

# Secrets to Success

## (Business English)



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This collection of business dialogues and articles uses common business language. It is designed to develop your reading comprehension skills and broaden your business vocabulary.

In spoken language, people often use idioms and colloquial expressions that are not normally used in textbooks or newspapers. These business dialogues and articles are designed to be amusing to keep the reader's interest.

Although the same characters are used in different stories for continuity, the units are designed to be independent of each other and can be read and used for lessons in any order.

The book is recommended for business people, secretaries, personal assistants, accountants, sales managers, computer programmers, lawyers, students etc with intermediate, upper-intermediate and advanced levels of English and Business English teachers.

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# Morning in the Office

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## VOCABULARY

to arrive – прибывать	to sack = to fire
hardly – едва	to doubt – сомневаться
silly – глупый	blind – слепой
barely – едва	to turn a blind eye – 'закрывать глаза' на что-то
to crawl – ползать	to growl – рычать
to turn – превращать, превращаться	to shout – кричать
traffic jam – автомобильная 'пробка'	to manage – суметь, справиться; управлять
rush hour – час пик	overtime – сверхурочно
to blame – винить	to squeeze – выжимать
to develop a habit – развивать привычку	previous – предыдущий
to show up – появляться	to be exhausted – быть изнеможенным
trial period – испытательный срок	
to fire – увольнять	



*It's 9:10 a.m. Sveta and Natasha have just **arrived** at work.*

Sveta: He isn't here yet, is he?

Natasha: What?

Sveta: He hasn't come yet, has he? ... Thank God! I **hardly** made it! I'm always about 10 minutes late because of this **silly** transportation system. There are crowds of people in the metro, the buses **barely crawl**... It seems the city **turns** into one big **traffic jam** during **rush hour**.

Natasha: Come on, don't **blame** the transportation system. I think we need to **develop a habit** to arrive on time.

Sveta: Yeah... I think you are right.

Natasha: There is no reason to worry. He will not **show up** before 10 o'clock. We even have time for a cup of tea or coffee...

Sveta: It's easy for you to say that. You have been working here for almost two years, but I've only been working here for less than two months... My **trial period** is not over yet. I always worry that I may be **fired** if I am late...

Natasha: Relax. No one will **sack** you for that. Our chief likes you. He has a weakness for blond women with blue eyes.

Sveta: Come on. I **doubt** that the color of my hair will make him **turn a blind eye** to my being late.

Natasha: Well, he may **growl** or **shout** at you, but he will not fire you. You are clever and you **manage** to do your work well. Ten minutes late is not the worst thing. We have to work **overtime** almost every day here...

Sveta: True... They were **squeezing** the juice out of me at my **previous** job. I used to come home from work **exhausted** like 'a squeezed lemon'. I couldn't do anything but sleep on weekends. It's better here.

- Natasha: O.K., let's go to the kitchen and have a cup of something **refreshing**... I have some **herbal** tea.
- Sveta: I can't wait to try it. By the way, I have chocolate **cookies**, just for tea...
- Natasha: Great! Now, let's make some tea, **have a chat**, and then we can start working.
- Sveta: Let's hurry up so we can get to work before he comes...
- Natasha: Don't worry – our chief likes to sleep a lot in the morning. The longer he sleeps the better his **mood**.
- Sveta: Yes, his mood is quite **unpredictable**, isn't it?
- Natasha: I remember he arrived one day around noon. We **bumped into** each other in the corridor. He asked me to come into his office and he gave me a **quarterly bonus**.
- Sveta: Wow! This is like a fairy tale! My former boss was such a **jerk**. He always **delayed** paying the salary and if he paid it on time, he always **withheld** some of it – a real **swindler**.
- Natasha: No, our director is a nice guy – nobody has **experienced** any dirty tricks from him yet.

- Sveta: Please switch on the **kettle** and I'll get some chocolate.
- Natasha: By the way, how was your weekend?
- Sveta: My job and work around the house usually consume most of my time. I tried to **catch up on my sleep** as usual and luckily found time to go to a birthday party on Saturday and I paid a visit to my mom on Sunday... Wow! Your tea is very tasty. It is really **special**.
- Natasha: How are you going to start your work day?
- Sveta: I'm going to check my e-mail first. I check my e-mail every day, you know. I **expect** to receive some important information. I think I'll have to **reply** to some important e-mails too. What about you?
- Natasha: I will have to write some business e-mails and make a couple of important phone calls to our western business partners.
- Sveta: I hope I will learn to write business e-mails in English in the future too.
- Natasha: Oh! Look at the time! I am afraid we got **carried away** with our chat... It is time to finish our tea and **get down to business**...
- Sveta: I hope we are going to have a nice and productive day.

<b>refreshing</b> – освежающий	<b>to withhold</b> – удерживать
<b>herbal</b> – травяной	<b>swindler</b> – жулик, мошенник
<b>cookie</b> – печенье	<b>to experience</b> – испытывать, переживать (ситуацию)
<b>to have a chat</b> – поболтать	<b>kettle</b> – чайник (для кипячения воды)
<b>mood</b> – настроение	<b>to catch up on smb's sleep</b> – отоспаться
<b>unpredictable</b> – непредсказуемый	<b>special</b> – особенный
<b>to bump into</b> – 'столкнуться'	<b>to expect</b> – ожидать
<b>quarterly</b> – кварталный	<b>to reply</b> – отвечать
<b>bonus</b> – премия	<b>to get carried away</b> – отвлечься
<b>jerk</b> – ничтожество	<b>to get down to business</b> – 'переходить' к делу
<b>to delay</b> – задерживать	

FOR NOTES



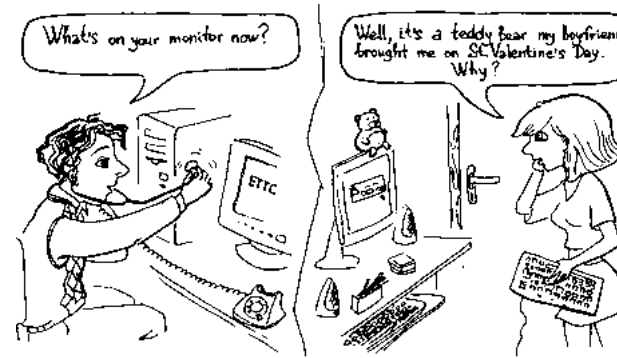
# Essential Computer Skills

## VOCABULARY

<b>to improve</b> – улучшать	<b>keyboard</b> – клавиатура
<b>to apply for a job</b> – подать заявление на работу	<b>desk</b> – рабочий стол
<b>crisis</b> – кризис	<b>teddy bear</b> – игрушечный мишка
<b>to upgrade</b> – модернизировать	<b>never mind</b> – это не важно
<b>to pop up</b> – неожиданно возникнуть	<b>to plug</b> – включать в сеть, вставлять вилку в розетку
<b>screen</b> – экран	<b>to check</b> – проверять
<b>to place</b> – помещать	<b>pace</b> – шаг
<b>PC</b> – personal computer	<b>newspaper ad</b> – объявление в газете
<b>greyish</b> – сероватый	<b>circle</b> – кружочек

*Sveta decided to **improve** her computer skills and to **apply for a job**, but she has a problem with her computer, so she calls Steven to ask him for an advice.*

- Sveta: Good afternoon. This is Sveta. I have a **crisis** on my hands. Do you have a minute?
- Steven: Sure. Go ahead. What happened?
- Sveta: Natasha said that computer skills are important in order to get a good job. So I **upgraded** my computer, but I can't print out my resume and I need it for tomorrow. Every time I try, a window **pops up** in the middle of the **screen**, which says: "Can't find the printer..." I've lifted the printer up and even **placed** it in front of the monitor, but the computer still says it can't find it. What should I do? How can I fix this? Can you help me, please?
- Steven: First of all, do not panic. What kind of computer are you using, **PC** or Apple?
- Sveta: Well, it is kind of **greyish**... Why? You know my **keyboard** is not working either... It is very strange because it had been working fine...
- Steven: Well,... fair enough... Are you running your computer under Windows?



- Sveta: No, my **desk** is next to the door. Actually, it is a very good point, because my boss is sitting under a window, and his printer is working fine.
- Steven: Hmm... O.K. What's on your monitor now?
- Sveta: Well, it's a **teddy bear** my boyfriend brought me on St. Valentine's Day. Why?
- Steven: **Never mind**... Are you sure your keyboard is **plugged** into the computer?
- Sveta: Just a second – let me **check**... You know, I am not able to get behind the computer.
- Steven: O.K. Pick up your keyboard and step five **paces** back.
- Sveta: O.K. One, two, three, four,... five...
- Steven: Did the keyboard come with you?
- Sveta: Yes, it did. What is the point?
- Steven: Well,... That means that the keyboard is not plugged into your computer... er... Is there another keyboard in your room?
- Sveta: Yes, there is another one here... Oh... this one does work. Wow! Thank you! Well, I have one more little problem. Natasha said that e-mail is an effective way of communication. So, I decided to e-mail my resume to an address I saw in a **newspaper ad**, but I have never sent information by e-mail before
- Steven: O.K.
- Sveta: Well, I have the letter 'a' in the address, but how do I make the **circle** around it?

# A Mother's Lesson on Banking

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## VOCABULARY

<b>account</b> – счет	<b>to loan</b> – давать кредит
<b>salary</b> – зарплата (ставка)	<b>considerable</b> – существенный
<b>to deposit</b> – откладывать, размещать	<b>amount</b> – сумма
<b>to withdraw</b> (money) – снимать (деньги со счета)	<b>collateral</b> – имущество, используемое как залог
<b>to pay a bill</b> – оплачивать счет	<b>property</b> – имущество
<b>utility</b> – коммунальный	<b>to lend</b> – давать в долг
<b>statement</b> – выписка	<b>mortgage</b> – кредит под залог недвижимости
<b>to overdraw</b> – перерасходовать	<b>to pay the money back</b> – возвращать деньги
<b>to charge</b> – взимать (деньги, проценты)	<b>installment</b> – взнос
<b>interest</b> – проценты	
<b>loan</b> – кредит	
<b>to borrow</b> – брать в долг	



- Maria: We have a lot to do including a trip to the bank.
- Dasha: Mom, what do you use the bank for?
- Maria: Well, we have an **account** where my monthly **salary** is **deposited** and I can **withdraw** money from this account when we need to **pay** our telephone and **utility bills**.
- Dasha: How do you know how much money is in your account?
- Maria: The bank sends us a **statement** every month, which shows the amounts we received and spent.
- Dasha: Hm... What if we spend more than we have got?
- Maria: Then you are **overdrawn** and the bank usually **charges** us **interest**.
- Dasha: Interesting... Maybe I'll work for a bank when I grow up. What else do banks do?

- Maria: Well, a lot of things. You can get a bank **loan** if you need to **borrow** a large sum of money.
- Dasha: What does the word 'loan' mean?
- Maria: A loan is money borrowed, usually from a bank, which must be repaid. Normally banks **loan** considerable **amounts** of money against **collateral**.
- Dasha: What does the word 'collateral' mean?
- Maria: Collateral is **property** or other goods that you promised to give someone if you cannot pay back the money they **lent** you.
- Dasha: Can I borrow money to buy a house?
- Maria: I think so. That is usually called a **mortgage**. It means that the bank actually owns the house until you have **paid the money back** in full.
- Dasha: Mom, but how can I pay the money back?
- Maria: You pay it back a bit at a time in monthly **installments**.

