARKET ECONOMIES

A: - A society may attempt to deal with the basic economic problems by allowing free play to what are known as market forces. The state plays little or no part in economic activity. Most of the people in the non-communist world earn and spend in societies which are still fundamentally market economies.

The market system of economic organization is also commonly described as a free enterprise or laissez-faire, or capitalist system. We shall use all these terms to stand for a market economy. Strictly speaking the pure market of laissez-faire system has never existed. Whenever there has been some form of political organization, the political authority has exercised some economic functions (e.g. controlling prices or levying taxation). It is useful, however, to consider the way in which a true market system would operate because it provides us with a simplified model, and by making modifications to the model we can approach the more realistic situations step by step.

The framework of a market or capitalist system contains six essential features: private property, freedom of choice and enterprise, self-interest, competition, the price system, the role for government.

A What does the underlined phrase mean in the text?

- Market economy is spoiled and corrupt.
- Market economy is only a scientific theory which doesn't prove.
- Market economy has influences of other economic systems in it.

B: - Private property. The institution of private property is a major feature of capitalism. It means that individuals have the right to own, control and dispose of land, buildings, machinery, and other natural and man-made resources.

Man-made aids to production such as machines, factories, docks, oil refineries and road networks are known as capital. Private property not only confirms the right to own and dispose of real assets, it provides the owners of property with the right to income from that property in the form of rent, interest and profits.

B Write out:

- forms of capital
- forms of income

C: -Freedom of choice and enterprise Freedom of enterprise means that individuals are free to buy and hire economic resources, to organize these resources for production, and to sell their products in the markets of their own choice. Persons who undertake these activities are known as entrepreneurs and such people are free to enter and leave the industry.

Freedom of choice means that owners of land and capital may use these resources as they see fit. It also means that workers are free to enter (and leave) any occupations for which they are qualified. Finally it means that consumers are free to spend their incomes in any way they wish. The freedom of consumer choice is usually held to be the most important of those economic 'freedoms'.

In the models of capitalism, producers respond to consumers' preferences – they produce whatever consumers want.

C Write out all the words which denote participants of the market.

D: - Self-interest Since capitalism is based on the principle that individuals should be free to do as they wish, it is not surprising to find that the motive for economic activity is self-interest. Each unit in the economy attempts to do what is best for it is self-interest. Each unit in the economy attempts to do what is best for itself. Firms will act in ways which, they believe, will lead to maximum profits (or minimum losses).

Owners of land and capital will employ these assets so as to obtain the highest possible rewards. Workers will tend to move to those occupations and locations which offer the highest wages. Consumers will spend their incomes on those things which yield the maximum satisfaction.

E: - Competition Economic competition is another essential feature of a free enterprise economy. Competition, as economists see it, is essentially price competition. The model of the market economy envisages a situation where, in the market for each commodity, there are large number of buyers and sellers. In theory

at least, competition is the regulatory mechanism of capitalism. On the one hand, it protects the customers – they have the right of choice and they benefit from the fact that competition keeps prices close to costs; on the other hand, it makes producers and suppliers of scarce resources utilize them economically, using most sophisticated technologies.

E Which is true?

- Competition makes prices lower.
- Competition makes prices higher.
- The influence of competition is difficult to predict.

F:- Markets and Prices Perhaps the most basic feature of the market economy is the use of the price mechanism for allocating resources to various uses. The price system is an elaborate system of communications in which innumerable free choices are aggregated and balanced against each other. The decisions of producers determine the supply of a commodity; the decisions of buyers determine the price. Changes in demand and supply cause changes in market prices and it is these movements in market prices, which bring about the changes in the ways in which society uses its economic resources.

Vocabulary

to stand for - uchun turish

to exercise - foydalanmoq

to respond (to) - javob bermoq, munosabat bildirmoq

to dispose - joyiga qo'yimoq

to levy - soliq undirmoq

to yield – yig'moq

to envisage - nazarda tutmoq

to aggregate - birlashtirmoq , to'plamoq

41. Guess which feature of market economy each statement is about.

1. It is the dominating motive of economic activity.
2. It is the principle difference between market and command systems.
3. It is very limited.

4. It governs the process of distribution.

5. It makes prices lower.

42. Match 1-6 with a-f to make meaningful phrases. Use these phrases to speak about market economy.

1) to have

a) to maximum profits

2) to be free

b) prices close to costs

3) to lead

c) the right to own, control and

4) to keep

dispose of real assets

5) to cause

d) to buy, hire, and sell

6) to be subject

e) to laws and government regulations

f) changes in market prices

f) changes in market prices

43. Read the text, give Uzbek names to the stages of business cycles, do the tasks in italics.

CIRCLES AND CYCLES OF ECONOMIC ACTIVITY

Market economic system works in a circle, with each person or part of the system dependent on all other persons or parts. Every person's spending becomes someone else's income. Another characteristic of our economic system is the way it moves from good times to bad times. This movement is called a business cycle.

The four stages of business cycle are prosperity, recession, depression and recovery. – Prosperity is high point of a business cycle, also called a boom. – Recession is a stage in a business cycle in which the economy is in the period of decline. – Depression is the lowest point in a business cycle at which business is the worst. – Recovery is the final stage in a business cycle during which business succeeds again.

Think over and say what happens during each stage of a business cycle to each of the following factors: Jobs – increase in number; decrease; stay the same. Unemployment – high; low; the highest becomes higher (lower). Prices for consumer goods – go up; go down; stay the same. Consumers buying habits – buy less, buy more; no change. Number of business firms in the market – increases; decreases; stays the same.

Economic activity can be measured by gross national product, employment inflation and productivity. Gross national product is the total dollar (rouble) value of all the goods and services produced by an economic system in one year. Inflation is rising of price caused by increased spending. Productivity is the amount of output produced per unit of input. The cost of natural resources, capital resources and human resources effect productivity. There are two basic ways to increase productivity. First more goods and services can be produced with the same amount of resources. Define the second way.

Vocabulary

to measure - o'lov olish

circle - aylana

to increase - oshirish

cycle - sikl

to decrease - kamaytirish

value – qadr, qimmat

44. Complete the sentences.

1. A period in which spending falls and unemployment rises is called _____ .
2. A stage during which people find job and begin to buy more products and services is called _____ .
3. _____ is a period when employment is high and businesses turn out goods and services as fast a they can.
4. _____ is the point when business is bad and unemployment is high.

45. Distribute the verbs by their meanings into two categories.(Fe'llarni ma'nolariga ko'ra 2 guruhga ajrating).

1

2

Ex: Increase decrease

go down, reduce, go up, fall, lower, rise, augment.

46. You are going to read the text about the law of demand and supply. Before you read complete the definitions choosing a suitable word.

Demand is the quantity of goods that consumers/producers are ready to buy/sell.

Supply is the quantity of goods that consumers/producers are ready to buy/sell.

47. Read the text and fill in the table with the information from of the text.

Factors influencing the demand Factors influencing the supply

DEMAND AND SUPPLY

Demand is the quantity of a good that buyers wish to buy at certain price. Other things equal*, at low prices the demanded quantity is higher. Supply is the quantity of a good that sellers wish to sell at certain price. Other things equal, when prices are high, the supplied quantity is high as well. The market is in equilibrium when the price regulates the quantity supplied by producers and the quantity demanded by consumers.

When prices are not so high as the equilibrium price, there is excess demand (shortage) raising the price. At prices above the equilibrium price, there is excess supply (surplus) reducing the price. There are some factors influencing demand for a good, such as the prices of other goods, consumer incomes and some others. An increase in the price of a substitute good (or a decrease in the price of a complement good) will at the same time raise the demanded quantity. As consumer income is increased, demand for normal goods will also increase but demand for inferior goods will decrease.

A normal good is a good for which demand increases when incomes rise. An inferior good is a good for which demand falls when incomes rise. As to supply, some factors are assumed* as constant. Among them are technology, the input price, as well as degree of government regulation. An improvement in technology is as important for increasing the supplied quantity of a good as a reduction in input prices. Government regulates demand and supply, imposing ceiling prices (maximum prices) and floor prices (minimum prices) and adding its own demand to the demand of the private sector.

Vocabulary

other things equal – boshqa narsaga teng

to assume — tahmin qilmoq

to supply smb with smth – nimanidir kimgadir etkazib bermoq

to supply smth to smb – kimnidir nima bilandir ta'minlamoq

substitute good – o‘rnini bosuvchi mahsulot

complement good – qo‘shimcha mahsulot

normal good – standart talabidagi mahsulot

inferior good – sifati past mahsulot

input price – kirish narxi, ishlab chiqarilgan mahsulot narxi

to impose (on, upon) – soliq belgilash, , undirish

equilibrium price – muvozanatlashgan narx

48. Choose the proper word from two variants in brackets.

1. The fashion for mini-skirt (increased/reduced) the demand for textile materials.
2. Even in (some/the same) middle-income countries many people are very poor.
3. Government regulations sometimes (decrease/impose) a change in (technology/quantity) that producers do not want to use.
4. Stabilization of prices is of great importance to industrial nations (as well/ as /as well) the Third World countries.
5. Freeing up (освобождение) prices leads to their (decrease/increase).
6. (Inferior/ Normal) goods are usually low-quality goods for which there are higher-quality (improvements/substitutes) sold at higher prices.
7. A decrease in (complement/ input) prices makes the production less expensive.

49. Complete the sentences using comparative constructions with the words than or as.

Model: We face the problem of surplus when supply is higher than demand. Market economic system is not so stable as command system. Producers supply as many goods as consumers are ready to buy.

1. The market is in equilibrium when the demanded quantity is as large _____
2. Prices rise when they are not so high _____
3. Prices rise when they are lower _____
4. We may have excess supply if prices are higher _____
5. The demand for inferior goods at high incomes will not be as high _____

PART 4

Unit 5. Marketing

50. Match 1-5 with a-f to make meaningful phrases.

- 1) to take
 - 2) to attract
 - 3) to cover
 - 4) to create
 - 5) to locate
 - 6) to persuade
- a) the costs and expenses
 - b) buyers
 - c) a choice
 - d) to buy
 - e) surveys
 - f) products

51. Read the text and compare you explanation of marketing with what you've read.

MARKETING TO-DAY

Marketing is a new science. What has been around previously is the art of salesmanship. Salesmanship is the art of manufacturing something and making another person want it, then manufacturing it for him. The fundamental principles for a marketer are: • to understand the customer (through research); • to create a choice (a difference in price, concept or value that will distinguish your product); • to communicate that choice (through promotion and advertising).

There are four principal controllable factors that provide the most effective choice for the consumer - the Four P's or the marketing mix: product, price, place and promotion.

Product Marketing specialists do studies and take surveys to find out what goods and services people need or want to buy. Then goods and services are produced to meet those needs and desires. Products are designed to include

qualities such as colors, models, styles, and features – that the business expects to be most appealing to consumers. Marketing techniques include: • street Surveys – stopping people in the street; • phone or postal surveys – people fill in questionnaires and send them back; • internet surveys – a relatively new technique which functions in a similar way to other surveys except that a large number of people are interviewed at the same time.

Price Manufacturers and sellers must determine a price for their products or services. The price must be low enough to attract buyers. However, it must be high enough to generate a profit and cover the costs and expenses that the business has in producing, distributing, and selling the product.

Promotion means all of those activities that go into telling consumers about the product and trying to persuade consumers to buy it. These include advertising, in-store displays, sales, coupons, and games. Promotion also includes various kinds of personal selling. When salesclerks in a store help you select an item, they are promoting the product. Promotion also includes offering products door to door, on television, or over the telephone.

Place refers to where the product or service is sold. Marketers want to place goods where buyers will find them most conveniently. Place means both the location of offices and stores and the location of goods within a store. Fast-food stands and auto dealerships are located on major highways. Real estate and law offices are usually found in a city or town's business district.