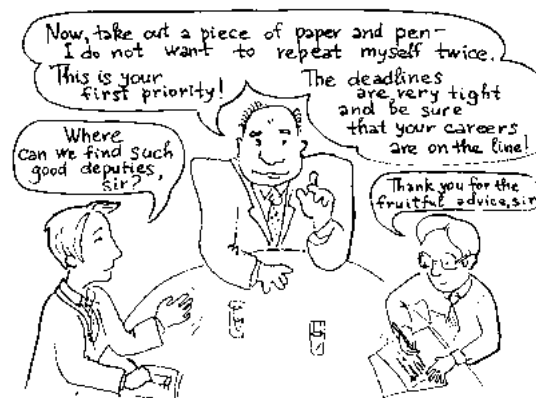


# The CEO Meets with his Executives

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## VOCABULARY

<b>CEO</b> – Chief Executive Officer	<b>tight deadline</b> – жесткий срок
<b>executive</b> – должностное лицо, руководитель	<b>cash</b> – наличные
<b>experienced</b> – опытный	<b>to maintain</b> – поддерживать
<b>proper</b> – подходящий, соответствующий	<b>pressure cooker</b> – скороварка
<b>deputy</b> – заместитель, депутат	<b>to assign a task</b> – ставить задачу
<b>to put a lot of pressure</b> – дать нагоняй	<b>to meet deadlines</b> – укладываться в сроки
<b>to set a task</b> – поставить задачу	<b>to make sure</b> – удостовериться, обеспечить
<b>concise</b> (form, manner) – краткий; лаконичный (о речи, стиле письма)	<b>consequences</b> – последствия
<b>priority</b> – приоритет	<b>fruitful</b> – плодотворный



*The CEO and his Junior Executives have a regular meeting. The Junior Executives have many problems and ask the CEO, who is more **experienced**, for advice.*

Junior Executive 1: I cannot find a **proper** office for my team. What should I do?

The CEO: Now, take out a piece of paper and a pen – I do not want to repeat myself twice. Invite your **deputy** into your office and **put a lot of pressure** on him to keep him motivated. **Set a task** for him in a clear and **concise** form. Make sure that he understands the tasks and the **priorities**. Set a **tight deadline**. Make sure he understands that his career is on the line. The next question, please.

Junior Executive 2: How can I generate **cash** for my operation? What we receive officially is not enough to run the office and **maintain** our teams.

The CEO: Now, get a piece of paper and a pen – I do not want to repeat myself twice. Invite your deputy into your office and put him in a **pressure cooker** to keep him motivated. **Assign a task** for him in a clear and concise manner. 'Turn the screws' and make sure that he understands the tasks and the priorities. Set a tight deadline. Make sure he understands that his career is on the line. Any more questions?

Junior Executive 1: It is very clear, but where can we find such good deputies, sir?

The CEO: This is exactly what you have to start doing right now! You should look for good deputies right now. This is your first priority! The deadlines are very tight and if you don't **meet** them your careers are on the line! **Make sure** you do a good job or there will be serious **consequences**.

Junior Executives: Thank you for the **fruitful** advice, sir.

# Body Language

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## VOCABULARY

<b>posture</b> – поза	<b>sign</b> – знак
<b>facial expression</b> – выражение лица	<b>polite</b> – вежливый
<b>gesture</b> – жесты	<b>clue</b> – ключ (к разгадке чего-л.)
<b>impression</b> – впечатление	<b>to notice</b> – замечать
<b>to interpret</b> – интерпретировать	<b>to stare</b> – уставиться
<b>slump</b> – тяжело, неуклюже двигаться	<b>challenge</b> – "вызов"
<b>meaning</b> – смысл	<b>shy</b> – стеснительный
<b>to differ</b> – различаться	<b>conversation</b> – разговор
<b>slumped</b> – сутулый	<b>to tap</b> – стучать, постукивать
<b>sad</b> – грустный; чем-то расстроенный	<b>impatient</b> – нетерпеливый, раздражительный
<b>lack</b> – нехватка	<b>to stay away</b> – сторониться
<b>confidence</b> – уверенность	<b>to point</b> – показывать пальцем, "тыкать"
<b>straight</b> – прямой	<b>superior</b> – превосходящий
<b>to express</b> – выражать	

According to psychologists, more than half of what we communicate is done through body language. This includes our **posture**, **facial expressions** and **gestures**.

People can relatively easy control their speech, but controlling body language is more difficult. Controlling body language is more difficult. Paying attention to the body language of the people you are talking to can tell you a lot about how they feel about what you are saying. A careful reading of other people's body language can tell you whether what they feel or think differs from what they say they feel or think. Because body language is so important, business people want to be aware what **impression** they produce non-verbally and how to **interpret** other people. Here are some examples of body language and its meaning.

(Note: **Meanings may differ a bit in different countries**).

## POSTURE

If a person's posture is **slumped** and his head is down, this could mean that he is **sad** or has a **lack** of **confidence**. If his posture is **straight** but relaxed, he is **expressing** confidence and friendliness.



## FACIAL EXPRESSION

A smile is a **sign** of friendliness and interest, but people sometimes smile just to be **polite**. To get another **clue** from people's faces, **notice** their eyes. Friendliness and interest are expressed when a person's eyes meet yours (especially when you're the one who's talking) and then look away and meet yours again. A person who **stares** at you and doesn't look away is expressing a **challenge**. A person who doesn't look at you is expressing lack of interest or is **shy**.

## GESTURES

Hand gestures can mean a person is interested in the **conversation**, but repeated movements – like **tapping** a pencil or tapping a foot – often mean the person is either **impatient** or nervous. **Stay away** from someone who **points** at you while talking with you – that person might be angry with you or feel **superior** to you.

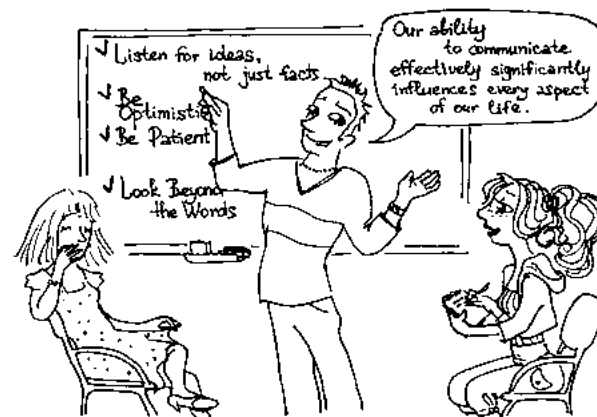
# Listening Skills and Effective Communication

## VOCABULARY

<b>ability</b> – способность	<b>tool</b> – инструмент
<b>effectively</b> – эффективно	<b>to underestimate</b> – недооценивать
<b>significantly</b> – существенно	<b>major</b> – основной
<b>to influence</b> – влиять	<b>feature</b> – черта
<b>effort</b> – усилие	<b>valuable</b> – ценный
<b>to achieve</b> – достигать	<b>open-ended question</b> – вопрос, предполагающий развернутый ответ
<b>meaningful</b> – имеющий ясную цель, поддающийся интерпретации	<b>to clarify</b> – прояснить
<b>fruitful</b> – плодотворный	<b>delivery</b> – манера произнесения речи
<b>relationships</b> – взаимоотношения	<b>to get in the way</b> – стать на пути, не позволить
<b>two-way street</b> – дорога с двухсторонним движением	<b>upset</b> – расстроенный, огорченный
<b>to involve</b> – включать в себя	<b>patient</b> – терпеливый
<b>to produce an impression</b> – производить впечатление	<b>concentrated</b> – сконцентрированный
<b>to care</b> – заботиться	<b>patience</b> – терпение
<b>respected</b> – уважаемый	<b>essential</b> – существенный
<b>to tend</b> – иметь тенденцию	<b>thought</b> – мысль
<b>position</b> – должность	<b>to race</b> – мчаться, нестись
<b>to be promoted</b> – быть продвинутым	<b>to detached</b> – отсоединять
<b>skillful</b> – умелый	<b>to jump to conclusions</b> – торопиться с выводами
<b>to run a team</b> – управлять командой	<b>to expect</b> – ожидать

Our **ability** to communicate **effectively significantly influences** every aspect of our life. The art of communication is important in our **efforts** to **achieve a meaningful** life, work and **fruitful relationships**. Communicating is a two-way street that **involves** as much or even more listening than speaking.

Good listeners **produce impression** that they **care** about others and they are highly **respected**. They **tend** to be better informed because active listening leads to greater learning. Good listeners hold higher-level **positions** and are **promoted** more often than those with less effective listening skills. **Skillful** listeners are usually better managers and they are able to **run a team** successfully, because they are much more likely to be 'listened to' and they are better motivators of people.



You never know where a good idea will come from or how far it will take you. Listening skills are an important lifestyle ingredient and powerful business **tool** but many people **underestimate** the importance of listening skills. An open mind collects more riches than an open purse. These are four **major features** of good listeners:

### LISTEN FOR IDEAS, NOT JUST FACTS

Ideas are often more important than facts. Every time someone speaks to you, an idea as **valuable** as gold may be coming your way. Listen for it. Ask **open-ended questions** to **clarify** points and to let the speaker know that you are following the story.

### LOOK BEYOND THE WORDS

Focus on both 'what' the speaker says and 'how' it is said. Don't let a speaker's **delivery get in the way** of your understanding the message. For example, a person who is **upset** for whatever reason may give you some valuable ideas.

### BE PATIENT

'**Concentrated patience**' is an **essential** communication skill. When your **thoughts race** ahead of a speaker's words, you can become **detached** and miss important information. Avoid **jumping to conclusions** when someone is speaking. Be patient and focused and you'll be winning through communication.

### BE OPTIMISTIC

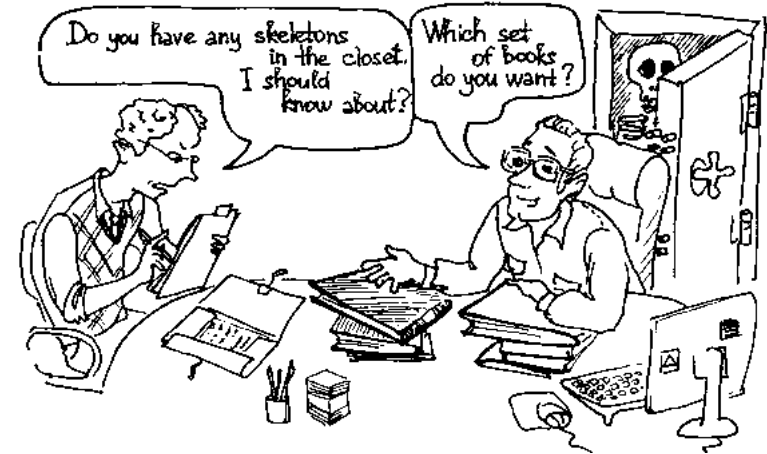
'Optimistic listeners' are people, who **expect** a speaker to say something of value, and they tend to be more successful. Try to listen approximately twice as much as you speak.