Shoe stores, dress shops, and department stores may be located in downtown shopping areas or malls. Items in supermarkets and drugstores are often carefully situated to maximise sales. Toys and games, for example, are usually located at the eye level of children because marketers know that they are the ones who are most likely to want those products. Groups of products, such as different brands of shampoos or different varieties of salad dressings, are nearly always displayed on the same shelves. This way shoppers can find the brands they want and compare prices.

52. Divide these lines into words and say what factor they refer to.

To gather and analyse data;

to understand and explain what people think about product or adverts;

to find out about customer satisfaction;

to predict how customers might respond to a new product on the market.

53. Find in the text the words which mean:

- the provision of goods or services to meet customer or consumer needs (2 words)
- a person who buys (3 words)
- a critical, detailed, and formal examination (1 word)
- to place a product (3 words)

54. Write out all the factors that refer to each of the four principles.

Product _____

Price _____

Promotion _____

Place _____

street surveys _____

optimal price _____

advertising _____

location of offices and stores _____

55. Listen to a university lecturer introducing his course on Marketing. While you are listening, try to decide whether these sentences are true or false.

1. There will be three marketing lectures a week until the end of term. (False/True)
2. Today's lecture looks at pricing _____
3. Marketing is about advertising _____
4. A customer focused organisation may not have a marketing department _____
5. In a customer focused organisation only marketing staff think about customers _____
6. Employees need to work as a team to deliver customer satisfaction _____

7. Everyone needs to know how satisfied customers are _____

56. Read the text about pricing strategies and find out:

- why companies set high prices for their goods;
- why companies set low prices for their goods.

HOW MUCH?

As all Business students know, the fundamentals of marketing are the 4 Ps – product, place, price and promotion. Of these 4, price might seem the easiest to decide – how much does it cost me to produce this product or service and how much do I think customers will be prepared to pay for it? However, choosing a suitable pricing strategy is every bit as complex as the other parts of the mix and your overall marketing strategy is unlikely to be successful if the price is wrong. Let's take a look at a few of the numerous pricing strategies that could make or break a business.

Premium pricing - Premium pricing sets a relatively high price to reflect the high quality of the product or service. This is the reason that some hotels are so much more expensive than others – they know that being so expensive will be seen by customers as a mark of quality.

Penetration pricing - New products and services are sold at an artificially low price in order to attract customers and gain market share. When the product is established, the price goes up. In recent years a number of mobile telephone networks have used this approach in the Uzbekistan.

Economy pricing- Costs are kept to a minimum, with very little spent on manufacture or marketing. This is reflected in a low priced product which will hopefully sell in large volumes. Many supermarkets offer a range of products at economy prices. Typically, these products will have simple packaging and a general 'no frills' approach.

Price skimming- Price skimming aims to exploit a commercial advantage by charging a high price while there are few competitors. However, the high price

attracts new competitors and the price falls because of the increase in supply and in competition.

57. You will listen to an interview about low-cost airlines' pricing strategies.

Before you listen discuss in the group what can influence the price of airplane tickets.

58. Read the interview. (You can find the words of Presenter at the same time or translate them). Answer the questions.

P = Presenter J = James Phillips

P: Now, if like me you're already thinking about next year's holidays but you don't want to spend too much money, you've probably already visited the websites of some of the new budget airlines that have sprung up in the last few years. It's a relatively recently phenomenon but an extremely successful one. I'm sure you've all heard of people getting flights to fabulous destinations for as little as £10. It almost seems too good to be true. I'm joined in the studio by James Phillips of consumer group 'What?' and I hope he's going to answer the big question – just how do they make it so cheap? James.

- Do all budget airline flights cost less than £10?
- When is the price the highest?
- When is the price lowest?

P: But even so, even if you don't get one of the really cheap tickets, these airlines are still quite a lot cheaper than other, more established airlines.

• Which of the following factors are mentioned as factors reducing the price?

1. They use cheaper and smaller airplanes.
2. They choose cheap airports.
3. They make more flights a day.
4. They don't spend money on advertising.
5. Passengers have to pay for the food on their flights.
6. They sell electronic tickets.

P: So, there are some pitfalls to look out for but I for one am going to go straight to the internet and find myself a bargain. Now where do I want to go to this year.

- Would you like to get a bargain and fly by these airlines?

59. Your company is launching a new product into the market.

With a partner choose the product you are going to sell and discuss your price strategy. Report to the group what strategy you've chosen and why?

60. You will read the text HELLO TO THE GOOD BUYS. Before you read try to guess the meanings of words 1 - 9. Then match the words and the definitions a-h.

- | | |
|------------------|---|
| 1) upmarket | a) a part or section |
| 2) a mission | b) a group of interested people |
| 3) an initiative | c) an important new plan with a particular aim |
| 4) a segment | d) an assignment or task |
| 5) an audience | e) to find out / to discover |
| 6) a profile | f) to remove / to take out |
| 7) to determine | g) to check at regular intervals |
| 8) to monitor | h) expensive and of superior quality |
| 9) to eliminate | i) a description of the characteristics of someone or smth. |

61. Read the explanations and translate the words in bold into Uzbek.

hassle – problems gasoline (US) – petrol (GB) to differentiate – to show how products are different from each other an upgrade – making smth. work better, and do more fueling (up) – (US):

filling up (GB) desperately seeking – looking for very carefully retailer – a shop which sells goods individually or in small quantities targeted at – directed or aimed at nearby location – not far away full-serve outlets – a retailer shop providing full service

62. Read the text and explain its title.

HELLO TO THE GOOD BUYS

A new marketing campaign promising hassle-free and faster fuel buying for customers is under way in America. Suzanne Peck reports on the 18month research project which involved Shell Oil researchers “moving in” with their customers to test their buying habits. The marketing people from Shell Oil Products were desperately seeking ways to increase the business, and to come up with a strategy which would put them ahead of their competition by differentiating the Shell Oil brands in the eyes of consumers.

“We are big business and the leading retailer of gasoline, but it is a fragmented market and the mission was to profitably expand the business,” said Sam. Today, after 18 months of research, Shell Oil is on track to make buying fuel at their 8,900 service stations clearly different with a new brand initiative. Its aim is to deliver through facilities, systems upgrades, and new operating practices, a hassle-free fueling experience targeted at specific customer segments. Over the past few years, the company has been developing detailed knowledge of consumer needs and attitudes, which formed the basis for the new brand initiative.

Team leader Dave Yard, manager of Strategy and Planning Marketing, picks up the story. “We began with a customer segment study of 55,000 people, who we stopped in shopping malls in six cities for a 45-minute interview into their attitudes, especially regarding driving and cars. The result was that everyone wanted three things from a service stationcompetitive price, a nearby location and good quality fuel – something they all believed was already being delivered by the industry.”

This meant their buying decisions were influenced by other factors – some wanted full-serve outlets like the old days, some chose a service station depending on whether it looked safe or not. There were ten different segments with different needs, and we wanted a better understanding of each of these audiences.' A focus group was set up for each segment; an anthropological study was carried out, which involved team members spending waking hours with people from each segment, watching them at home and accompanying them on shopping trips to see their buying habits; and a clinical psychologist was hired to create a psychological profile of each segment.

The study indicated that three groups, which comprised 30% of the driving public, should be targeted: Premium Speeders – outgoing, ambitious, competitive

and detail orientated. They drive upmarket cars which make a statement about them. Efficiency rules, plus fast pumps, quick access and payment. Simplicity Seekers - loyal, caring and sensitive, frustrated with complexities of everyday life. Want simple easy transactions.

Safety Firsters - control orientated, confident people, like order and comfort of the familiar. Higher value on relationships and go out of their way to stations that make them feel comfortable. Prefer to stay close to cars. The common feature was that they all wanted a faster and easier service than anything already available, so the study ended and the launch began.

The field organization and Shell Oil retailers combined forces to determine how to eliminate the little hassles that customers sometimes face, such as improved equipment and clearer instructions at the pump. New innovations are currently being test marketed. A new advertising campaign was launched and a sophisticated measurement system introduced to monitor satisfaction, behavior and perception of the brand. 'Fueling a car is a necessity of life and I believe we are ahead of the game – but we won't allow ourselves to stop and be caught up.

63. Below there are different stages in the research project. Number them in the correct order.

- A. They analysed the results, which showed that there were 10 different consumer segments _____
- B. Focus groups studied the 10 segments _____
- C. Shell Oil's marketing team decided to differentiate the Shell brand from the other brands on the market _____
- D. Shell launched a new advertising campaign _____
- E. They interviewed 55,000 people about their attitudes to driving and cars in general _____
- F. Work started on improving products and services _____
- G. They carried out a detailed study of the market over 18 months _____
- H. Three groups were chosen as the target markets _____

64. Among the underlined expressions in the text find those that correspond to the following definitions.

- 1. Many different types of consumer who buy the same product. _____
- 2. Conclusions people reach about which products to purchase. _____
- 3. An informal discussion group used for market research. _____
- 4. A shared characteristic. _____

5. A method of evaluation. _____

6. Promotion of goods or services for sale through mass media. _____

65. Complete the passage using words and change the form of the words where necessary.

As more and more industries are making products specifically adapted to particular 1. _____ segments of the market, market researchers are being asked to conduct studies and to compile more detailed 2. _____ of consumer groups. Broad classifications based on sex, age and social class are not sufficient for companies operating in highly competitive and 3. _____ Questionnaires are carefully designed to 4. _____ the exact needs and demands of consumers as well as establishing what affects consumer 5. _____ when they choose one product instead of another. Advertising campaigns can then be targeted to appeal to the identified 6. _____. Finally, marketing people must 7. _____ the success of the campaign and modify it if necessary.

66. Here are some factors necessary for successful sales.

With a partner number them in order of importance. Add some more factors that you think essential.

- _____ Showing self- confidence;
- _____ building good understanding with people;
- _____ being convincing with new or regular customers;
- _____ showing attention with good listening skills;
- _____ being smartly dressed with neat care in appearance;
- _____ providing excellent after-sales service;
- _____ working well with others within a sales team.

67. Number the sales tips and steps in a logical order putting a proper number in brackets.

Try to find a synonymic word or phrase for each underlined idea. Use a dictionary if necessary.

1. Negotiate with the customer. ()
2. Clarify features and benefits. Give the customer a GBS. ()
3. Give alternatives. ()
4. Don't rush the sale. ()
5. Recap the agreement. ()
6. Identify and analyse needs. ()
7. Deal with rejection. ()

8. Set up an appointment with the client. ()
9. Write a sales proposal. ()
10. Follow-up on the SLA. (Service Level Agreement)
11. State your sales pitch with a USP. (unique selling proposition)

68. Choose the best word to complete each sentence.

1. Good selling is all about _____ (friendship/ relationship/ connection) building.
2. Your product or service should be _____ (adaptable/ changeable/ variable) to meet the needs of each customer.
3. The sales manager and the customer have an intense _____ (conversation/ negotiation/discussion) to agree on the details of the contract.
4. We always aim to give a long-term _____ (promise/ decision/ commitment) to every customer.

69. Use the words from the left column to fill the blanks in the dialogues from the right column.

Learn these words. Perform the dialogues.

A) Advantage- Long-term contract- To be worth - Promising

- Do you know anything about a _____ to build a high-speed railway between Uzbekistan and Turkey?
- Yes, certainly. This project _____ discussing.
- What _____ do you see in it?
- I suppose many countries are interested in this project. It is _____ .
- Well, soon you'll get to Tashkent in 2 hours.

B) To be in demand -To put a new product on the market- To produce - Top quality goods

- Hi, Henry, how's life?
- OK, thank you. I hear your firm _____ sportswear?
- Yes, good sportswear _____ now and we _____ only _____
- Are you planning to _____ ?
- Possibly.