# First Meeting with an Auditor

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## VOCABULARY

<b>to audit</b> – проверять отчетность	<b>revenue</b> – доход; выручка
<b>major</b> – основной	<b>range of products</b> – ассортимент товаров
<b>wholesale</b> – оптовая торговля	<b>branch</b> – отделение, филиал
<b>service</b> – услуга	<b>parent company</b> – компания-учредитель
<b>joint stock company</b> – акционерное общество	<b>subsidiary</b> – дочерняя, подконтрольная компания
<b>legal entity</b> – юридическое лицо	<b>external</b> – внешний
<b>private individual</b> – частное лицо	<b>confidence</b> – доверие
<b>shareholder</b> – акционер	<b>nature</b> – характер
<b>supplier</b> – поставщик	<b>scope</b> – рамки, масштаб
<b>customer</b> – заказчик	<b>timing</b> – расчет времени
<b>earnings</b> – прибыль, заработок	<b>to look through</b> – просмотреть



*Edward decided to have his company audited and he is having his first meeting with an auditor.*

- Auditor: What is the **major** area of activity of your company?  
 Edward: We have three major activities: production, **wholesale** and **service**.  
 Auditor: What type of company do you have?  
 Edward: We have a **joint stock company**. Both **legal entities** and **private individuals** are among our **shareholders**.  
 Auditor: How many **suppliers** do you have?  
 Edward: We have about a hundred suppliers. Many of them are western companies.  
 Auditor: How many **customers** do you have?  
 Edward: We have about a thousand customers. There are many large companies among our customers.  
 Auditor: What were the company's **earnings** last year?  
 Edward: Our last year's **revenues** were about a million dollars.

- Auditor: What is the company's **range of products**?  
 Edward: Our company produces and sells a wide range of products.  
 Auditor: Does the company work with **cash**?  
 Edward: We have some cash operations, but we don't work in cash a lot.  
 Auditor: Does the company have **branches** or a **parent company**?  
 Edward: Yes, we have a parent company and a couple of **subsidiaries** in some regions of the country.  
 Auditor: Why do you need your company to be checked by an **external** auditor?  
 Edward: We want to have **confidence** in our accounting department and we want to increase the confidence of our western partners and investors.  
 Auditor: To figure out the **nature**, **scope** and **timing** of the audit, we need to **look through** some company documents. When can we do that?  
 Edward: What about tomorrow morning?  
 Auditor: O.K. See you tomorrow morning at 9 a.m. then.  
 Edward: See you tomorrow morning at 9 a.m.

# Money (to Splurge or to Stash?)

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## VOCABULARY

to splurge – транжирить	Are you kidding? – Ты шутишь?
to stash – копить	rip-off – обдираловка
to break a bill – разменять купюру	meal – еда
to take a look – взглянуть	to cost – стоить
purse – кошелек, дамская сумочка	to cost an arm and a leg – стоить очень дорого
ten – (разг.) десятидолларовая купюра	They'll take us to the cleaners – Они нас 'почистят' как следует
suspicious – подозрительный	Damn it! – Будь оно не ладно!
fake – фальшивый	expensive – дорогой
Just kidding – Шучу	fortune – много денег, 'состояние'
to borrow – брать в долг	I have little money. – У меня мало денег.
to lend – давать в долг	I have a little money. – У меня есть какое-то количество денег.
recently – недавно	to treat – угощать
to owe – быть должным	
cut – доля (прибыли и т.п.)	
We are even. – Мы в расчете.	
to afford – мочь себе позволить	



Sveta: Can you **break** a \$100 **bill**, please?  
 Natasha: Er... Let me **take a look** in my **purse**... Here you are.  
 Sveta: This **ten** looks **suspicious**... Are you sure it's not **fake**?... **Just kidding**.  
 Ha-ha... Here's the 50 bucks I **owe** you.  
 Natasha: Are you sure you **borrowed** it from me? I don't remember **lending** you any money **recently**...  
 Sveta: No. This is your **cut** for your help. Now **we are even**.  
 Natasha: Wow! Thank you! Let me buy you a drink.

Sveta: Don't worry. I can **afford** it today. Let's **splurge**! You haven't been to that new restaurant that just opened on the corner, have you?  
 Natasha: **Are you kidding**? That restaurant's a real **rip-off**! A **meal** there **costs an arm and a leg**, you know... **They'll take us to the cleaners**... **Damn it**.  
 Sveta: What do you mean?  
 Natasha: That means it is **expensive**. A meal there costs a **fortune**!  
 Sveta: Forget it. I have too **little money** for that. I can't afford it.  
 Natasha: Well, don't worry. I **have a little money**. I will **treat** you.

- Sveta: I'll show you a different place and we will **go Dutch**. I don't like to **freeload**.
- Natasha: Let's **invite** Steven to **join** us – he'll **pick up the tab**...
- Sveta: What are you talking about? He's a **freeloader**. He never **offers** to buy a drink and he is always short on **dough**. **He must be broke**. He **probably hardly makes ends meet**.
- Natasha: Are you kidding? He's **loaded**. His **murky** business is very **profitable**. He has made a fortune. He has plenty of **money to burn**. Don't worry. He can afford it.
- Sveta: Ah... So, he must be very **greedy** then.
- Natasha: He's not greedy – he's **stingy** and **thrifty**.
- Sveta: What's the difference?
- Natasha: Greedy people like to get money from other people. Stingy people don't like to spend money. Stingy people usually **get offended** when somebody calls them greedy.
- Sveta: Strange, he **dresses** like a **beggar**... I think money is a **tool** to achieving your goal, not the goal itself... He is probably saving **for a rainy day**...

- Natasha: I guess either he doesn't care what he **wears** or he does it **consciously** as **camouflage**. Still, I think he **misspends** money on beer and **booze**.
- Sveta: I hope he's not a **gambler**...
- Natasha: So, how are you going to spend your **fee**? Are you going to **splurge** or are you going to **stash** it for a rainy day?
- Sveta: I haven't **decided** yet. I **enjoy** shopping, you know... Sometimes I buy everything I see. I am afraid I am a **shopaholic**. It is like a crazy **addiction**, but I don't want to go on a **spending spree** this time as I usually do. I don't want to be a **spendthrift** and to misspend all the money.
- Natasha: I always try to stay away from **debt**, spend less than I **earn** and invest part of my **income wisely**.
- Sveta: Yeah... Money doesn't grow on trees – it's not that easy to **make**. I want my money to be my servant in the future, not my master.
- Natasha: Well, then no money – no honey...
- Sveta: Yeah... That's what men say... Ha-ha... This might sound funny, but it is true...

**We will go Dutch.** – Каждый расплатится за себя.

**to freeload** – кутить, жить на чужой счёт, на дармовщинку

**to invite** – приглашать

**to join** – присоединяться

**to pick up the tab** – заплатить по счету

**freeloader** – нахлебник

**to offer** – предлагать

**dough** – (sl.) деньги; тесто

**He is broke** – Он 'на мели' (без денег)

**probably** – вероятно

**hardly** – едва

**to make ends meet** – сводить концы с концами

**to be loaded** – быть 'при деньгах'

**murky** – мутный

**profitable** – прибыльный

**to burn money** – прожигать деньги

**greedy** – жадный (хапуга, рвач)

**stingy** – жадный (скряга)

**thrifty** – бережливый

**to get offended** – обижаться

**to dress** – одевать

**beggar** – нищий

**tool** – инструмент

**to save for a rainy day** – экономить на черный день

**to wear** – носить

**consciously** – сознательно

**camouflage** – камуфляж, маскировка

**to misspend money** – тратить деньги не по назначению

**booze** – спиртное

**gambler** – любитель играть в азартные игры

**to gamble** – играть в азартные игры

**fee** – гонорар

**to splurge** – транжирить

**to stash** – копить

**to decide** – решать

**to enjoy** – наслаждаться

**shopaholic** – человек, любящий ходить по магазинам

**addiction** – зависимость

**spending spree** – мотовство

**spendthrift** – расточитель

**debt** – долг

**to earn** – зарабатывать

**income** – доход

**wisely** – мудро

**to make money** – зарабатывать деньги

# Dèjà vu

## VOCABULARY

<b>according</b> – в соответствии	<b>groove</b> – желобок
<b>certain</b> – некоторый	<b>broken record</b> – заперченная пластинка
<b>obstacle</b> – препятствие	<b>to hang up</b> – класть трубку телефона
<b>to stumble</b> – споткнуться	<b>to persuade</b> – убеждать
<b>to foresee</b> – предвидеть	<b>to update</b> – дать современную информацию, обновить информацию
<b>approach</b> – подход	<b>to run into</b> – сталкиваться (с чем-л.)
<b>solution</b> – решение	<b>to manage</b> – суметь
<b>schedule</b> – расписание	<b>to carry out</b> – выполнять
<b>glitch</b> – затруднение	<b>nearly</b> – почти
<b>to catch up</b> – догонять	<b>priority</b> – приоритет
<b>to rely</b> – полагаться	<b>Are you kidding?</b> – Ты шутишь?
<b>keep in touch</b> – будь на связи	<b>rough day</b> – трудный день
<b>contractor</b> – подрядчик	<b>in more detail</b> – в деталях
<b>needle</b> – иглолка	
<b>to stick (stuck)</b> – застрять	

*IT Director calls Edward to inform him on the progress of the project.*

IT Director: Hi Edward.

Edward: Nice to hear you, partner.

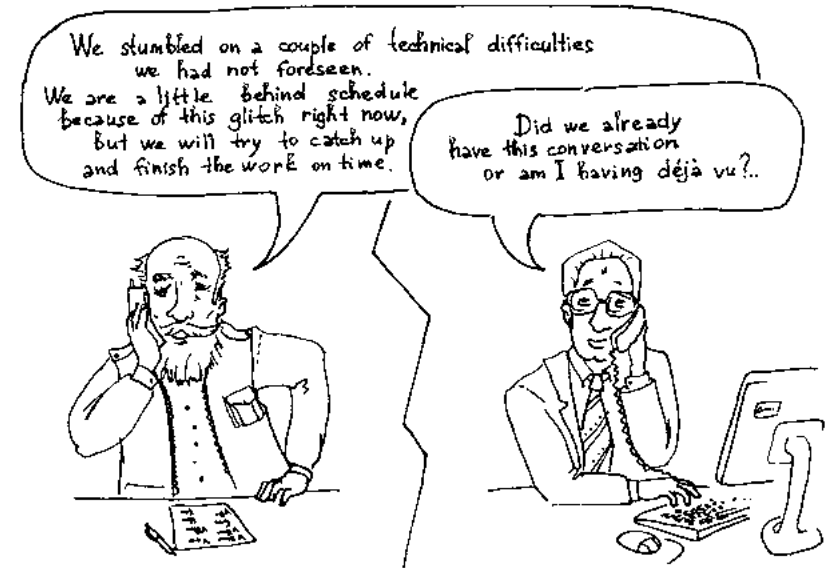
IT Director: I'm calling to inform you that our project is going **according** to plan.