C) To compete -To be in the same line of business to produce -To specialize in

- Everybody knows that “Puma”, “Adidas” and “Nike” _____ sportswear which can _____ on the world market.
- _____ your firm _____ ?
- Yes, we _____ goods for children.

D) Enterprise -To run business -To meet troubles -To compete

- Does your family help you to _____ your _____ ?
- Certainly, my father is a senior manager.
- Is your business _____ large?
- Rather. – Do you _____ any _____ ?
- You see, to _____ with world-famous firms is a real struggle.

F) The terms and conditions -To sign - Promising

- Mr. Jones, let's discuss _____ of our new contract.
- With pleasure. I find it very _____ .
- Shall we _____ it tonight?
- All right!

70. Read the text and check your understanding by doing Activity

Module descriptor: Marketing Module 036 Marketing 20 weeks 20 points

This compulsory core module deals with all aspects of Marketing. We start with a broad overview of the key ideas in marketing. We look at the concept of a customer focused organization, the relationship between producers and consumers and the need for continuous organizational learning, innovation and creativity. We then move on to look at the market: how to analyze the market: how to carry out market research, how to decide whether to carry this out internally or externally. Once we know what the market wants we look at how a company can satisfy these needs – how to get the product right at the right price.

Next we consider the power of brands and study promotion techniques, advertising, who should do it and how it should be done. We then move on to take a broader look at the competitive environment – what is competition and how should we react to it? We look at competitor analysis techniques and methods of developing a competitive strategy i.e. what to do in the face of competition. We conclude the module with a series of case studies taken from the contemporary business world.

This module counts for 20 points and is compulsory for all MBA students. The module runs from October to February. Three marked assessments will be given. Students are expected to draw on their work situation when completing these assessments. There is a three hour end of module written exam. Face to face tutorials will be arranged during the duration of the course. Online tutor support and tutorials are also provided. The fee for this module is US\$ 950.

Last date for admission to the module is September 15. For student comment on this module please consult the ratings page of the MBA website. Some sample comments:

Rajid, Bangalore, India: This module is very intensive – there is a lot to get through and the Assessments were very demanding. But I really enjoyed the module, it's very thorough and covers all the main topics of this large and important area of business activity.

Pablo, Caracas, Venezuel: .Wow, a lot of work, a lot to learn but very useful. The online tutorial help was very good and I needed it! Now I use the contents of this module every day at work. The case studies were very practical.

71. Mark the sentences as true or false.

1. All economics students are required to take this course of marketing.-----
2. The course lasts 5 months. _____
3. All these aspects are studied in the course: pricing, brands and promotion, taxation, competitors, organizational learning. _____
4. Students will have to take three tests and an exam. _____
5. Rajid sais that the Assessments were quite easy. _____
6. Pablo consulted his teaches through the internet. _____

72. Describe a business course in your university. Follow the plan.

- Name of the course
- Duration (how long, how many hours)
- Content (subject area)
- Organizational structure (lectures, seminars, other)
- Assessment • Credits • Tutor's support

73. Check your knowledge by translating the sentences into Uzbek.

1. In East-European countries consumers couldn't get goods, and factories couldn't buy inputs at prices held low by governments.

2. Governments intervene in economies controlling the supply of money, limiting monopolies and helping private industries.

3. An improvement in technology will increase the supply of a good, increasing the quantity supplied at each possible price.

4. Governments regulate economic activities imposing some restrictions.

5. The governments can influence for whom goods are produced, taking income away from some people and giving it to others.

6. The high price for a good is the market mechanism telling suppliers it is now time to increase production.

7. The developing countries hope that the industrial countries will raise imports from the less developed countries imposing tariffs on imports from other industrial countries.

8. Income is money of all kinds coming in regularly to a person, family or organization.

9. Active money is money going from man to man and used by the people in buying and selling goods and services.

10. Reducing our imports, we decrease the exports of others.

74. Vocabulary.

to be afraid of - qo'rqmoq;

to be famous for – mashhur bo'lmoq;

to be interested in- qiziqmoq;

to be responsible for – javobgar bo'lmoq;

to be sorry about- afsuslanish:

to be tired of – charchamoq;

to accuse of - ayblamoq;

to apologize- uzr so'rash:

to confess to- tan olish:

to depend on – tegishli bo'lmoq;

to dream of – ishonmoq;

to suffer from – a'zob chekmoq;

to spend (money) on - pul sarflamoq;

to warn smb. about/against –ogohlantirish;

to feel like - kabi his qilmoq;

to look like – o‘hshamoq;
to approve of – tasdiqlamoq;
to complain of – shikoyat qilmoq;
to suspect of – gumon qilmoq
to think of (about) – fikr yuritmoq, o‘ylamoq
to count on - ishonmoq

PART 5. THE WORLD ECONOMY .

Unit 6. What Is the Next Economic Leader.

75. Before reading this article on the future of the world economy, read the sentences to guess the words in bold.

1. IBM and Apple are major rival companies in the computer industry.
2. The computer has made a great impact on modern life.
3. This costs will impact our profit.
4. The First World War was a key catalyst for social changes in Europe.

76. Read the article. (Some terms are explained after the text).

THE WORLD'S ECONOMIC LEADER

Several leading economists defined the twentieth century ‘the American century’. As we enter the twenty first century people around the world are beginning to ask just for how long the U.S. will be able to retain its position as the world’s number one economic power. Much is made of ‘legacy industries’ in the U.S., old industries such as car production, steel manufacturing, coal mining and most of the airline industry. Companies in these sectors struggle with work practices that makethem inefficient and uncompetitive compared with their Asian rivals.

To compound these problems they also suffer from enormous ‘legacy costs’* such as health insurance* payments and pension fund commitments. The Japanese car manufacturer Toyota has set up car plants in the U.S. that outperform their American rivals. Toyota has no legacy costs, General Motors and Ford do. Some economists argue that these old industries and their workers must face up to the fact that these legacy obligations can no longer be met.

The U.S. has been a world leader in the new industries associated with the Internet. The Internet started in the U.S. Initially, English was the language of the Internet. Today the U.S. accounts for less than 25% of Internet users, 40-50% on

new Internet users are now coming from Asia. However, industry advocates are quick to point out that companies such as Google and Yahoo do not have ‘legacy costs’ and are very competitive on the world stage, work within few restrictions and are able to innovate very rapidly.

Ecommerce* has been a key catalyst in bringing about change in ‘old industries’. It has had a key deflationary* impact and is a major pusher of globalisation. A shift is occurring in the U.S. economy as e-commerce allows small and medium sized enterprises to compete with large multinational companies. Clearly considerable redistribution of wealth is taking place in the world as the economies of China and India grow. It is still too early though to predict the demise of the U.S. as the world’s number one economy.

* **Legacy costs** – payments that companies are obliged to make to healthcare schemes and pension funds.

* **Health insurance** – the system of providing financial protection for property, life, health, etc., against death, loss, or damage, and involving regular payment in return for a policy guaranteeing such protection.

* **Deflationary** – causing reduction in the level of total spending and economic activity resulting in lower levels of output, employment, investment, trade, profits, and prices.

* **E-commerce** – business transactions conducted on the internet.

77. Specify the meaning of the following words in the text.

to account for

- a) to give reasons for
- b) to make payments
- c) to be responsible for

to face up to

- a) to turn the face to something or somebody
- b) to be brave enough to accept
- c) to be opposite

to struggle with

- a) to battle or fight
- b) to go or progress with difficulty
- c) to make effort,

to try to bring about

- a) to cause to happen

b) to turn around

c) to present to the public

78. Mark the sentences as true or false.

1. In the twenty first century the USA is certain to retain its position as the world's number one economic power. _____

2. Legacy costs are a good stimulus for business development. _____

3. Asian companies have an advantage over the US companies because they don't have to pay legacy costs. _____

4. The USA is no longer a world leader in the new industries associated with the Internet. _____

5. Small and medium sized enterprises can't compete with large multinational companies. _____

6. New e-industries are more successful than old "legacy industries. _____

79. Sum up the information of the article and speak about these issues.

- problems of old industries
- advantages of American rivals in car industry
- the most competitive American industry

80. Listen to the excerpt from a radio show in which listener's ask questions about the American economy.

While you listen, decide whether the following sentences are true or false.

1. Mustafa wants to know why US steel producers are losing money. _____

2. US car buyers are looking for smaller cars. _____

3. Ford and General Motors have very big 'legacy costs'. _____

4. Japanese car manufacturers can produce cars in the US cheaper than Ford and General Motors. _____

5. The US sells more goods to China than it buys. _____

6. Mike says this is a difficult question to answer. _____

7. Factory workers in the US worry that their jobs will be moved to China. _____

8. Economic development in China is an opportunity for US manufacturers. _____

81. Read again and fill in the missing words.

Presenter: Good afternoon and welcome to 'Our changing world'. This week we're discussing the American economy. Just how long will it continue to be the world's number one economy? In the studio with me is the global economist Mike Bevan. Hello Mike, and thanks for being with us.

Mike: It's a pleasure to be here.

Presenter: Now, to our first caller, Mustafa from Uzbekistan in Namangan. Mustafa over to you

Mustafa: My question is about car production in the U.S. How is it that U.S. car manufacturers such as General Motors and Ford are losing so much money?

Mike: Yes, you're right, Mustafa. They are losing lots of money at the moment. There are several reasons for this. The high _____ – this means that the U.S. car buyer is now looking for a smaller car that uses _____. U.S. manufacturers aren't good at producing this type of car. Another issue is that companies like Ford and General Motors have enormous 'legacy costs', these are _____ that companies are obliged to make to healthcare schemes and pension funds. A Japanese car manufacturer can set up a factory in the U.S. with none of these costs and can produce _____ that American consumers are looking for very profitably ..

Presenter: Does that answer your question, Mustafa?

Mustafa: Yes, thanks – can I ask Mike about the impact of the Internet on American business?

Presenter: Go ahead...

Mustafa: Mike, the US has a very big trade deficit with China – is this a problem for the US economy?

Mike: You're right Mustafa, China sells a lot more goods to the US than the US _____. Is this a problem? There isn't an easy answer here. US factory workers may feel that their jobs are at risk as it's very cheap to _____ in China. They worry that their jobs may be moved to China. But these same workers can now buy a lot more with their dollars – the cost of clothes and electrical goods has

_____ over the last five years. These cheap clothes and electrical goods are usually made in China. At the same time China is a _____ for US goods. There are lots of _____ for US manufacturers to sell their products in China.

Presenter: Thanks Mike and thanks to Mustafa in Uzbekistan.

82. You will read ALLANBY CONSULTING INTERNAL REPORT.

First read the introduction and answer the questions.

- What is the subject of the report?
- Why are Brazil, Russia India and China joined in one group?

- Why is the report urgent?

ALLANBY CONSULTING INTERNAL REPORT

John O'Neill, a global economist at Goldman Sachs London, recently produced a report on the economic outlook of what he termed the 'BRIC countries' – Brazil, Russia, India and China. Allanby Consulting decided to produce this confidential in-house report on the economic future of these four countries. All four countries are set for dramatic economic growth that will lead to considerable redistribution of the world's wealth. This report considers some of the issues that may threaten this development.

83. Try to fill in the chart below for each country, then read the text and check your ideas.

Country;

Major national products;

Possible threats;

to development;

Brazil;

Russia;

India;

China;

Brazil is currently undergoing impressive development. This has primarily been fuelled by China's demand for the country's raw materials.

China is investing heavily to improve Brazil's infrastructure to facilitate the export of metal ores, timber and food supplies. Currently 50 million Brazilians live in rural and urban poverty. As has happened in China millions of these people will be removed from poverty as the economy develops but just how many will be left behind? Could this disadvantaged section of society be a cause of future social conflict? Brazil is becoming an important global supplier of food, primarily soya beans. However, the Amazon rainforest is being destroyed at an alarming rate. In the future this may lead to drought in the south of the country which could threaten this food production.

Russia: supplies of gas and oil make Russia a formidable hydrocarbon power. Moscow may now be a consumer paradise but the rest of the country lags far behind in terms of economic growth. The country's legal and political infrastructures need to develop and be reinforced. The country is too dependant on

oil supplies and needs to diversify into other sectors, especially IT. Low levels of population growth and a poor healthcare infrastructure pose another threat to the country's development.

India: last year Infosys, the successful Bangalore-based IT company, received 800 applications for 100 internships for non-Indian nationals. The company received a total of 1 million job applications from qualified Indian graduates. The Indian education system has prepared the country well for its growth in the IT sector. Graduates no longer need to leave India to develop a career. Faith and religion are important in India –will economic growth and increased wealth lead to a decline in religious belief as has happened in Western Europe? The rural poor are rapidly being left behind by urban growth, the government need to address this issue. Drought in the north of the country is an increasing problem that may threaten food supplies.

China: 70% of the clothes bought in the US are now made in China. Consumer electronics, the car industry, the car component industry all are developing rapidly. Multinationals are now opening research facilities in China. Millions of Chinese people have been pulled out of poverty over the last 10 years. The impact of the country's recent economic growth on the environment has been very high. There is a risk of drought in the north of the country which may threaten supplies of wheat and other grains. The political situation remains uncertain. How will the Communist Party adapt to the demands of the growing affluent middle classes?

84. You will read to 3 senior Directors of the Three Stars Investment Company discussing the importance of the BRIC countries (Brazil, Russia, India and China) at a strategy meeting. Read the following sentences first. Then while discussing, decide if they are true or false, according to what you hear.

1. The economies of Brazil, Russia, India and China are developing very quickly. _____
2. Brazil is a major player on the world's energy markets. _____
3. China only produces low value goods. _____
4. Brazil is selling increasing amounts of food to China. _____
5. China has limited energy supplies. _____
6. Rates of HIV infection are decreasing all over Africa. _____
7. Oil has been discovered in Uganda. _____

8. Some countries from Africa may join the BRIC countries. _____

85. Listen again and fill in the missing words.

Bob- Managing Director Dawn – Finance Director Dave – Innovation Director

Bob: Dawn, Dave, thanks for coming to this meeting to talk about something that I think is very important.

Dave: It's good to be here.

Dawn: I agree, these are important issues.

Bob: Can you both fill me in on developments in the BRIC countries? Dawn, you first.

Dawn: Here we're talking about Brazil, Russia, India and China. John O'Neill of Goldman Sachs in London recently wrote an influential report on the future of these four countries.

Bob: What were the key messages of the report?

Dawn: It's common knowledge that the economies of all four countries _____ at incredible speed at the moment ..

Dave: Yes, Russia has become a _____ on the world's energy markets, India's IT companies are now recruiting amongst the best of the west's IT graduates, Chinese industry is quickly moving upwards in the value chain away from low value goods to _____ such as cars, car parts, electronic and computer components, just as Japan did in the fifties. We're now waiting for Chinese brands to go global as Fuji, Sony and the like did from Japan.

Dawn: Brazil is now a major supplier of _____ to China. China is investing heavily to improve Brazil's transport infrastructure to facilitate the rapid export of these goods. China is buying _____ of food from Brazil.

Bob: Sure, what sorts of things could go wrong?

Dawn: _____ are a problem for China, Chinese energy imports are the main driver behind recent spikes in oil prices. There's an increasing possibility of _____ in the north of the country which could threaten food production, the political situation has been quiet for some time now, in the cities at least, but a downturn in the economy could threaten this. These are just a few of the things that could _____.

Bob: OK, I see, the situation may change and these predictions may not be 100% correct ...

Dawn: That's correct ...

Bob: Thanks. One question – where's Africa in all of this?

Dave: Good question Bob. These predictions are based on what's happening in the world today. African countries have a couple of major problems. Today in many African countries rates of HIV infection are very high. Many young Africans who should be in work helping these economies to develop are ill and aren't able to _____. The second problem – more money needs to be spent on _____ of African countries. **Bob:** Are there any signs of things improving?

Dave: Well some countries such as Uganda have been successful at _____ of HIV infection. And did you know oil reserves have been found in Chad recently?

Bob: No, I hadn't heard about that ..

Dave: Well, oil has been found there. New oil reserves have been found in West Africa too. If these discoveries continue some African countries may well join Brazil, Russia, India and China ...

86. Read the politician's speech and write down his solutions to the problems using the gerund. The first one has been done for you.

1. Creating more jobs will reduce unemployment.
2. _____
3. _____
4. _____
5. _____
6. _____

“Today we are faced with many problems, both social and economic. What we are, the Government, going to do about them? (1) First of all, we are going to create new jobs. This will reduce unemployment. (2) Then we must export more goods, which will help the economy.

Of course, the future of the country is in the hands of the young, (3) so we intend to train more teachers, and this will raise the level of education. (4) We must also provide more entertainment for young people. This will keep them out of trouble. (5) In addition, we plan to cut taxation, and this will help the lower paid workers. (6) Finally, we are going to employ more policemen, which will make our streets safer.”

87. Carry out a research and make a report on the subject “Economic situation in Uzbekistan. Prospects of development”. Speak about the following:

- gross national product
- leading industries
- import and export
- national currency
- inflation
- employment
- standard of living

88. Read the text below about how businesses will be organized in the future and answer these questions.

1. Which of these statements gives the best summary of the ideas in the article?

- a. New communications technologies enable information to be shared instantly across the world.
- b. In the future most people will be self-employed or will work as freelancers.
- c. Companies are having to restructure due to developments in electronic communications.

2. What exactly do the authors mean by the term 'e-lance economy'?

- a. Most work inside large companies will be done using e-mail and computers.
- b. In the future tasks will be done by individuals and small companies linked to the Internet.
- c. Business between companies will increasingly be done through the Internet.

89. Read the text and find the new words

THE E-LANCE ECONOMY

Despite the wave of big mergers and acquisitions over the past few years, the days of the big corporation – as we know it – are numbered. Because modern communications technology makes decentralized organizations possible, control is being passed down the line to workers at many different levels, or outsourced to external companies. In fact, we are moving towards what can be called an 'e-lance economy', which will be characterized by shifting coalitions of freelancers and small firms using the Internet for much of their work.

Twenty-five years ago, one in five US workers was employed by one of the top 500 companies. Today, the ratio has dropped to fewer than one in ten. Large companies are far less vertically integrated than they were in the past and rely more and more on outside suppliers to produce components and provide services, with a consequent reduction in the size of their workforce. At the same time, decisions within large corporations are increasingly being pushed to lower levels. Workers are rewarded not for carrying out orders efficiently, but for working out what needs to be done and doing it. Many large industrial companies – ABB and BP Amoco are among the most prominent – have broken themselves up into numerous independent units that transact business with one another almost as if they were separate companies.

What underlies this trend? The answer lies in the basic economics of organizations. Business organizations are, in essence, mechanisms for coordination, and the form they take is strongly affected by the co-ordination technologies available. When it is cheaper to conduct transactions internally, with other parts of the same company, organizations grow larger, but when it is cheaper to conduct them externally, with independent entities in the open market, organizations stay small or shrink.

The co-ordination technologies of the industrial era – the train and the telegraph, the car and the telephone, the mainframe computer and the fax machine – made transactions within the company not only possible but advantageous. Companies were able to manage large organizations centrally, which provided them with economies of scale in manufacturing, marketing, distribution and other activities. Big was good. But with the introduction of powerful personal computers and electronic networks – the co-ordination technologies of the 21st century – the economic equation changes. Because information can be shared instantly and the equation changes.

Because information can be shared instantly and inexpensively among many people in many locations, the value of centralized decision-making and bureaucracy decreases. Individuals can manage themselves, co-coordinating their efforts through electronic links with other independent parties. Small becomes good. In the future, as communications technologies advance and networks become more efficient, the shift to e-lancing promises to accelerate. Should this happen, the dominant business organization of the future may not be a stable, permanent corporation but rather a flexible network of individuals and small

groups that might sometimes exist for no more than a day or two. We will enter the age of the temporary company.

Vocabulary

merger – birlashish

acquisition – sotib olish (jarayon)

freelancer – shtatsiz ishlaydigan odam

consequent – mantiqiy; qonuniy natijaga erishmoq,

mainframe computer – мэйнфрейм – asosiy ramka

advantageous – yoqimli; unumli; foydali

equation – tenglik; turg'unlik

90. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

1. Big corporations will soon go out of business.
2. There is a move towards decentralization of decision-making in many companies.
3. Many companies are now experiencing cash flow and similar financial problems.
4. No more than 10 percent of workers in the US work for the top 500 companies.
5. ABB and BP Amoco have sold many parts of their businesses.
6. Large organizations can save money by centralizing all transactions.
7. Computer companies have decentralized their decision-making process.
8. It is possible that the shape and structure of companies will be very different in the future.

91. These phrases summarize the purpose of each paragraph. Match each phrase to the correct paragraph.

1. Illustrate the decline of big companies _____
2. Give a prediction about the future _____
3. Give examples of changes in the way big companies are organized _____
4. Introduce the idea that big companies are starting to change and even decline
summary _____
5. Describe the new way of working _____
6. Explain why these changes are taking place _____
7. Describe the old way of working _____

92. Find a word or phrase from the text that has a similar meaning.

- a) movement of money into and out of a company's bank accounts (summary) cash flow.
- b) passing tasks to an external company (summary) _____
- c) individuals who are self-employed and work independently (summary) _____
- d) describes a large company that produces everything it needs internally (para 1) _____
- e) external companies that provide products or services to an organization (para 1) _____
- f) parts of a company that operate independently as separate profit centers (para 2) _____
- g) where price and quality are the main factors for doing business (para 3)
- h) something large companies can achieve by doing things in big volumes (para 4) _____

93. There are many words that can be used instead of 'company'. Four other words are used in the text.

What are they? Is there any difference in meaning between them?

94. Choose the best explanation for each phrase from the text.

1. the days of the big corporation are numbered (summary, line 1-2)

- a) big companies will become less important in the future
- b) companies will have to improve their financial controls

2. control is being passed down the line (summary, line 4-5)

- a) nobody in the company wants to take decisions
- b) some decisions will be taken at lower levels in the company

3. what underlies this trend? (para 3, line 1)

- a) is this trend really true?
- b) what are the reasons for this trend?

4. in essence (para 3, line 2)

- a) basically
- b) necessarily

5. organizations shrink (para 3, line 6-7)

- a) they become smaller
- b) they disappear completely

6. the economic equation changes (para 5, line 2-3)

- a) things become cheaper because of the Internet
- b) there is a move in favor of decentrallization

95. Use an appropriate verb and preposition to complete each sentence.

1. Large multinationals still exercise considerable power over many people around the world.
2. It's a difficult problem. It will take time to w..... o..... the best way to solve it.
3. In a traditional, hierarchical company, employees are expected to c..... o..... the orders of their superiors.
4. To improve flexibility and speed of reaction we have decided to b..... the company u..... into separate business units.
5. Our policy is to t..... business only w..... companies that have a strong environmental policy.
6. The speed at which you can get information from the Internet is sometimes a..... b..... the time of day.

96. Discuss the following questions in the group.

The authors are both on the academic staff of MIT (The Massachusetts Institute of Technology) in the USA. Till now, most of the innovations in using the Internet and in 'e-commerce' have come from the USA, where companies seem prepared to use new technology quickly.