Edward: O.K. Go on.

IT Director: There are **certain obstacles** but we have done about 90% of the work. We **stumbled** on a couple of technical difficulties we had not **foreseen**. We have to use a different **approach** to get the result we need.

Edward: Sorry, I did not catch the last sentence.

IT Director: We have to try a different approach. We are working on this problem right now. I know we will find a **solution**. We are a little behind **schedule** because of this **glitch**. We need 2 or 3 more weeks to finish the



work, but we will try to **catch up** and finish the work on time. My team is working very hard. We will find a solution and you should not worry about anything.

Edward: Thank you very much for informing me. You know that this project is very important for us. I am **relying** on you. Please keep me informed.

IT Director: Everything is under control. You don't have to worry about anything. Everything will be fine.

Edward: **Keep in touch**. Bye.

IT Director: Bye

*Edward hangs up the phone.*

Natasha: Who was that?

Edward (to the Natasha): That was our **contractor**.

Natasha: Is there any good news?  
 Edward: He sounded a little like a **needle** stuck in a **groove**.  
 Natasha: What?  
 Edward: He sounded like a **broken record**. You know, when they try to **persuade** you that everything is fine and you should not worry, then you start worrying.

*The telephone rings again in about 30-40 minutes.*

IT Director: Hi Edward.  
 Edward: Nice to hear you, partner.  
 IT Director: I'm calling to **update** you on the situation with our project.  
 Edward: O.K. Go on.  
 IT Director: We **ran into** certain difficulties but we **managed** to **carry out nearly** 90% of the work. We stumbled on a couple of technical obstacles we had not foreseen. We have to use a different approach to get the result we need. We are looking for another approach right now. This is our first **priority** and we will find a solution.  
 Edward: Listen...




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IT Director: We are a little behind schedule because of this glitch. It will take us 2... er... maybe 3 weeks to solve this problem, but we will try to catch up and finish the work on time. We keep pushing hard and we are moving forward. We will find a solution and you should not worry about anything.  
 Edward: Thank you very much for updating me. Just in case, did we have this conversation about 40 minutes ago or am I having deja vu?  
 IT Director: No, I have not spoken to you this morning. **Are you kidding?** I see you are working hard too...  
 Edward: Yes, you are right. Well, never mind. I am having a bit of a **rough day**. You know that this project is very important for us. I am counting on you.  
 IT Director: Everything is under control. You don't need to worry about anything. Everything will be fine.  
 Edward: Listen, can we meet next week to discuss the progress **in more detail**?  
 IT Director: Sure. I'll call you on Monday.  
 Edward: I look forward to your call and for our meeting.  
 IT Director: See you soon. Bye.  
 Edward: Bye.




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# Discussing the Company's Finances

## VOCABULARY

<b>annual</b> – годовой	<b>to mention</b> – упоминать
<b>report</b> – отчет	<b>cash flow</b> – движение денежной наличности
<b>to tease</b> – дразнить; поддразнивать	<b>statement</b> – выписка
<b>internal</b> – внутренний	<b>current</b> – текущий
<b>consolidated</b> – консолидированный, сводный	<b>previous</b> – предыдущий
<b>negligence</b> – халатность	<b>in a jiffy</b> – "мигом"
<b>clearly</b> – очевидно	<b>expense</b> – расход
<b>value</b> – ценить	<b>to prolong</b> – продлевать
<b>moreover</b> – более того	<b>lease term</b> – срок аренды
<b>to reflect</b> – отражать	<b>profit</b> – прибыль
<b>balance sheet</b> – баланс	<b>write off</b> – списание
<b>item</b> – пункт	<b>asset</b> – актив
<b>customer</b> – заказчик, клиент	<b>to expect</b> – ожидать
	<b>to make sure</b> – обеспечить

*Edward, chief accountant and their accountant discuss the company's current financial situation.*

- Edward: Come in. Take a seat.
- Chief accountant: Thanks.
- Accountant: Thanks.
- Edward: Our major task is to discuss the **annual report**, isn't it?
- Chief accountant: Excuse me, but we are working on it right now. It is not quite ready yet.
- Edward: What do you mean it is not ready? Is this some kind of a new joke? Are you kidding or **teasing** me? You showed me all the reports last week...?
- Chief accountant: Yes, we handed you our **internal** reports, but the company's **consolidated** financial report will be ready in 10 days.
- Edward: Why didn't you tell me? This is not just a matter of simple **negligence**. Well,... This situation not only **clearly** demonstrates that



you do not **value** either your or my working time, **moreover**, it **reflects** the level of organization in our accounting department.

- Chief accountant: Sorry, boss. This will not happen again.
- Edward: It better not... Please be more attentive next time... Well, give me the **balance sheet** then. What do you think about major financial **items**?
- Accountant: We have problems with cash receipt from **customers**.
- Edward: Thank you for **mentioning** that... Please, give me the **cash flow statement** for the **current** year... and similar report for the **previous** year. By the way, get some other financial reports for last year and the current year.
- Accountant: I'll bring it **in a jiffy**.

*The Accountant leaves.*

- Edward: What about our property, plant and equipment? How much are the rent and repair **expenses**?
- Chief accountant: It is all under control, but we need to **prolong** the **lease term**.
- Edward: What is the **profit** from using the office space?
- Chief accountant: Yes, of course, but we have a loss on the **write off** of our car.
- Edward: Which **assets** are we **expecting** to retire in the nearest future?
- Chief accountant: Er... I guess that machine which we bought just 20 years ago...
- Edward: Well,... **Make sure** you finish the annual report in the next few days, preferably by tomorrow.

# Sveta's New Job

## VOCABULARY

<b>courier</b> – курьер	<b>to shuffle</b> – тасовать (карты)
<b>to manage</b> – суметь	<b>to be stuck in a rut</b> – застрять, увязнуть в трясине
<b>newspaper ad</b> – объявление в газете	<b>splendid</b> – великолепно
<b>to fill out (a form)</b> – заполнять (анкету)	<b>smooth</b> – гладко
<b>application form</b> – анкета	<b>to accept</b> – принимать
<b>My jaw almost dropped to the ground</b> – У меня чуть челюсть не отвисла	<b>security guards</b> – охрана
<b>requirements</b> – требования	<b>jealous</b> – ревнивый
<b>feeble</b> – немощный	<b>precisely</b> – точно
<b>coherent</b> – связанный	<b>content</b> – довольный

*Natasha and Sveta are sitting as usual in a cafe, drinking cappuccino and having a chat.*

- Natasha: Hi, you look so healthy! Rosy cheeks! Have you fallen in love?
- Sveta: Well, no. It is nothing to do with men. I am working as a **courier** now. This job is just what I needed.
- Natasha: How did you **manage** that?
- Sveta: I simply called a number in a **newspaper ad**. I came for the interview as usual and **filled out** an **application form**. They said to me, "You are going on a round tomorrow". I was really surprised. My **jaw almost dropped to the ground**. I have no idea why they liked me!
- Natasha: That's great! What were the **requirements**?
- Sveta: Almost none – a residence in this town and a telephone, I am not like a **feeble** old woman. I talk **coherently** and even smile. That is all.
- Natasha: Well, how do you like your new job?
- Sveta: You know, in my old job, I didn't move around much – I **shuffled** papers from one place to another, saw nothing except that disgusting office – every day was just the same – I was **stuck in a rut**. I ate nothing and still put on weight. In this job, I am on the move all the time, I eat as much as I want and I lost 5 kilos just in one week, and they even pay me money for it!



- Natasha: Well, that is **splendid**! I was sure that couriers went around the city in cars. How lucky you are! I have tried all the diets, tablets – nothing works – I still put on weight. Well, come on! It is hard to imagine that everything is so **smooth** and there are not any difficulties in your job?
- Sveta: Yes, there are... The weather for example. On one rainy day, the magazines got slightly wet, and the secretaries did not want to **accept** them.
- Natasha: Really?
- Sveta: You know, most secretaries look down on couriers like servants – people of a lower class. But the bosses and the **security guards**, on the other hand, treat us normally and even smile. Can you imagine that one even invited me out for dinner?
- Natasha: Wow! You are lucky. You are "in a whirlpool of goings on." Everybody is happy to see you, and don't pay any attention to the secretaries – they are just **jealous**...
- Sveta: Generally, the more sophisticated the company or the office centre, the greater the stupidity. In one place, for example, they wanted me to always arrive only at a definite time and that nobody should ever replace me. But you know when you are moving around town, it is very difficult to plan your route so **precisely**, so that you always arrive at a set place at the same time...
- Natasha: What nonsense!
- Sveta: The most important thing is to treat such things with a sense of humor. I find it funny to watch this circus.
- Natasha: Have you signed a contract with them?
- Sveta: Well, no. I simply sign in the register that I have received such and such a sum. I am quite **content** by and large. I go around in the fresh air, meet a lot of interesting people and earn a little money...

# How to be Cool

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## VOCABULARY

<b>to build up</b> – наращивать	<b>emergency</b> – чрезвычайная ситуация
<b>self-confidence</b> – уверенность в себе	<b>rather</b> – в большей степени
<b>special</b> – особенный	<b>instead</b> – вместо
<b>unique</b> – уникальный	<b>arrogantly</b> – надменно
<b>accomplishment</b> – достижение	<b>to yawn</b> – зевать
<b>success</b> – успех	<b>occasionally</b> – время от времени
<b>universe</b> – вселенная	<b>to wipe</b> – вытирать
<b>mysterious</b> – загадочный	<b>to contribute</b> – вносить вклад
<b>purpose</b> – цель	<b>thought</b> – мысль
<b>to chat</b> – болтать	<b>to dominate</b> – доминировать
<b>to while</b> – коротать	<b>conversation</b> – разговор
<b>to leave</b> – оставлять	<b>to fall into extremes</b> – впадать в крайность
<b>message</b> – сообщение	<b>to laugh</b> – смеяться

(Which of the following suggestions do you think are good ideas and which are not?)

## BUILD UP SELF-CONFIDENCE

Look in the mirror every morning and say: "I am **special** and **unique**. I am designed for **accomplishment** and **success**." It helps to build up confidence. There is a spiritual principle at work in the **universe** which causes us to get what we focus on.

## BE MYSTERIOUS

If people know everything about you they won't be that interested in you. Hold something back, and everyone will want to know more about you.

## MAKE SURE YOU HAVE A PURPOSE WHEN YOU MAKE A PHONE CALL

Don't call just to **chat** and **while** the time. Keep phone calls brief. Call once. **Leave** a **message** only if you need to. If they don't return the call, don't call them back unless it's an **emergency**.



## LISTEN MORE, RATHER THAN TALK

Try to understand what the person is trying to say, **instead** of smiling **arrogantly**, **yawning** and **occasionally wiping** your face. **Contribute** your own **thoughts** – but don't **dominate** the **conversation**.

## LEARN TO TELL A JOKE

Keep improving your small talk skills. Learn to tell a good joke, but don't **fall into extremes**. Having a sense of humor is important, but don't get too carried away – you have to be serious about some things, sometimes.

## LEARN HOW TO LAUGH AT YOURSELF

Being cool doesn't mean being **perfect**. Being able to find humor in your moments of **clumsiness** and discomfort is the **distinguishing feature** of a cool person. People will not only **respect** you for it, but they'll like you for being human, just like them.



# Telephoning

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## VOCABULARY

<b>noise</b> – шум	<b>to make an appointment</b> – назначать встречу
<b>to spell</b> – сказать по буквам	<b>to reschedule an appointment</b> – перенести встречу
<b>to misspell</b> – сделать ошибку в слове	<b>to confirm</b> – подтверждать
<b>I got it.</b> – Я поняла.	<b>background</b> – фон
<b>to hold the line</b> – побыть на линии	<b>ASAP</b> – as soon as possible
<b>international call</b> – международный звонок	<b>to catch</b> – ловить, улавливать (смысл)
<b>to be available</b> – быть в наличии	<b>loudly</b> – громче
<b>to leave a message</b> – оставить сообщение	<b>slowly</b> – медленнее
<b>to pass</b> – передавать	<b>to speak up</b> – говорить громко и отчетливо
<b>appointment</b> – назначенная деловая встреча	



*Edward is having a business meeting and Sveta, his secretary, answers the phone calls. Sveta's English is not perfect and there is some **noise** on the line, so sometimes she has difficulties in understanding a native speaker on the phone.*

- Laura: May I speak to Edward Johnson, please?
- Sveta: May I ask who is calling, please?
- Laura: My name is Laura Smith.
- Sveta: I'm sorry, can you **spell** that please? I don't want to **misspell** your name.
- Laura: O.K. Laura, that is: L-A-U-R-A, Smith: S-M-I-T-H.
- Sveta: **I got it** now. Can you **hold the line** for a second, please?
- Laura: O.K. I'll hold, but this is an **international call**, I can't hold for long.
- Sveta: I am sorry, but he is not in at the moment. He is out. I'll ask him to call you back when he is here.
- Laura: Strange, he called me about an hour ago and asked me to find some information he needed. He told me that he was going to be in the office and he asked me to call him back...

- Sveta: Er... You see, he is in the office, but he is not **available** at the moment – he is having a very important meeting...
- Laura: I see...
- Sveta: I just didn't want to go into all these details... You can **leave a message** for him and I'll **pass** it to him when I see him..
- Laura: Well, I'm calling about our **appointment** tomorrow in the afternoon...
- Sveta: I see. I'll tell him when he is free. Do you want to **make an appointment** or to **reschedule your appointment**?
- Laura: I'm calling to **confirm** our appointment. May I leave a message for him, please?
- Sveta: Sorry, I am afraid I did not hear that. There is some **background** noise.
- Laura: Can you take a message for him, please?
- Sveta: Yes, I can take a message for him. Would you like to leave a message for him? What is the message?
- Laura: The message is: "Edward, I have the documents you need. Please call me **ASAP** to confirm our appointment. Laura Smith." Have you got everything?

- Sveta: I'm sorry I did not **catch** the last part. Can you speak a little more **loudly** and **slowly**, please?
- Laura: O.K. I'll **speak up**: "Please call me as soon as possible to confirm our appointment. Laura Smith."
- Sveta: Yes, I think I've got everything now. Would you like me to **read it back**?
- Laura: Sorry? I didn't catch that.
- Sveta: Let me read it back. I want to **make sure** that I got the message right.
- Laura: O.K. Go ahead. Read it back, please.
- Sveta: So, the message is: "Edward, I have the documents you need. Please call me as soon as possible to confirm our appointment. Laura Smith."
- Laura: Yes, that's right.
- Sveta: I've just sent your message to his mobile phone right now, so he will be able to read it when they have a **break**, and I'll pass him the message when the meeting is over.
- Laura: Thank you very much.
- Sveta: Oh, **hold on**... He just **replied** to me... Yes, he can speak with you now. I am **putting you through**.

*Sveta puts Edward on the phone.*

- Edward: Edward Johnson speaking.
- Laura: Oh, Edward is that you? This is Laura Smith. It's hard to **get through** to you.
- Edward: Nice to hear you, Laura. You see, I am terribly busy now. There is a **brief** coffee-break in the **middle** of an important meeting. Can you call me later in the afternoon, please?
- Laura: O.K. When can I call? What is the best time to reach you?
- Edward: Laura, I cannot hear you very well. I did not catch the last sentence. Can you hear me well?
- Laura: Sorry? Please repeat the last sentence. There is a strange noise on the line. When is it **convenient** for me to call?
- Edward: I can't hear you **clearly**. We have just **upgraded** our phone lines and I can't hear anything now. **Damn it**.
- Laura: Sorry, I did not catch the last part.

- Edward: Well, can you **hang up** and call me one more time, please?
- Laura: O.K.

*Laura hangs up the phone and dials the number one more time.*

- Voice on the line: Hello.
- Laura Smith: Hello. Can you **transfer** me to Edward Johnson, please?
- Voice on the line: I am afraid you dialed the wrong number. What number have you dialed, by the way?
- Laura: Never mind.

*Laura hangs up and dials one more time. Edward picks up the phone.*

- Edward: Hello.
- Laura: This is me again. I guess we were **disconnected**. I can hear you well now. So, what is the best time to reach you?
- Edward: I'll know my **schedule** for tomorrow by the end of this meeting. I think I am going to be busy for an hour and a half.
- Laura: O.K. I will call you **in two hours**. I will call you at 5 p.m.
- Edward: Yes, let's **get in touch** in two hours... er... around 5 p.m.
- Laura: Can you give me your mobile phone number **just in case**, please?
- Edward: Yes. It is: 8-067-391-76-62. I look forward to your call.

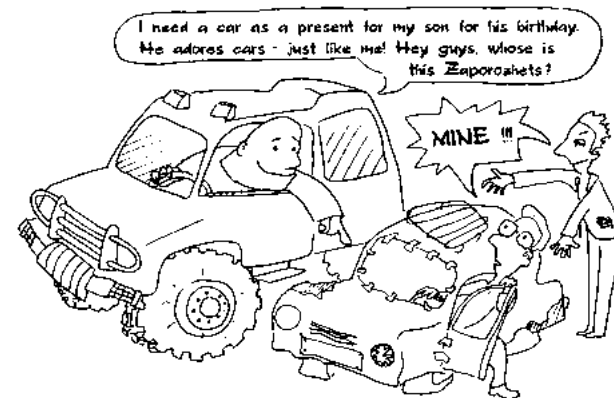
<b>to read it back</b> – повторить записанное сообщение	<b>to upgrade</b> – модернизировать
<b>to make sure</b> – убедиться	<b>Damn it.</b> – Будь оно не ладно.
<b>break</b> – перерыв	<b>to hang up</b> – класть трубку телефона
<b>to hold on</b> – ждать	<b>to dial</b> – набирать номер
<b>to reply</b> – отвечать	<b>to transfer</b> – соединять
<b>to put smb. through</b> – соединять	<b>to pick up the phone</b> – поднять трубку телефона
<b>to get through</b> – дозвониться, пробиться	<b>to disconnect</b> – разъединить
<b>brief</b> – краткий	<b>schedule</b> – расписание
<b>middle</b> – середина	<b>in two hours</b> – через два часа
<b>convenient</b> – удобно (по времени, пути)	<b>to get in touch</b> – связаться (по телефону)
<b>clearly</b> – ясно	<b>just in case</b> – на всякий случай

# Buying a Car (First Attempt)

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## VOCABULARY

<b>list</b> – список	<b>Are you kidding?</b> – Ты шутишь?
<b>advertisement</b> – объявление	<b>wreck</b> – 'развалюха'
<b>to advertise</b> – рекламировать	<b>customer</b> – покупатель, заказчик
<b>accident</b> – авария	<b>tire-kicker</b> – человек, который делает вид, что собирается купить автомобиль
<b>to waste time</b> – бессмысленно тратить время	<b>false</b> – неискренний, притворный, фальшивый
<b>to fix</b> – ремонтировать	<b>condition</b> – состояние
<b>junk</b> – хлам	<b>grand</b> – \$1000
<b>scrap metal</b> – металлолом	



*Simon and his wife sell cars.*

*Simon's wife is printing the **list** of cars for the **advertisement** in the newspaper.*

Simon's wife: Simon?

Simon: What do you want?

Simon's wife: I am printing the list of cars for the advertisement in the paper.

Simon: You should have done that yesterday!

Simon's wife: Why isn't the Zaporozhez on the list? Are you going to **advertise** it this week?

Simon: No – nobody is going to buy it. We have already tried to sell it for 3 months. It has had 12 owners and been in 2 **accidents**. It is a pity – I paid a hundred bucks for it. It is good I did not **waste time fixing** the brakes. Please, take this old piece of **junk** to the **scrap metal** yard this afternoon.

Simon's wife: **Are you kidding** me? I will not drive this **wreck** – it is too dangerous...

*Simon's wife looks out of the window.*

Simon's wife: It seems you have a **customer**. Good luck!

Simon: I hope it is not another **tire-kicker**...

*Simon meets a customer with a **false** smile.*

Simon: It is a very good car. It is in very good **condition**.

Edward: Yes,... er... that one looks better...

Simon: Yes, you are right. I see you like foreign cars.

Edward: I have never bought cars made in Russia.

Simon: What about a Volvo? It is more comfortable and faster. It has air-conditioning, radio, CD-player... An excellent car! What else can I say? It is a little more expensive than an 'Opel', that is true. O.K. I will sell it to you for five **grand**. That is less than I paid for it.

Edward: This is a nice car.

Simon: This is a Zaporozhets – a nice car and very economical, in very good condition. It had only one **owner**, or more **precisely** a female owner... er... an old woman. She really loved this car and **treated** it very carefully. She only went to the shops in it – once a week. She really did not want to sell it.

Edward: How many miles has it done?

Simon: 30,000 kilometres in all.

Edward: Unbelievable!

Simon: Let's try it – get in! The radio is like new.

*Simon turns the **ignition** key.*

Simon: It starts like new. The engine runs very well.

Edward: It seems it is very old. How old is it?

Simon: It is, of course, not new, but this car is now **in good demand**. O.K. I will let you have it for 350 bucks.

Edward: Make it \$300.

Simon: O.K. O.K. \$325 – you win. I cannot sell it cheaper, my friend.

Edward: **Deal!** Count the money!

Simon: Here are the documents. You got a **bargain**. You will thank me.

*Edward tries to start the **engine**.*

Edward: But it won't start.

Simon: Try again.

Edward: It is **faulty**. The brakes don't work. I want my money back.

Simon: I can't do that. It is your car now. Take away your **junk** and get out of here.

Edward (*sarcastically*): Your tone is not very **polite**, is it? Do you always act with your 'friends' like that?

*A Mercedes drives up. Bob gets out.*

Bob: Wow! Hey guys! Whose Zaporozhets is that?

Edward and Simon (*together*): Mine!

Simon (*to Edward*): I was joking, really. Here is your money.

Edward: I have just bought it.

Bob: I need a car as a present for my son's birthday. I will give you 500 bucks for it.

Edward: Well, you see...

Bob: O.K. O.K. – 600 dollars.

Edward: But it really does not start.