Do you think that the concept of the 'e-lance economy' described in the article is mainly relevant to the USA or do you think it will work in other parts of the world too?

If what the authors write is true, what are the implications for the way international managers will need to work in the future and also for the training and education they will need?

97. Read the text and say what events these dates indicate.

1995 1998 2000 2002

AMAZON – THE BIGGEST SUCCESS STORY IN E-COMMERCE

1. When the Amazon.com website went live on July 16th 1995, nobody could have predicted that the small, Seattle-based online bookseller would become the most successful Internet retailer in the world.

2. Founder Jeff Bezos had realized that an online bookshop could offer far more titles than the biggest brick-and-mortar shop, and launched Amazon, named after the river, with just a few employees and a tiny warehouse. The business took

off immediately, and Bezos and his workers soon found themselves struggling to ship a growing volume of orders.

3. Bezos only ever intended to sell books, but when customers started emailing asking him to sell music and electronics in the same way, he decided to diversify.

4. Amazon began selling music and DVDs in 1998, and added electronics, toys, software and video games a year later. Today the online store sells a vast range of products, including food, beauty products and musical instruments. As well as the original US site, it has websites for Canada, the United Kingdom, Germany, France, China and Japan.

5. When it was launched, Amazon's business plan was highly unusual in that it did not expect to make a profit for five years. Throughout the late 1990s, when other Internet companies were growing at a blisteringly fast pace, Amazon grew at a very steady pace.

6. When the dot.com bubble burst in 2000 and many of its e-commerce contemporaries went out of business, Amazon was still unprofitable. Bezos persevered and the company made its first profit in 2002. Since then profits have grown steadily.

7. Why has Amazon survived when so many dot.coms have failed over the years? Customer loyalty plays a large part. Right from the start Amazon's customers have tended to return over and over again. The personalised website, offering suggestions based on previous purchases, and features such as customer reviews, make the shopping experience easier and more personal than most online retailing.

8. International sales are another factor. Unlike many US and UK online retailers, Amazon will ship many of their products anywhere in the world. A reputation for reliability, and a clear policy on returning goods, has also helped Amazon achieve world dominance in the virtual marketplace.

9. Bezos vows to keep expanding, both by launching more countryspecific websites and by adding more product lines and services. Amazon looks set to remain the market leader for some time yet.

98. Read the explanations and translate the words.

to diversify –

software –

loyalty –

reliability –

order –

contemporary –

99. Find synonymic words or phrases in the text (All of them are in bold).

1) to start (para 2) _____

2) to deliver (para 2) _____

3) a real shop, opposite to virtual (para 2) _____

4) many different products (para 4) _____

5) very quickly (para 5) _____

6) to go out of business (2 synonyms – para 6,7) _____

7) to be the most successful company (2 synonyms – para 8,9) _____

8) to be ready (para 9) _____

9) to grow steadily (para 9) _____

100. Mark the following sentences as True or False.

1. Amazon company was projected to become a world leader in ecommerce.
2. The company was named after the river because it was based in Brazil.
3. The company became popular among customers right from the start.
4. Bezos decided to expand the range of products because there were very few orders.
5. The company specializes in selling books, DVDs, electronics, software and video games
6. Amazon company made its first profit earlier than Bezos expected.
7. Amazon marketing policy is directed at large groups of customers.
8. If you didn't like the product bought in Amazon company you can easily send it back.
9. Amazon company is unlikely to keep its dominance in the nearest future.

101. Write out all the factors contributing to the Amazon success.

Factors of success: 1. personalized website, offering suggestions based on previous purchases

102. Listen to an extract from a lecture about the characteristics of successful e-commerce businesses.

According to the lecturer which products are suitable (S) or unsuitable (U) for online selling.

books _____ CDs _____ clothes _____ DVDs _____

fresh food _____ jewellery _____

laptops _____ perfume _____ pornography _____ software
_____ supermarket groceries _____

103. Make sure you know the words below. Read the report and fill in the gaps with the words from the list.

Downloaded;

software;

delivery;

costs;

value-to-weight;

ratio (2 times) convenience;

taste or smell; component; transactions; reliable.

I'd like to look at a vital aspect of e-commerce, and that is the nature of the product or service. There are certain products and services that are very suitable for selling online, and others that simply don't work. Suitable products generally have a high 1)_____. Items such as CDs and DVDs are obvious examples. Books, although heavier and so more expensive to post, still have a high enough 2)_____, as the success of Amazon, which started off selling only books, shows. Laptop computers are another good product for selling online. Digital products, such as 3)_____, films and music, can be sold in a purely virtual environment.

The goods are paid for by
online

4)_____, and then 5)_____ onto the buyer's computer. There are no postage or 6)_____, so prices can be kept low. Many successful virtual companies provide digital services, such as financial transactions, in the case of Paypal, or means of communication, as Skype does. The key to success here is providing an easy touch, 7)_____ service. Do this and you can easily become the market leader, as Skype has proved. Products which are potentially embarrassing to buy also do well in the virtual environment. Some of the most profitable e-commerce companies are those selling pornography, and other sex-related products or services.

For a similar reason, online gambling is highly popular. Products which are usually considered unsuitable for selling online include those that have a 8)_____. Food, especially fresh food, falls into this category, along with perfume. Clothes and other items that need to be tried on such as jewellery are

generally not suited to virtual retailing, and, of course, items with a low value-to-weight ratio. There are exceptions, though. Online grocery shopping has really taken off, with most major supermarkets offering the service. The inconvenience of not being able to see the food you are buying is outweighed by the time saved and 9)_____ of having the goods delivered. Typical users of online supermarkets include the elderly, people who work long hours and those without their own transport.

104. Carry out a research and give a talk on the history of any successful business in your country.

UNIT 7. Economic organizations

105. Below you have an extract from a pamphlet about the work of the World Trade Organisation.

Skim quickly through the text and match the headings below with the sections in the text. **Decision making;**

Benefits ;

History;

Activity scope;

Aims.

THE WORLD TRADE ORGANISATION

Section A _____ The World Trade Organization officially came into being in 1995, but its roots go back much further – as far back as the Great Depression of 1929. This worldwide disaster for industry and agriculture made tens of millions unemployed. As a desperate attempt to protect their economies, many countries raised tariffs on imports by as much as 60%. This in turn had a devastating effect on world trade and contributed to the political climate that would eventually lead to the outbreak of the Second World War.

After the war, in 1947, the first international trade talks took place in Geneva. Their aim was to ensure the trade crisis of the 1930s would never be repeated. Out of these talks came the General Agreement on Tariffs and Trade (GATT). Fifty years later, in 1995, the WTO was created as the official organization for international trade.

Section B _____ • To provide a forum for negotiating trade agreements between nations. • To ensure that each of the 146 member countries follows the rules agreed and set out in the GATT. • To help settle disagreements about trade between countries. • To provide technical assistance and training to developing countries (about $\frac{3}{4}$ of the total membership) to help them trade in the world economy.

Section C _____ The WTO's headquarters are in Geneva, and from here the Secretariat provides administrative and technical support, but does not take key decisions. These are taken only at a collective meeting of member countries known as the Ministerial Conference, which takes place every two years. Trade issues are discussed and decisions are taken democratically. Trade disputes between nations can be settled by a process of consultation, with the WTO acting as a neutral go-between and, in some cases, using a panel of experts to come to a conclusion. The organization has dealt with about 300 such cases since 1995.

Section D _____ International Trade at the turn of this century was about 14 times greater than it was at the time of the first GATT talks over fifty years ago. But it's not only the volume of trade that has changed. The early GATT agreements were mainly about trade in goods, but today's agreements cover a much wider range of trade, including banking, telecommunications and travel services. The WTO also works to ensure agreements on intellectual property such as copyright, patents and designs.

Section E _____ • The rules for international trading are decided democratically by member states. • Countries can be sure that their goods and services will be treated fairly in the world market. • Increased prosperity for member states and improved welfare for the people who belong to them. • Trade disputes between countries can be settled peacefully, making the world a safer place

32 Skim sections A-D quickly and arrange them in this succession.

1. History

2. Function

3. Structure

4. Methods

106. Read the text in the proper order. Guess the words in bold. Check with a dictionary.

BACKGROUND TO THE FEDERAL RESERVE

Section A The Fed's first task was to organize, standardize and stabilize the monetary system in the U.S. It had to create a system to deliver 'liquidity', in other words it had to make sure that banks could honor withdrawals for their customers. It also needed to create an 'elastic' currency, it needed a way of increasing and decreasing the country's supply of money to control inflation and prevent economic depression. The Fed does not print money this is done by the US Mint.

Section B The Fed has two principle goals, to maintain stable prices and to ensure maximum employment and production output. To achieve these goals it has to balance the short term goal of increasing output and employment with the longer term goal of maintaining low inflation. The Fed uses its controls over the short term interest rate to achieve its aims. The Board of Governors looks at key economic indicators such as the consumer price index (an indicator of the rate of inflation) and gross domestic product. It then decides whether to raise or lower the short term interest rate. This in turn decreases or increases the supply of money into the economy which influences the amount of economic activity and inflation in the economy.

Section C The U.S. Federal Reserve was created in 1913 by the US congress. At this time there were more than 30,000 currencies in the U.S. Banks printed their own bank notes as did some ordinary shops. Some of these banknotes were guaranteed with gold and silver reserves, others were not. Sometimes banks did not have enough money to honor withdrawals by their customers. The Federal government in Washington had no control over the supply of money and very little control over the economy. There were frequent bank collapses and economic instability.

Section D Today the Fed has two divisions, the Board of Governors that is responsible for setting monetary policy and the twelve regional reserve banks that put into practice policy decided by the Board. The regional banks also oversee the nation's financial institutions and carry out some commercial activities such as the

processing of cheques for commercial banks. The revenue earned from these activities is used to fund the institution. The Federal Reserve receives no funding from the U.S. government.

107. Read the text and list the factors influencing an organizational culture of a company.

ORGANISATIONAL CULTURE

What is it? It is defined by what a company believes in and how these beliefs are expressed through policies and attitudes. It covers diverse areas such as hiring, professional development and external communication. Why is it important to know about a company's culture? Businesses often have a list of 5-10 'mission statements' featured in their brochures, on their websites or hanging in their office detailing the values they hold as a form of communication to their employees, their clients and the public. If you are a potential employee then you should be aware of what the company stands for and how it treats its employees before attending an interview. If you need to use the services of a company you may be interested to know what standards they work towards before choosing to work with them.

You may not agree with some of their major policies and this could affect your working relationship. For some companies their treatment of their employees or clients at any given time could affect their share prices and so inevitably have a great influence on the company's success or failure. Some common features of Organizational Culture To better understand what a company's culture is you should consider the following points and see how the company deals with them:

- the role of the employee;
- internal communications;
- public relations;
- hiring;
- equal opportunities;
- professional development.

Contemporary Organizational Culture Many on-line companies need to have a new approach to business to survive. One of the major Internet search engines states that 'Fast is better than slow', showing they have listened to the needs of their clients. Another of their statements 'You can make money without

doing evil' provides an insight into how they view business with advertisers and how they try to remain objective.

They also have 'You can be serious without a suit' as one of their key beliefs. This implies a fun and relaxed working atmosphere where team achievement is highly valued, communication is extremely important and traditional 3-hour meetings have been replaced by informal chats in the queue for coffee. culture v Culture As this last example shows it is often the line of business that helps define a company's culture. We should remember though that a country's culture could also have a very strong influence on the relationship between the employees and the employers and how a company is run.

GRAMMAR REVIEW WORD BUILDING

108. Suffixes

-er (-or), -ee -tion -ness -ment -ity -hood

-able (-ible) -less -ful -ous -ive

-ise -ify

re – to construct, to make, to build, to heat, to produce;

super – man, critical, low, to cool, to heat;

sub – group, way, normal, tropical, to divide;

over – to work, to boil, to produce, to value, to pay, pressure;

semi – automatic, conductor, official, circle;

inter – national, atomic, act, change, communication;

un – able, profitable, capable, productive, important, successful, natural, limited, equal, known, practical, suitable, predictable, certain;

in – efficient, dependent, visible, complete, definite, convenience, exact;

im – possible, pure, measurable, precise; non – parallel, metallic.

109. Translate phrases into Uzbek. Mind prefixes.

A lot of unsolved problems-----

under unusual conditions-----

inaccurate amount-----

irregular form-----

impossible situation-----

to misunderstand the word-----

to reassemble the model-----
to reread the article-----
supernatural phenomenon-----
to overcool the substance-----
to overvalue the factor-----
semiconductor materials-----
semiautomatic machine-tools-----
intercontinental communication-----

110. Read the sentences below and define the parts of speech words in bold belong to. Translate these expressions into Uzbek.

To conduct a time service-----
a conductor of electricity-----
a semiconductor device-----
the conductivity of this metal-----
the conduction of electrons-----
good conductance-----
conducting capacity-----
to observe stars-----
an accurate observation-----
a careful observer-----
astronomical observatory instruments-----
an observable phenomenon-----
electric power-----
a power station-----
a powerful telescope-----
technical progress-----
highly skilled technician-----
modern technique-----

111. Use suffixes given below to form nouns. Translate the words.

- ist: physic(s), telegraph, special, social, economic;
- er: transform, design, build, read, report, lectur(e);
- or: generat(e), escalat(e), construct, translate, act;

-ing: engineer, build, read, draw, begin;

-ment: measure, equip, employ, require, develop, manage, improve;

-ion: construct, , illustrat(e), express;

-ation: combin(e), inform, appl(y), accredit, confirm, implement, compete;

-sion: divi(de), deci(de), conver;

-ssion: transmit(t), permi(t), admi(t).

112. Guess the meaning of the words and translate into Uzbek.

- Scientist-----
- Doctor-----
- Reporter-----
- Operator-----
- Measurement-----
- Multiplication-----
- Dimension-----
- Depth-----
- Width-----
- Beginning-----
- Division-----
- Production-----
- Drawing-----
- Conversion-----
- Subtraction-----
- Professor-----
- Specialist-----
- Profession-----
- Function-----
- Radiator-----

113 .Translate word-combinations. Mind prepositions.

of: the pressure of water, to speak of something, one of them;

to: to show to the students, to go to the plant, to turn to the right;

by: to operate by hand, to speak by telephone, by means of a battery, to sit by the window;

with: to illustrate with tables, to write with a pencil, a tube with water, to speak with our friends;

about: to speak about the lecture, to do about 15 experiments.

114. Read adjectives below and use suffix -ly to change into adverbs.

Translate the words.

Simple - simply, normal - , usual---, complete large---, near---, great---,
High-----, hard-----.

115. Use suffixes given below to form adjectives. Translate the words.

-ful: help, wonder, use, power;

-less: use, help, power, motion, weight;

-ic: period, metr(e), atmosphere(e), bas(e);

-al: physic(s), natur(e), experiment, mathematic(s);

-able: valu(e), change, measure(e), compare(e), profit;

-ant: import, resist;

-ent: differ, insist;

-ive: effect, act, compete.

PART 6. DISCUSS COURSE OF BUSINESS ENGLISH

Unit 8 . Program 1. INTRODUCING YOURSELF

Before you discuss say the names of the jobs and make a diagram of a firm structure.

Secretary, Receptionist, Head of Sales, Sales and Marketing Director, Managing Director, Head of R & D, Marketing Executive, Research Assistance

116. Make the episode.

Match the personages and their positions in the company. Mind the prepositions: to work as an engineer; to work for the company

Geraldine - Secretary ;

Jenny Ross -A new electronic toy ;

Clive Harris-Receptionist ;

Edward Green- Head of Sales;

Kate McKenna - Head of Administration in the Marketing Department;

Derek Jones - Sales and Marketing Director;

Don Bradley- Managing Director;

Bob and Pete- Head of R & D Sally Marketing Executive Big Boss Research Assistance

117. Tell what the personages look like. The following words and expressions will help you.

Appearance, to be attractive (pretty, handsome),
to look self-assured,
to speak politely,
to wear businesslike dress,
tall, middle sized, short, plump, thin,
round (oval, square) face,
fair (pale, dark) complexion,
freckled, wrinkled,
straight (curly) hair, bald,
turned up (crooked, straight) nose,
bushy (penciled) eyebrows,
long (short) lashes,
narrow (broad, low, high) forehead,
beard, moustache.

118. 1. Where does the scene take place?

2. What is the name of the company?

3. What kind of goods does it produce?

1. How big is the company? Do you think it's successful?
2. Why did Edward Green come to Bibury Systems Office?
3. What department was he shown?
4. What is R & D? Who did he meet in R & D?
5. How many people work in R & D?
6. What is Big Boss? What can it do?
7. hat did Don Bradley and Clive Harris think about their new employee?
8. Was the first day in Bibury Systems successful for Edward Green? Why?

3. Sorry to keep you waiting. How are you?
4. Can I speak to Peter?
5. I've got the sales report and I have all the figures ready for the presentation to Mr. Sakai. Do you want to see them?
6. I would like you to have a word with Big Boss.

123. Translate into Uzbek

- Hello, My name is Edward Green. I wanted to talk to Mr. Smith. - Sorry, but Mr. Smith isn't available now. - Well. I'll call you back. Can I have a direct line with Mr Smith? – Excuse me, his number isn't put through. - Well. Thanks.

124. On your own. Make up dialogues based on the following situations.

1. You call your boss' secretary and ask her permission to speak to the boss.
2. You call you friend but get the wrong number.
3. You call your business partner but he's not available and you leave a message for him.

Program 2. MAKING APPOINTMENTS

125. Before you learn study the words.

to set up (time, meeting) - uchrashuv vaqtini belgilamoq

to arrange (a meeting) – uchrashuv tashkillamoq

to check – tekshirib chiqmoq, nazorat qilmoq

to make sure – ishonch hosil qilmoq

to be some minutes late for- bir neca daqiqa kechikmoq

an appointment - belgilangan uchrashuv

to miss – qoldirmoq, ulgurmaslik

launch - ishga tushirish

to be on schedule – grafik asosida ishlash

to meet the deadline – vaqtida bajarish

to be jet lagged – bir vaqtga kelishmoq

itinerary – kelish marshruti

126. Make the episode. Answer the questions.

1. Did Mr. Green manage to settle a meeting with Mr Smith?
2. When was the meeting to take place?
3. Did Edward Green and Mr Smith meet?
4. Was Edward Green satisfied with the results of the meeting?

5. When was the dead line of launching Big Boss?
6. Who was Mr. Harris going to meet the current week?
7. Who did he want to see at the meeting?
8. Was it easy for Jenny Ross to arrange the meeting? What was the problem?
9. How did they settle the matter?

127. Make up dialogues based on the following situations.

1. Arrange a meeting for your boss and his foreign partner. Remember that both of them are very busy.
2. Try to settle a meeting with the dean who's not very eager to speak to you.
3. Rearrange the meeting with your business partner set up before. Make excuses and find important reasons for changing the appointment.

Program 4. RECEIVING VISITORS

127. Before you study the words.

- display unit - vistavka eksponati
- rough design – birlamchi variant
- to make an impact - tasavvur qoldirmoq
- to look exciting – hayajonli ko‘rinish
- to employ people - ishga joylashmoq
- full-time employees – doimiy ishchilar
- casual employees - vaqtinchalik ishchilar
- staff - shtat, ish o‘rni
- to look forward to – sabrsizlik bilan kutmoq
- to be delayed – kechiktirmoq
- to get down to business – ishni tahlil qilish
- to interrupt - aloqani uzmoq
- to confirm - tasdiqlamoq
- to cancel - rad qilmoq
- reservations - band qilish (mehmonxonani)
- to do one's best - eng yaxshi ishni qilish
- worth-wile - qadrli, foydali
- senior manager - bo‘lim boshlig‘i

128. Make the episode. Answer the questions.

1. At what time was Mr. Azizov to come?
2. What was wrong with the display unit design?

3. How big was Yantex Company?
4. How many people did they employ?
6. Why did Mr. Azizov and Fill Watson meet?
7. Where did Mr. Azizov and Fill Watson have dinner?
8. What kind of food did Mr. Fill Watson prefer?
9. Did Mr. Azizov like theatre?
10. Did Mr. Fill Watson like Yantex? Why?

129. Fill in the prepositions.

1. I'm worried ... the last part of the presentation.
2. I enjoy coming ... Britain. And I'm looking forward ... my visit ... Bibury Systems.
3. Shall we have a look?
4. Hello, Mr. Sakai. We have spoken ... the telephone.
5. After lunch some of my senior managers will make a presentation ... you.
6. Sorry, I was delayed. Shall we get straight down ... business.
7. How are you fixed ... lunch?

130. Complete the sentences.

1. I'm worried about the last part of _____ .
2. It's good of you to visit us. Thank you for sparing your time. I know you have a busy _____ .
3. We'll do our best to make your visit _____ .
4. You're seeing Fill Watson at twelve o'clock about _____ .
5. We need different colors. This display unit must make _____ .
6. We employ about 7 hundred full time employees. But we take on _____ when we need them.
7. Sorry, I was late. Shall we get _____ .
8. I'm sorry _____ your work.
9. You are welcome. Make yourself _____ .
10. How are you fixed for lunch? Thank you, but I have another _____ .

Program 5. DESCRIBING YOUR COMPANY PRODUCT

131. Before you describe study the words.

a run through - mashq qilmoq

turnover - mahsulot aylanmasi

introduction - kirish

background – umumiy ma'lumot
agenda - kun tartibi
staffing levels – kadrlar darajasi
pre tax profit – soliqdan oldigi foyda
major market - asosiy bozor
sales strategy – savdo strategiyasi
market share -mahsulotni bozordagi ulushi
core business – asosiy mahsulot
return of investment- investitsiyadan kiradigan foyda
broad profile – kompaniyani keng profile

132. Make the episode. Answer the questions.

1. What event was Yantex preparing to?
2. What was Mr. Azizov going to speak about?
3. What was the subject of Azizov's speech?
4. Did Azizov plan his speech brief or detailed? Did he speak as he had planned to?
5. What facts did Azizov highlight in his report?
6. What markets did Yantex participate in?
7. What did Mr. Sakai's company specialize in?
8. What was the problem with promotion of Big Boss?
9. Can you remember the first variant of the slogan and the final version?

133. Complete the sentences.

1. Yantex has the right product range for _____ .
2. Our market share in Russia is _____ .
3. Our marketing strategy in the Uzbekistan _____ .
4. We can be major _____ .
5. If you have any questions, please feel free _____ .
6. The company was started _____ .
7. This slide here shows _____ .
8. This dotted line represents _____ .
9. And why the sharp decrease in February? This is the combination of _____ .
10. We know the market responds well to _____ .

134. Read the following slogans and guess what products they represent.

More flights to more cities in Asia.

It's stationary to get you moving. You find the house, we'll come to the party.

The Parkrole Hotel Collection. No two are the same.

OLYMPUS? A little zoom with a twist of style.

TOYOTA Breathe better. Perform better. The O2 advantage.

Frequent flyers pick Royal Orchid Plus and fly smooth as silk.

TAG Heuer Swiss made since 1860. Don't crack under pressure.

Sun Sense is common sense.

135. On your own. Make up slogans for the following goods: a car, a watch, a perfume, athletic shoes, an adventure novel, a chewing gum, a tape recorder. You can give the products names if you like.