Bob: That's not important. He will be 6 years old. He **adores** cars – just like me. The main thing for him is that the **steering wheel** turns, and the **headlights** and the horn work. He loves beeping the horn – he can't help it. Here is your money. Thanks for your help.

**owner** – хозяин

**precisely** – точно

**to treat** – обращаться

**ignition** – зажигание

**to be in demand** – пользоваться спросом

**Deal!** – Договорились!

**bargain** – выгодная покупка

**engine** – двигатель

**faulty** – неисправный

**junk** – хлам

**polite** – вежливый

**to adore** – обожать

**steering wheel** – руль

**headlights** – фары

**horn** – сигнальное устройство автомобиля

FOR NOTES





# How to Master English Faster

## VOCABULARY

<b>to master</b> – овладевать	<b>recording</b> – звуковая или видеозапись
<b>skill</b> – умение	<b>to be occupied</b> – быть занятым
<b>comprehension</b> – восприятие	<b>entertaining</b> – развлекательный
<b>patient</b> – терпеливый	<b>journal</b> – дневник для записей
<b>definitely</b> – определенно	<b>essay</b> – реферат
<b>revise</b> – делать ревизию	<b>to express</b> – выражать
<b>to develop</b> – развивать	<b>thought</b> – мысль
<b>perfectly</b> – идеально	<b>headline</b> – заголовок
<b>to pay attention</b> – уделять внимание	<b>article</b> – статья
<b>pronunciation</b> – произношение	<b>significant</b> – существенный
<b>inventive</b> – изобретательный	<b>offended</b> – обиженный
<b>approach</b> – подход	<b>upset</b> – расстроенный
<b>to look through</b> – просматривать	<b>on the contrary</b> – наоборот
<b>environment</b> – окружающая среда	<b>instead</b> – вместо, взамен

1. Practice every day. Don't miss a single day. Even if you are extremely busy, find 15 minutes. Try to devote the earliest hours of the day to language and at least 20-30 minutes in the evening just before going to bed.
2. Focus on developing different **skills** like reading, writing, speaking and **comprehension**. If you don't see immediate progress – don't worry and don't hurry. Everyone can learn a language. Carry on with your lessons and be **patient**.
3. Make a special list of phrases that will **definitely** be useful, which you think you will need in many situations. **Revise** the list from time to time and **develop** it. Practice these phrases until you can say them **perfectly**. When learning new words and expressions, **pay attention** to their different meanings and **pronunciations**.
4. Change forms of studying and be **inventive**. Try different **approaches**: read magazines and books, watch English channels on TV, listen to English radio programs, CD- or Mp3-player, do English exercises or simply **look through** a text-book or dictionary. Find a way to make the process of learning a pleasant activity.



5. Try to put yourself in the natural language **environment** as often as possible. Listen to educational audio **recordings** when you are not **occupied** with something important, for example, on the metro, during breakfast on weekends, on your way to work and back and in the evening before going to sleep. Watching original English films is definitely both **entertaining** and very effective. Use every possibility to talk with native speakers; to sound natural, try to imitate them.
6. Take notes, write shopping lists and keep your **journal** in English. Writing short stories, compositions and **essays** is a very effective way to learn a language. It teaches you to **express** your **thoughts** and even to think in the language you are learning.
7. Try to translate, in your mind, everything that is possible: **headlines** in newspapers, titles of films, books and **articles**, slogans, phrases, etc. Doing English crossword puzzles is a useful mental game and exercise. If you like it, you will make **significant** progress in learning new words and expressions very quickly.
8. Don't be afraid to speak and don't be afraid of possible mistakes. Don't feel **offended**, hurt or **upset** if somebody corrects you. **On the contrary** you could ask your friends to correct your mistakes. Correcting your mistakes is a natural part of the learning process.
9. If you really want to learn English, read, watch films and news on TV and speak in the language you are learning **instead** of your native language. It will retrain your brain to think and operate in English.

# The Perfectionist

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## VOCABULARY

<b>He ran out of...</b> – У него закончились...	<b>to consider</b> – рассматривать
<b>discount</b> – скидка	<b>Are you kidding?</b> – Ты что, шутишь?
<b>misprint</b> – опечатка	<b>to waste</b> – бессмысленно тратить
<b>red tape</b> – бюрократия	<b>valuable</b> – ценный
<b>vehicle</b> – транспортное средство	<b>This is ridiculous!</b> – Это смешотворно.
<b>car-horn</b> – клаксон (автомобиля)	<b>to be detained</b> – задерживаться
<b>to round off</b> – закруглять	<b>resourceful</b> – изобретательный
<b>accident</b> – авария	<b>solution</b> – решение
<b>period</b> – точка	<b>in a jiffy</b> – мигом, одним духом
<b>sample</b> – образец	<b>hooter</b> – slang word for horn
<b>to wear out</b> – стирать	<b>to fix</b> – чинить, ремонтировать
<b>to distinguish</b> – различать	<b>warning signal</b> – предупредительный сигнал
<b>embarrassing</b> – неприлично	<b>customer</b> – клиент
<b>sufficient</b> – достаточный	<b>favour</b> – услуга
<b>to channel</b> – направлять	<b>No charge</b> – Платить не надо



*Edward is having a hard day. He **ran out of** business cards and urgently needs to print more for the next meeting.*

- Edward: Hello. How much is it to print business cards?
- Natasha: It depends... What kind of cards would you like to print?
- Edward: Can you print the cards identical to this one, but make the letters a little bit bigger and darker.
- Natasha: \$15 for a hundred and you have to put down a 50% deposit.
- Edward: I see... It seems the price has gone up a little, hasn't it? ... Do you have a **discount** for 200 cards?
- Natasha (*slightly irritated*): We have a discount only for a thousand cards. Do you want cards with square or rounded corners?
- Edward: Well, then print a hundred... Yes, **round off** the corners for me, please.

- Natasha: Wait a second. Please proofread the sample we printed to make sure that there are no **misprints** and sign for it here.
- Edward: Well,... It is fine. Thank you. It seems these people just cannot live without **red tape**. It is all over the place. This is unbelievable!
- Natasha: Your cards will be ready in 30 minutes – we need to cut them up. You can either wait here or come back in 30 minutes.
- Edward: O.K. I'll try to do something useful and be back in 30 minutes.

*Edward decides to take his car to the garage for some minor repairs.*

- Edward: Hello!
- Simon: How can I help you? What seems to be the problem with your beautiful **vehicle**? (*sarcastically*)

- Edward: My **car-horn** is not working... It is broken.
- Simon: We are very busy today... Can you bring it in tomorrow morning? I have to fix three truck-engines in two hours.
- Edward: Obviously you are very professional. You see, I am afraid to drive... I might have an **accident**...
- Simon: O.K. O.K. Leave your car over there and come back in 30 min – your horn will be as good as new.

*Edward returns to collect his business cards.*

- Natasha: Your business cards are ready. Here you are.
- Edward: This is a mistake. Here should be a comma not a **period**. This is unacceptable!
- Natasha: I asked you to check the text. Why didn't you tell me before?
- Edward: I guess I missed it because of the poor lighting here. Look, there is a comma not a full stop here in the **sample** I gave you.
- Natasha: The sample you gave is **worn out** and faded. You cannot **distinguish** the letters there. It is not important anyway.
- Edward: It is very **embarrassing** to have a mistake on a business card. I cannot take these cards – they are ruined. My god, I am having a very important business meeting in one hour. These cards are trashed. I am in big trouble. Do you understand how stressful this is?
- Natasha: Come on, be a man. This is not a **sufficient** reason to panic. Just **channel** the energy **released** by stress into something productive. What if I give you a pen and you will make commas out of those dots? You can **consider** this as a form of meditation.
- Edward: **Are you kidding?** Please don't tell me what to do. Now I have **to waste** my **valuable** time to correct every card you ruined. **This is ridiculous** and I don't have time for that... I should be going to the meeting... I will be late as a result of this.
- Natasha: We can call those people and tell them that you are being detained. If they need you they will wait. If they don't, there is probably no point in going there in the first place.
- Edward: I see, you are a very **resourceful** girl and you have an analytical mind. Well, probably there is a **solution**. If I order one hundred more cards, what discount will you give me on this hundred?

- Natasha: If you order another hundred, we can give you a 50% discount on this hundred.
- Edward: Here is the money. Please correct the mistake and print another hundred as quickly as possible.
- Natasha: We will do it **in a jiffy**.

*Having the business cards printed with a discount, Edward is in a happy mood and he comes to the garage to collect his car.*

- Simon: Your horn is like new now.
- Edward: Oh, thank you! May I try it?
- Simon (*impatiently*): What ever you want... Just, please, do it fast. We are very busy today.
- Edward: You know, it sounds very different now. What have you done to it?
- Simon: Your **hooter** was broken. I fixed it. What do you mean different? It sounds like a normal horn. I don't understand, what is the difference how it sounds after all?
- Edward: I appreciate your work, but it definitely sounds like a different horn.
- Simon: What do you mean different? You must be kidding – it is not music. It sounds like a normal horn. It sounds perfect.

*Edward tries again.*

- Edward: No. It sounds like a truck-horn now.
- Simon: So, it's good. It's meant to give people a **warning signal**. Drive carefully and you will not have to use it a lot anyway.
- Edward: I liked the sound of the original horn very much. Can you make this horn sound like the original one, please?
- Simon: You know what – I have never seen a **customer** like you before in my entire life. I have a lot of work to do. Please, do me a **favor** – take your junk and get out of here as fast as you can. **No charge**. Please... Go!
- Edward: Thirty minutes ago you said it was a beautiful car. O.K. If you insist... I am leaving... Thank you for the repair anyway...

# Balance is the Key to Success

## VOCABULARY

<b>effectiveness</b> – эффективность	<b>unique</b> – уникальный
<b>to eliminate</b> – исключать	<b>accomplishment</b> – достижение
<b>to affect</b> – воздействовать	<b>to network</b> – сеть
<b>to maintain</b> – поддерживать	<b>purpose</b> – цель
<b>junk food</b> – трудноусваиваемая, низкокалорийная пища.	<b>to get acquainted</b> – познакомиться
<b>instant coffee</b> – растворимый кофе	<b>conversation</b> – разговор
<b>flywheel</b> – маховик	<b>stranger</b> – незнакомый человек
<b>spin</b> – вращаться	<b>to treat</b> – обращаться
<b>brisk</b> – живой, проворный	<b>to be open-minded</b> – быть восприимчивым к новым идеям
<b>to focus</b> – сосредотачиваться	<b>failure</b> – поражение
<b>priority</b> – приоритет	<b>to waste</b> – бессмысленно тратить
<b>to invest</b> – инвестировать	<b>pest</b> – паразит
<b>knowledge</b> – знания	<b>time-waster</b> – пожиратель времени
<b>competitive</b> – конкурентный	<b>to avoid</b> – избавляться
<b>to be in demand</b> – пользоваться спросом	<b>inner voice</b> – внутренний голос
<b>to embrace</b> – принимать, обнимать(ся)	<b>to implement</b> – внедрять
<b>to adapt</b> – адаптироваться	<b>to put into practice</b> – реализовывать на практике
<b>environment</b> – среда	<b>decision</b> – решение
<b>subject</b> – предмет	<b>persistent</b> – настойчивый
<b>to boost confidence</b> – развивать уверенность в себе	<b>to achieve</b> – достигать
<b>special</b> – особенный	<b>goal</b> – цель

1. Long-term effectiveness is in balance. Get your life organized. Try to **eliminate** or minimize things that **affect** you in a negative way. Live a healthy lifestyle and **maintain** your health. Give up **junk food** and unhealthy habits like **instant coffee** and cigarettes. To keep your 'flywheel' **spinning**, develop some healthy habits, for example, go for a **brisk** walk every day.
2. Set realistic goals and priorities and write them down. It helps to stay **focused**. Spend 10-15 minutes in the morning planning your day. Focus on the **priorities**. **Invest** in your health, **knowledge** and skills. Take one step at a time.