Program 6 . MAKING TRAVEL ARRANGEMENTS

136. Before you do study the words.

to schedule - rejalashtirmoq

at no extra charge – hech qanday o'zgarishsiz

to confirm - tasdiqlash uchun

at smb's expense - kimnidir hisobiga

an enquiry - talab, surishtiruv

check in time registratsidan o'tish vaqti

charge card - to'lov kartasi

to hire a car - mashinaga kartochnka olmoq

driver's license - haydovchilik guvohnomasi

to launch - korxonani ishga tushirish

artwork - badiiy bezash

packaging and display material – o'ralgan va vistavkaga qo'yiladigan material

upgrade to First Class – 1- klasga ko'tarilmoq

extra (day, time) - qo'shimcha (kun, vaqt)

137 . Guess the information.

1. Mr. Sakai travels business class.

2. He leaves London at 14.55 the next day.

3. Latest check in time is 12.55 at Terminal Two.

4. He arrives in Frankfurt at 17.40 local time.

5. In Frankfurt he has talks at 8 o'clock.

6. His flight back to Japan is on Saturday at 12.20 without any stops.

138. Complete the dialogue.

Ph. W. So, that's excellent. We agree _____. I think those colors will _____ and the lettering _____.

Ed. Gr. I think Don will be _____.

Ph. W. And when is your deadline?

Ed. Gr. Everything must be _____.

Ph. W. No problem.

Ed. Gr. Do you mind if _____.

Ph. W. I'll do it for you. Hello. Could you _____, please. _____?

Ed. Gr. Barlo House, Canary Wharf.

Ph. W. _____.

134. Say whom the following words belong to. Try to reproduce the pieces of dialogues in which these phrases are used.

- It's difficult but it's possible.
- I'll have to talk to the distributors as soon as possible.
- There are exciting possibilities for both our companies.
- What have I done wrong?
- Who knows.
- How are you paying.

Program 7. STAYING AT A HOTEL

1. Before you do. Translate the following words into English

Mehmonxonadan joy band qilmoq, bir kechaga xona band qilmoq, anketa- blanka to'ldirish, gazeta zakaz qilmoq, tushlik zakaz qilmoq, mehmonxonadan chiqib ketmoq, hisoblashmoq, taxi chaqirmoq

135. Answer the questions.

1. Have you ever stayed at a hotel?
2. Do you like staying at hotels? (Would you like to stay there?) Why?
3. How long have you stayed there? (would you like to stay there?)
4. What room did you have? (would you like to have?)
5. Did you feel comfortable? (What would you need to feel comfortable?)
6. Where did you have your meals? (would you like to have your meals?)
7. Were the hotel employees polite with you?
8. Did you have any conflicts or confusions with the hotel administration?

136. Study the menu. Say what items would you order if you were offered this menu in a restaurant.

Menu Salads and Accompaniments Seasonal Garden Greens complemented by Herbed Sour Cream Dressing Barbecued Baked Beans Salad with Smoked Chicken Homemade Coleslaw Southern-Style Mustard Greens Entrees Rump Steak, Eggs & Tomatoes Lamb Loin Chops offered with Four Season Risottino Rice Spaghetti and Bacon with tomato Yogurt Sauce spiced with Basil Presidential Chicken offered with Fluffy Baked Idaho Potato Smoked Salmon Barbecued Pork ribs offered with Sweet Corn with Bacon Tomato on Bacon with Toast Beverages: Brewed Coffee ; White Black Tea: White Black Juices: Apple Orange Pineapple Tomato Mineral Water: Carbonated Non-carbonated Soda Large California Chardonnay French Cognac Scotch Whiskey

137. Make the episode. What dishes from the menu above did you choose?

138. Discuss the situation with a partner.

You reserved a room in a hotel in advance. But when you arrived there they did not find the record of the booking. The only room they could offer was a suit (люкс) which was very expensive. What would you do?

139. Answer the questions in writing.

1. How much did your suit cost? -----
2. How did you pay? -----
3. What data did you have to include into the form? -----
4. On what floor was the suit situated? -----
5. What newspaper did you order? -----
6. At what time was dinner served in the hotel? -----
7. What did Kate ask Jenny on the phone? -----
8. Why didn't the receptionist find the record of Kate McKenna's booking? -----
9. Who did Mr. Sakai meet in Frankfurt? -----

140. Complete the dialogues.

1 G. P. It's good of you to see me.

Mr. Sakai Not at all. I've _____.

G. P. As you know J.K. Toys has _____.

Mr. S. Yes, I saw your _____.

2 G. P. I know that you are interested in Bibury Systems.

Mr. S. News _____.

G. P. We heard that you are interested in _____.

Mr. S. I'm interested in _____.

G. P. That's why I would like to talk to you. I don't know how much you've heard about _____. But we have some ideas _____.

3 G. P. We know that Big Boss is _____ but Dealer Dan _____.

Mr. S. When is _____?

G. P. It will be _____.

Mr. S. And how much _____?

G. P. Dealer Dan will _____.

Program 8. SHOWING VISITORS AROUND THE COMPANY

141. Before you do study the words.

traffic – tirbandlik, transport harakati

to show around - atrofni ko'rsatmoq (shaharni, kompaniyani)

guided tour - yo'l boshlovchi

set up - tashkilot (kompaniya)

free way - magistral yo'l

intersection - po'ezd yo'lidan otish joyi железнодорожный переезд

greenfield side - zangori hudud

new development - yangi qurilgan

production line - konveyr

robotics - robotexnika

commit smth to – biror kim bilan bo'lishmoq (pul)

rival - raqobatdosh

strong option - jiddiy variant

to be involved – ishtirok etish

one's fault - kimnidir aybi bilan

conference facilities – konferentsiya uchun bin ova jihozlar

to target the product at -maxsulotni biror joy uchun mo'ljallamoq
deliveries - yetkazi berish
disturb – xalaqit berish
license - ruhsatnoma
deal - bitim
assessment - baho

142. Give Uzbek translation.

1. They seem quite competent. -----
2. What's the downside. -----
3. I'm slightly unhappy about a couple of things. -----
4. However they took me out for an excellent lunch. -----
5. I can see that they're a strong option but I'm seeing a couple of other suppliers next week. -----
6. Sorry, deliveries are through the side door .-----
7. We have a very flexible position on licensing deals.-----
8. We have our own research people in-house so we do very detailed assessment.
9. The traffic was very bad. -----
10. I'll give you the guided tour.-----
11. This is their sales brochure. They seem quite competent.-----
12. I need to arrange a day's presentation to about sixty agents.-----
13. I think the design is good but not for this product.-----
14. Most ideas come from inside the company. -----

143. On your own. Make a design of a new electronic toy. Say who you target it at, what function it will perform, where you will sell it.

Program 9. EXPLAINING HOW SOMETHING WORKS.

144. Before you do study the words.

trigger word - kalit so'z
recognize - bilob olmoq
circuitry - mikrosxemalar
to record - lentaga yozmoq
to store – ehtiyotlamoq

to play back - ovozni qo‘ymoq
solution – qa'ror
to press – bosmadan chiqarish
to select - saralamoq
photo sensitive cells – sezuvchi batareya
to absorb - singdirmoq
breakthrough – yorib chiqish, muvaffaqiyatga erishish
clockwork – soatli mexanizm
ingenious - asl nusxa
to wind up - o‘t oldirish, boshqarmoq
sharp edge - te’gishli bo‘lmoq
lead paint - qo‘rg’oshin bo‘yo‘q
freelance designer – o‘rindosh konstruktor
feasibility study – iqtisodiy-texnika asoslari

145. Answer the questions.

1. What does the term “trigger word” mean?
2. What should be done to activate the voice card of Big Boss?
3. How is Big Boss powered?
4. Why are some of the old toys of Clive Harris dangerous?
5. How does the Management Committee define if the idea of a new product is worth taking?
6. What does feasibility indicate?
7. Did the market research of friendly fish proved to be correct?

146. Define the sequence of procedures that should be followed to program Big Boss. Use the following phrases.

First you should ...; Then you are to ...; After that ... ; Lastly you have to

1. Say a sentence with the trigger word in his year.
2. Press the nose in order to stop recording.
3. Say the trigger word in his year.
4. Press his nose to activate the voice card.
5. Say the phrase which will be recorded and then played back every time Big Boss hears the trigger word.

146. Complete the dialogues.

Ms. Wong: How old are these toys.

Clive Harris: Some of them are _____. No micro _____. All _____, but some of them are _____.ok get this one for instance. A young _____.

Ms. W.: It's beautiful. How _____.

Cl. H.: Well you just _____ and off it goes. My grandmother played _____. And my father _____.

Ms. W.: They are very _____.

Cl. H.: But not very _____. Look at the sharp _____. Very _____ and it's covered _____.

147. On your own. Tell how you would make market research for the following products: a car, a watch, a perfume, athletic shoes, an adventure novel, a chewing gum, a tape recorder.

Program. 10.

148. A) Before you do study the words.

to postpone - keyinga qoldirmoq

butt in - boshqalar ishiga aralashmoq (burun suqmoq)

to run behind the schedule – kechikmoq

to come up - sodir bo'lmoq

cut short - qisqartirmoq, kaltalamoq

coincidence - mos kelish, o'xshashlik

to bring forward by an hour – bir soat orqaga surmoq

to get smth straight - biror narsani to'g'ri qabul qilmoq

to get hold - topmoq, ushlamoq

C) Find Uzbek equivalents

Improve efficiency/ productivity/ company performance.

Analyze/ solve/ sort out problems.

Handle/ investigate/ look into/ deal with/ respond to complaints.

Set/ fix/ define goals/ targets/ objectives.

Decide/ coordinate long-term strategy.

Communicate with/ inform staff/ employees.

Support/ supervise/ train staff.
Evaluate the performance of the staff.
Give feedback to staff on their performance.
Set up/ run appraisal systems.
Plan/ set budgets.
Develop the business.
Travel to other countries.
Recruit/ dismiss/ hire and fire staff.
Take/ make/ delegate decisions.
Keep records and files up-to-date.
Do market research.
Monitor competitors' activities.
Forecast costs.
Make investment decisions.
Deal with banks.
Prepare accounts.
Organize/ take part/ chair meetings Write emails/
letters.
Prepare reports. Give presentations.
Negotiate with suppliers/ customers/ unions.
Meet with customers/ the press/ lobbies.
Set up/ manage/ coach teams.
Set up/ manage the web-site.

UNIT 9. WORKSHEETS

Exercise 1. Find the definitions

- | | |
|--------------------|--|
| 1. Superior | a) the activity of giving information to other people |
| 2. subordinate | b) a person whom you report |
| 3. hierarchy | c) statement of employment duties and responsibilities |
| 4. job description | d) the people who have the power to make decisions, |
| 5. authorities | e) a person who works below you in an organization, |
| 6. communication | f) a system of grades or levels within organizations. |

Exercise 2. Change the synonyms: Combining the functions of planning, organizing, staffing, directing and controlling

Alterations, team, established, overall, goal, achieved, position, stages.

1. Plans are **setup**/ _____ at the first stage of a project.
2. Organizational goals **are attained** / _____ by successfully
3. During training for my present **job**/ _____ I took courses in accounting.
4. The organizing function may be divided into two **phases**/ ____: determining positions and their associated duties and staffing those positions.
5. Managers should periodically check to see how well **general**/ _____ company goals are being met.
6. It is the **purpose**/ _____ of an organization to “make common people do uncommon things”.
7. The risk of choosing a wrong course of action may be lessened by participation of a **group**/ _____ rather than an individual manager.
8. Plans are often subject to slight **changes**/ _____ before implementation.

Exercise 3. Verb partnership

Mos kelgan fe’l birikmalarini yasang. Keraksiz so‘zlarni o‘chiring.