3. Keep looking for possibilities and developing useful skills. The more skills you have the more **competitive** and marketable you are. Generally people who do what they like are healthier, happier, look better and live longer than those who do not. Choose a profession you like, but make sure that it is **in demand**. **Embrace** change – constantly **adapt** to the changing business **environment**.
4. Read for about an hour every day on a **subject** that interests you. Learn a couple of new English words every day. Write a couple of paragraphs in your journal or diary every day.
5. Believe in yourself no matter what. It is important to **boost confidence**. Look in the mirror every morning and say: "I am **special** and **unique**. I am designed for **accomplishment** and success." Bring positive things and variety into your life. Try to deal more with positive thinking people. Put yourself in the 'fun-zone' from time to time.
6. **Network** on **purpose**. Try to **get acquainted** with a new interesting person every day. Start up a **conversation** with a **stranger** sometimes. **Treat** others the way you want to be treated. Be **open-minded** – you might learn something useful. Learn from others and be creative.
7. Learn from mistakes and **failures**, and don't **waste** time on useless regrets. (*One of the ways to avoid repeating your mistakes in the future is to make a list of them in your journal and look through it from time to time.*) Learn to recognize '**pests**' and **time-wasters** and **avoid** them.
8. Listen to your **inner voice** and try to keep your life as simple as possible. Spend 30 minutes cleaning and organizing your home and office every day.
9. **Implement** or **put into practice** your **decisions** and plans. Monitor your progress and be **persistent** in **achieving** your **goals**.

# Communication Skills or the Art of Small Talk

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## VOCABULARY

<b>small talk</b> – короткая беседа (о том о сем)	<b>value</b> – ценность
<b>to admire</b> – восторгаться	<b>to maintain</b> – поддерживать
<b>unfamiliar</b> – незнакомый	<b>mutual understanding</b> – взаимопонимание
<b>assimilate</b> – ассимилировать, 'вписаться в коллектив'	<b>to get promoted</b> – быть продвинутым (по службе)
<b>conversation</b> – разговор	<b>experience</b> – опыт
<b>common interest</b> – общий интерес	<b>to acquire</b> – приобретать
<b>essential</b> – существенный	<b>to improve</b> – улучшать
<b>tool</b> – инструмент	<b>to indicate</b> – указывать
<b>to be in good spirits</b> – быть в хорошем расположении духа	<b>to establish</b> – устанавливать, учреждать
<b>to entertain</b> – развлекать	<b>to get on the same wavelength</b> – 'настроиться на волну'
<b>to 'break the ice'</b> – включиться (в работу)	<b>impressive</b> – впечатляющий
<b>to underestimate</b> – недооценивать	



People **admire** those who feel comfortable in an **unfamiliar** social situation like a new job, country or party and can make friends and **assimilate** or integrate into the community quickly. These people have what is often called 'the gift or art of small talk.'

Small talk is a brief pleasant **conversation** about **common interests**, but nowadays it is an **essential** business **tool**. Secretaries and personal assistants should be skillful in making small talk to make visitors comfortable, tourist guides use it to keep tourists **in good spirits** and **entertained**, and negotiators use it to **'break the ice.'**

Do not **underestimate** the **value** of 'small talk' skills. It is an important confidence and relationship-building tool. The skill to make effective small talk can help people to build and **maintain** productive relationships with colleagues, keep updated on what's going on in the company, develop **mutual understanding** with the boss and help to **get promoted**.

We often learn from other people's **experience** faster than we can learn from books. People who undervalue the importance of 'small talk' skills are often considered non-communicative, not confident and unfriendly. Anyone can develop this useful skill and like any other **acquired** skill, it can be learned, **improved** and mastered.

## SMILE.

How to break the ice? Smiling **indicates** that you are friendly. Small talk is usually not about exchanging important information but helps to **establish** mutual understanding and to **'get on the same wavelength,'** so it is better to start with a simple issue. You don't have to be **impressive**.

## KEEP IT SIMPLE.

Try to switch a conversation into something of mutual interest. Ask simple questions. Weekends, vacations, hobbies, children and food are probably the most common topics. Try to avoid slang and **complex** rarely used expressions which can create **confusion**, because another person might misunderstand or **misinterpret** them.

## ACCEPT A BUSINESS CARD WITH RESPECT.

Show that it is valued. Accepting a business card normally does not **oblige** you to anything. On the other hand it might **turn out** that this is a useful contact for you or some of your friends in the future. Do not **reject** a card or say, 'I don't think I will need that.'

## ACT CONFIDENTLY AND NATURALLY.

Notice another person's **facial expressions** and body language. Be ready to make an excuse and leave if you see that a person is too busy or is not in the right **mood**. Do not take it personal if you did not get a **response** you **expected**.

## BE ATTENTIVE.

Listen and demonstrate your interest by maintaining eye-contact and **feedback**. Looking around the room while they are talking to you is a sign of disrespect and it can **insult** a person. Try to listen more than you talk but have something interesting to **contribute** to the conversation. **Resist** the **temptation** to **display** your own **special brilliance** unless you are sure that the other person is interested in it. If you find something **attractive** about a person's clothes make a **genuine** compliment.

## KEEP IT LIGHT.

**Avoid** going too deep into discussing unpleasant topics like **illnesses** or other people's behavior. By all means try to avoid **controversial** topics like politics and religion. If a person has a different opinion it potentially can **ruin** a conversation or turn it into an **argument** or a fight. Be tolerant and avoid **embarrassing** a person with **inappropriate remarks** if a person **shares** with you problems in relationships, marriage, family etc.

## KEEP IT BRIEF.

Thank a person for his or her time, make an excuse and leave before you make another person tired or bored. Don't expect that all small talk will be **perfect** and **inspiring** but generally the more you try the better you will get.

<b>complex</b> – сложный	<b>special</b> – особый
<b>confusion</b> – замешательство, неловкость	<b>attractive</b> – привлекательный
<b>to misinterpret</b> – неверно интерпретировать	<b>genuine</b> – искренний
<b>to accept</b> – принимать	<b>to avoid</b> – избегать
<b>to oblige</b> – обязывать	<b>illness</b> – заболевание
<b>to turn out</b> – оказываться	<b>controversial</b> – противоречивый
<b>to reject</b> – отвергать	<b>to ruin</b> – разрушать
<b>facial expression</b> – выражение лица	<b>argument</b> – спор
<b>mood</b> – настроение	<b>to embarrass</b> – ставить в неудобное положение
<b>response</b> – реакция	<b>inappropriate</b> – неуместный
<b>to expect</b> – ожидать	<b>remark</b> – замечание
<b>feedback</b> – обратная связь	<b>share</b> – делиться
<b>insult</b> – оскорбление	<b>brief</b> – краткий
<b>to contribute</b> – вносить вклад	<b>perfect</b> – идеальный
<b>to resist</b> – сопротивляться	<b>inspiring</b> – вдохновляющий
<b>temptation</b> – соблазн	
<b>to display</b> – выставлять на показ	



FOR NOTES

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# A Software Developer (part 1)

## VOCABULARY

<b>to drop by = drop in</b> – зайти, заглянуть	<b>in general</b> – в целом
<b>to step out</b> – выходить (ненадолго)	<b>to split</b> – разбивать (так же в перен. смысле)
<b>to maintain a conversation</b> – поддерживать разговор	<b>logically divisible</b> – логически независимый
<b>to run a company</b> – руководить фирмой	<b>in detail</b> – в деталях
<b>to interrupt</b> – прерывать, вмешиваться (в разговор и т.п.)	<b>to brainstorm</b> – обмозговывать
<b>customer</b> – заказчик	<b>to toss</b> – бросать; перебрасываться репликами, идеями
<b>to include</b> – включать (в себя)	<b>to consider</b> – рассматривать
<b>to take part</b> – принимать участие	<b>advantage</b> – преимущество
<b>major</b> – основной	<b>disadvantage</b> – недостаток
<b>interface</b> – интерфейс	<b>solution</b> – решение
<b>to broaden</b> – расширять	<b>decision</b> – решение
<b>network</b> – сеть	



*Steven **dropped by** to see Edward, who had just **stepped out** to get a couple of beers at the supermarket. Natasha asks Steven questions about his business to maintain a conversation.*

- Natasha: What do you do?  
 Steven: I work for the 'Cool-IT' company.  
 Natasha: How long have you been working for this company?  
 Steven: I have been **running this company** for six months.  
 Natasha: What is the most difficult part of your job?  
 Steven: Customers' phone calls **interrupt** my work all the time. I cannot focus on the creative part of my work and don't even have time to plan my day. For example, I had a 3-hour meeting at one of our **customer's** office today. It took me 5 hours, **including** my way to and from their office.

- Natasha: How many people usually **take part** in such meetings?  
 Steven: I guess it depends on the situation. About 10 people took part in that particular meeting.  
 Natasha: What **major** issues did you discuss at the meeting?  
 Steven: Their system doesn't have a user-friendly **interface**. They want our company to make their system more user-friendly and they want to **broaden** their **network** to cover the entire country.  
 Natasha: Do the meetings with customers usually have any structure?  
 Steven: First of all, we usually discuss their problems **in general** terms. Then we **split** a problem into **logically divisible** parts and discuss them **in more detail**. We **brainstorm** the problem – **toss** different ideas around the table and **consider** different options. We discuss **advantages** and **disadvantages** of different **solutions**.  
 Natasha: How are the **decisions** usually made ?

- Steven: We consider our customers partners, working towards common goals. **Normally** decisions are made **jointly**. Sometimes I try to **influence** the client's opinion. Sometimes I try to put a **mutually beneficial** idea in a customer's head and have him then propose it to me.
- Natasha: What do you usually do after you understand what a customer wants? Do you document the decisions made at a meeting in any way? Does anybody usually take the **minutes** of the meeting?
- Steven: When we reach an agreement we sign an **agreement of intent**. This kind of an agreement doesn't **include** any financial **obligations**. The purpose of this document is to fix the principal decisions made **in written form** to avoid possible future misunderstandings.
- Natasha: How are you going to **solve** their **problem**?
- Steven: First of all I will try to **figure out** whether the system already has this **capability**. We try not to make our employees carry out useless tasks. Then we **assess** the cost of the project.
- Natasha: How do you usually plan the work of your team?
- Steven: I try to **implement** the **prospective** ideas first, those we can **develop** or **adopt** for our other customers in the future. Sometimes we just try to use a well-tested solution instead of **reinventing the wheel**, but most problems need a specific solution.