1.	DO	a) a job b) business c) a profit d) a deal
2.	MAKE	a) a loss b) money c) a decision d) a favor
3.	HAVE	a) progress b) shares in a company c) something in possession d) an appointment
4.	TAKE	a) measures b) a long time c) a decision d) a deadline
5.	MEET	a) a deadline b) customer’s requirements c) an appointment d) a target
6.	REACH	a) a decision b) a strategy c) an agreement d) a goal
7.	ACHIEVE	a) a job b) progress c) a breakthrough d) little
8.	CARRY OUT	a) a meeting b) a research c) responsibilities d) duties
9.	CUT	a) costs b) a deadline c) jobs d) prices
10.	LAUNCH	a) a product b) a ship c) a campaign d) a team

Antonyms

Exercise 4. Gaplarni mos kelgan antonim soʻzlar bilan toʻldiring.

lay off weaknesses sell off peripheral cons rise reduce

1. Let's consider the strengths and ___ of each application in turn and then draw up a shortlist.
2. We need to concentrate on our core business and sell off our _____ businesses.
3. It's simple: we have to increase our prices and ___ our costs.
4. We expect a fall in sales next year followed by a steady ___ for two years after that.
5. Although we have been able to recruit a lot of skilled workers for our main factory, we have also had to ___ some office staff.
6. Our strategy is to acquire large, inefficient companies and then to _____ the more profitable units.
7. We have to debate the pros and ___ of the project before we can go ahead with it.

Ajratib koʻrsatilgan otlarga mos kelgan fe'llarni tanlang va gaplarni tarjima qiling.

Exercise 5

1. It is our responsibility to *collect/prepare/implement/keep within* the budget.
2. I will ask you to *write/prepare/estimate* the business plan.
3. We have *arranged/forecast/rearranged/postponed* the staff meeting for Thursday 10 a.m.
4. What kind of plan have they *written/prepared/done*?
5. Let's try and *keep within/rearrange/implement/meet* the deadline.
6. I would like to *make/cancel/reschedule* an appointment with you for Friday.

Exercise 6. Muqobil javoblarni mos kelganini tanlang.

1. Corporate objectives tell us where we want to go.	True/ False
2. Marketing plan tells us how to achieve our goals in terms of marketing.	True/ False
3. Strategic management involves top and senior managers and not subordinates.	True/ False

4. Strategic management does not use tools like the ‘product life cycle’ to plan future actions.	True/ False
5. The action plan tells us what we have to do now.	True/ False
6. Corporate strategy and strategic management are the same things.	True/ False
7. Operations management is associated with the conversion or transformation of resources into products and services.	True/ False

Exercise7. Chap tomonda berilgan terminlarning ma’nolarini O‘zbek tilida o‘ng tomonga yozing.

1. Acquisition	a. objectives
2. Merger integration teams	b. budget
3 Strategic planning	c. business plan
4. Strategic alliances	d. action plan
5. Mission and value statements	e. operational plan
6. Customer satisfaction measurement	f. planning
7. Benchmarking %	g. tactical plan
8.Total quality management	h. strategic plan

Exercise 8. Berilgan so‘zlarni muqobil variantlarini toping.

1. job description	a. dismiss temporarily
2. job mobility	b. something given for good work
3. job rotation	c. sense of belonging and trusting
4. job satisfaction	d. written agreement of what the job holder actually does, how s/he does it, and under what conditions the job is performed
5.guidelines	e. feeling a contentment from doing a job well
6. loyalty	f. suggestions about how to do something
7. layoff	g. ability to move from one place to another to take up or perform a job
8. reward	h. movement between departments within an organization

Exercise 9. Mos kelgan so‘zlarni topib gaplarni to‘ldiring.

waste appreciated efficiency maximize worth completed
instructions turnover

1. When our division increased its productivity, its management received an award for_____.
2. The new supervisor intends to efficiency while still cutting costs.
3. The project was finished, but it was not_.
4. Read the_____before you switch on the device.
5. It seemed a___of time for purchasing department to buy anything but the best.
6. I doubt that it was___working so hard.
7. Service firms with large numbers of low-paid workers often have a high staff_.
8. Staff wanted their managers to show they were_____.

Exercise 10. Nuqtalar o‘rniga mos kelgan so‘zlarni qoying.

Loyal, responsibilities, satisfaction, selfemployed, put forward, directly, assertive, correspondence, in person, on the spot

1. Customers are happier when the staff is and well-motivated.
2. For most US shop workers pay is the third most important reason for job_____.
3. If you are_____ you are your own boss.
4. Could you tell me what the_____of the job are?
5. It is the best way to speak to the supervisor about your problems_____.
6. When the supervisor asked about her career goals, the best answer was a/an_____one.
7. Our management demands that a receptionist should always be_____.
8. An effective employee responds to_____as soon as possible after it is received.
9. You should not go over your supervisor’s head. Try to solve the problem_____with him.
10. The department managers have to___their budgets every quarter.

Exercise 11. Mos kelgan predloglarni qo‘ying.

at between by in into on to over under

1. Could you phone later? The boss is ____ another line.
2. It isn't surprising that employees work worse when they are close ____ retirement.
3. We thought everything was ____ control until we had a big dispute ____ pay.
4. There is clearly a strong link ____ pay and productivity.
5. Employees wanted more participation ____ decision-making process.
6. Could everyone make an effort to arrive at work ____ time?
7. I would divide my presentation ____ three main parts.
8. It is impossible to judge the project ____ this stage.
9. I must have all the figures ____ the end of the month ____ the very latest.
10. They plan to achieve a reduction of the workforce ____ 10% in the next three years.

Exercise 12. Job hierarchy

I. Find the definitions

- a) superior,
 - b) subordinate,
 - c) hierarchy,
 - d) job description,
 - e) authorities,
 - f) communication.
-
- 1) the activity of giving information to other people,
 - 2) a person whom you report,
 - 3) statement of employment duties and responsibilities,
 - 4) the people who have the power to make decisions,
 - 5) a person who works below you in an organization,

Exercise 13. The following are typical stages in project management:

1. Set	a. in progress
2. Establish	b. support
3. Appoint project leader and create	c. objectives
4. Estimate costs and provide a	d. tender
5. Put work out to	f. results
6. Discuss	g. teams
7. Negotiate with	h. budget
8. Sign	i. contracts
9. Plan and schedule	j. the work
10. Provide necessary	k. proposals
11. Monitor the work	l. definitions
12. Evaluate	m. tendering companies

Exercise 14. Find the definitions

1. job description	a. dismiss temporarily
2. job mobility	b. something given for good work
3. job rotation	c. sense of belonging and trusting
4. job satisfaction	d. written agreement of what the job holder actually does, how s/he does it, and under what conditions the job is performed
5. guidelines	e. feeling a contentment from doing a job well
6. loyalty	f. suggestions about how to do something
7. layoff	g. ability to move from one place to another to take up or perform a job
8. reward	h. movement between departments within an organization

Exercise 15 Word ‘nests’

<i>Noun (thing)</i>	<i>Noun (person)</i>	<i>Verb</i>
1. employment	employer/ employee	employ
2. analysis		
3. appraisal		
4. development		
5. interview		
6. recruitment		
7. selection		
8. training		

Exercise 16 Find the Synonyms

1. conflict	a. proof
2. obstacle	b. frustration
3. argue	c. barrier
4. argument	d. debate

5. option	e. unavoidable
6. disappointment	f. collision
7. inevitable	g. deliberate
8. intentional	h. alternative

Exercise 17 Find the Spare words

- to cause/ identify/ face/ consolidate/ overcome a problem
- to carry out/ introduce/ set up/ monitor **a change program**
- to draw up/ carry out/ perform/ complete **a task**
- to allocate/ delegate/ be strong in/ invest **resources**
- to complete the change** on time/ away of time/ within budget/ over budget

Exercise 18 Put the words on Taxes

corporation rate inspector incentives value added return evasion progressive relief haven

- The company has been sued for tax_____because it did not pay taxes for half a year.
- The standard_____of income tax in this country is 22%, but well-off people pay more.
- In my country, tax on income is___, the rich pay a bigger percentage of their income than the poor.
- We have to submit the tax_ before the end of the month.
- Some of the items you can see at the airport are tax-_____: people do not have to pay any tax on them at all.
- Managers have been told that they will shortly receive a visit from the tax_____who will look at all company's accounts for the last year.
- The government is keen for foreign businesses to come to this region. Therefore, it gives them a lot of tax_.
- The local authorities give these businesses a number of tax ___ as well.
- The government has raised the rate of____tax we have to pay. It means that our net profit is likely to be down.
- The Bahamas is the popular tax Taxes are low there so that foreigners who want to pay less tax invest there.

149. HOW TO MAKE A GOOD PRESENTATION

Preparation It is essential to identify WHY you are giving your presentation. To help you establish your objective, ask yourself these three questions:

- Why am I giving this presentation?
- What knowledge do I expect my audience to take away with them?
- What action do I expect the audience to take at the end of my presentation?
- Divide your presentation into three or four main subject areas.
- Then make notes under each heading.
- Remember it is important to give facts, evidence and examples as well as opinions. Concrete examples bring your presentation to life and support your objective.

Opening The opening is your chance to grab the audience's attention and make them sit up and listen to you. The opening section should take no more than a couple of minutes maximum. In your opening section you should include some or all of the following stages:

- Open with a bang! Start with an incredible fact, a visual stimulus, a joke, an anecdote, a quote Anything which grabs the audience's attention and focuses them on the matter at hand.
- Welcome the audience. Be polite and welcome everyone to the presentation.
- Introduce yourself. Give a brief introduction of yourself if there are people in the audience you have never met.
- Say why are you there. Tell the audience what the presentation is going to be about. Be careful, don't tell them YOUR objective, e.g. 'My objective is to sell you 100 computers for as high a price as possible', but turn it around, e.g. 'The reason I am here is to explain to you exactly why our computers are the best on the market.'
- Outline the structure of your presentation
- Before you start, briefly run through the main points or subject areas you are going to talk about. Again this will help you to clearly organize your talk, but also it means the audience will be able to follow you much better.
- Give instructions about questions
- Make sure your audience know when to ask questions. At the end? During? At half time? Keep them informed and make sure you don't lose control of them.

150. Possible language Greeting:

Good morning, ladies and gentlemen. Good afternoon, everybody. Introducing your subject: Today I'm going to talk about ...

The purpose of my presentation is ...

Outlining your structure:

To start with I'll describe ...

Then I'll mention ...

After that I'll consider...

Finally, I'll summarise my presentation ...

Giving instructions about questions:

Do feel free to interrupt me if you have any questions. I'll try to answer all your questions after the presentation. Development This is when you go back to your first point and start your presentation properly. Make sure you highlight when you are moving between points by using phrases such as

'Next, let's turn to ...', or 'To conclude...' or by counting, 'Firstly,...secondly etc...' Remember these key points while delivering the body of the presentation.

- Do not hurry.
- Be enthusiastic.
- Give time on visuals.
- Maintain eye contact.
- Modulate your voice.
- Look friendly. • Keep to your structure.
- Remain polite when dealing with difficult questions.

Possible language Summing up:

To conclude... In conclusion... Now, to sum up... So, let me summarise what I've said. Finally may I remind you some of the main points... Giving recommendations: In conclusion my recommendations are... I therefore suggest/recommend the following ...

Thanking the audience:

Many thanks for your attention. May thank you all for being such an attentive audience. Inviting questions: Now I'll try to answer all the questions you may have. Are there any questions?

Let's sum up. Use the three parts of your presentation. In the opening part, you tell your audience what your message is going to be. In the main part, you tell your audience your real message. In the closing part, you summarize what your message was.

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ENGLISH ON ECONOMICS

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