- Natasha: I hope you have right people in your team to implement the best solutions...
- Steven: Most our computer programmers are specialists or experts in a specific **narrow** area and they **are torn between** different projects and tasks. All the projects had to be completed yesterday or last week... Anyway, how is your job?
- Natasha: I think I am going to change my job, because of the atmosphere in the company. I often have to work **overtime** and I am very tired in the evening...
- Steven: I see... A person has to have good rest to be productive the next day.
- Natasha: It looks like your job is quite stressful, isn't it?
- Steven: Yes, my job is quite stressful.
- Natasha: I guess stress negatively **influences** a person's **mood**, behaviour, productivity and health. How do you **manage** your stress? What do you do to **reduce** it?
- Steven: Yoga is a hobby of mine. It helps me to **maintain** my physical and mental health, and **releases** stress.
- Natasha: How does it work?
- Steven: Through practicing yoga, I learned to **interact** with my **soul** by using my senses.

<b>normally</b> – как правило	<b>to develop</b> – развивать
<b>jointly</b> – совместно	<b>to adopt</b> – адаптировать
<b>to influence</b> – влиять	<b>to invent a wheel</b> – изобретать 'колесо'
<b>mutually beneficial</b> – взаимовыгодный	<b>narrow</b> – узкий
<b>minutes</b> – протокол (заседания)	<b>to be torn between</b> – разрываться на части
<b>agreement of intentions</b> – договор намерений	<b>overtime</b> – сверхурочно
<b>obligation</b> – обязанности	<b>to influence</b> – влиять
<b>in written form</b> – письменной форме	<b>mood</b> – настроение
<b>to solve</b> (a problem) – решать (проблему)	<b>to manage</b> – справляться
<b>to figure out</b> – выяснять	<b>to reduce</b> – понижать
<b>capability</b> – способность	<b>to maintain</b> – поддерживать
<b>to assess</b> – оценивать	<b>to release</b> – высвобождать
<b>to implement</b> – реализовывать	<b>to interact</b> – взаимодействовать
<b>prospective</b> – перспективный	<b>soul</b> – душа




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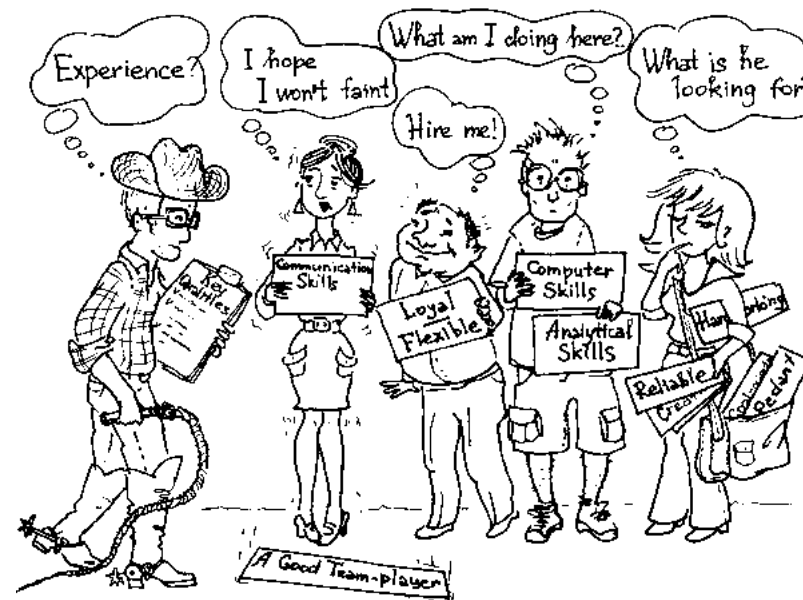
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# Qualities Important for Success

## VOCABULARY

<b>quality</b> – качества	<b>opinion poll</b> – опрос общественного мнения
<b>success</b> – успех	<b>numerical</b> – численный
<b>complex</b> – сложный	<b>to improve</b> – улучшать
<b>graduate</b> – выпускник	<b>adaptability</b> – приспособляемость
<b>unemployment</b> – безработица	<b>awareness</b> – осведомленность
<b>employer</b> – работодатель	<b>experience</b> – опыт
<b>shortage</b> – нехватка	<b>to consider</b> – рассматривать
<b>to include</b> – включать	<b>substantial</b> – существенный
<b>to solve</b> – решать	<b>to interact</b> – взаимодействовать
<b>to afford</b> – мочь себе позволить	<b>to annoy</b> – досаждать; докучать
<b>extended</b> – широкий	<b>flexible</b> – гибкий
<b>minority</b> – меньшинство	<b>certain</b> – определенный
<b>contribution</b> – вклад	<b>to realize</b> – понимать
<b>range</b> – спектр, диапазон	<b>to adapt</b> – адаптироваться
<b>vocational</b> – профессиональный	
<b>to possess</b> – владеть	



A diploma is becoming the minimum qualification requirement for any white-collar job today. We now live in a far more **complex** world and most jobs today require a much higher level of intellectual skills than ever before. **Graduates** not only continue to enjoy higher pay and lower **unemployment** than non-graduates, but most **employers** will tell you that there is still a **shortage** of good graduates.

So what do employers look for in graduate recruits? The list of typical job requirements **includes** communication skills, the ability to gather, analyze, process and present information; and to **solve** problems. In the past this was enough. When graduates were small elite, employers could **afford** to invest in **extended** training programs.

Although small numbers of graduates of exceptional potential are still recruited into training schemes, they are a small **minority**. Most graduate recruits today are expected to make an immediate **contribution** to the organization. This means that

they need more than their academic qualifications. Employers look for a **range** of **vocational** skills, which are useful in almost all types of work; they are usually known as "key skills". Employers have produced long lists of desirable skills, which they would like their new graduate recruits to **possess**.

According to a recent **opinion poll** among employers the top six "key skills" are the following:

- communication skills;
- ability to analyze, process and present **numerical** data;
- computer skills and basic knowledge in information technology;
- team-working;
- ability to learn and develop new skills fast and to **improve** performance;
- problem solving skills.

Employers also want candidates to have some additional qualities such as **adapt-ability** and commercial **awareness**. Above all, they want recruits to have already had some practical **experience**.

The most important quality most employers emphasized is work experience. Most of today graduates do have work experience of one kind or another, but most of them do not usually use all the learning opportunities it provides. Many students still **consider** part-time jobs only as a source of money.

Most employers want candidates to have **substantial** work experience, however, not enough employers offer suitable vacancies to provide this. Ideally, you would get vacation or part-time work relevant to your area of study so that you could start to apply theory to the world of work. Many students work in retail shops, bars and fast-food outlets, or waiters in restaurants. The money is certainly useful, but does menial work provide opportunities for useful learning and help your career prospects? Well, it does.

FOR NOTES



Horizontal lines for taking notes.

Even in the most manual jobs you can analyze everything you see and do and what your colleagues at all levels are doing. You can try and work out why things are organized the way they are and why people act the way they do; how to **interact** with a boss, colleagues and customers; what the customers like, do not like and what **annoys** them. The job can be used as a learning opportunity so you can tell future recruiters what skills and understanding you have gained.

Few people will find a lifetime employer. They will move between employers to gain greater experience and expertise. Many will be offered short-term contracts. Others will work on a part-time or self-employed basis. Graduates have to be more **flexible** because their future careers are less **certain**. In going to university it is important to **realize** that the future will be very different from the past, that you must learn to **adapt** and that you can and should learn from every experience.

FOR NOTES



Horizontal lines for taking notes.

# Natasha's Interview

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## VOCABULARY

<b>inner voice</b> – внутренний голос	<b>to tend</b> – иметь тенденцию
<b>improper</b> – неуместный, неприемлемый	<b>to carry out</b> – выполнять
<b>to be determined</b> – быть полным решимости	<b>perfectly</b> – идеально
<b>thoughtfully</b> – обдуманно	<b>meticulous</b> – педантично
<b>to decide</b> – решать	<b>workaholic</b> – трудоголик
<b>to be fed up</b> – быть сытым по горло	<b>previous</b> – предыдущий
<b>to be underutilized</b> – быть недоиспользованным	<b>industrious</b> – исполнительный
<b>prospects</b> – перспективы	<b>to accumulate</b> – накапливать
<b>weakness</b> – слабые стороны, недостатки	<b>experience</b> – опыт
<b>report</b> – отчет	<b>goal</b> – цель
<b>accountability</b> – отчетность	<b>to make a contribution</b> – вносить вклад
<b>authority</b> – руководство, власть	<b>unexpected</b> – неожиданный
	<b>wardrobe</b> – одежный шкаф, гардероб

Edward needs a personal assistant, so he invited Natasha for an interview. Natasha is a little nervous and sometimes Natasha's **inner voice** suggests **improper** ideas, but she is **determined** to win the interview and answers **thoughtfully**.

Edward: Why did you **decide** to leave your last job?

Natasha's Inner Voice: The job was complete shit. I was totally **fed up** with it.

Natasha: I felt my talents and abilities were **underutilized**. Besides, there were no career **prospects**.

Edward: What do you consider your biggest **weaknesses**?

Natasha's Inner Voice: Generally, I can't concentrate for more than five minutes. I hate all kinds of **reports**, **accountability** and **authority**, and **tend** to fall asleep at my desk.

Natasha: I always try to **carry out** any task given to me in the best possible way, **perfectly**. I feel better when I have a lot of work. I carry on thinking



about work at home. I can't live for even a day without work. My friends and work colleagues say that I am **meticulous** and a **workaholic**.

Vladimir: It seems you didn't hold on to your **previous** jobs for long. What are the chances you'll stay with us any longer?

Natasha's Inner Voice: What could I do if my employers only wanted to keep qualified, competent and **industrious** employees?

Natasha: I'm at a stage in my career, where I have **accumulated** enough **experience** and I really want to feel part of a team – a group of people in business with clear **goals** and to feel I can **make my contribution** to the company.

Edward: How do you handle **changes** in your life? How do you manage **unexpected** situations at work?

Natasha's Inner Voice: I like changes in my **wardrobe** and in my refrigerator most of all.

Natasha: In the modern, fast changing world of **advanced** technology, the business environment is constantly changing. I know that constant **adaptation** to change is a **condition** for **survival** in the modern world. Of course, in unexpected situations, it is important to keep one's cool, **assess** the situation, **make a decision** and act.

Edward: How do you usually **get along** with your colleagues?

Natasha's Inner Voice: Generally fine, **especially**, if they don't **irritate** me, don't create any problems for me and don't **get in my way**.

Natasha: I think the dynamics of **interpersonal** relations in a group is one of the **sources** of **satisfaction** from working. Good **team-spirit** always helps to fully **utilize** the **creative** potential in me.

Edward: What does the word **success** mean to you?

Natasha's Inner Voice: If I am not **reproached** for the mistakes I make all the time, this is success.

Natasha: Success, for me, is to feel that I am a member of a team of competent and **dedicated** people, and that my work makes a contribution to the **common** goal and to the **profitability** and **competitiveness** of the firm.

Vladimir: How do you **respond** to **failure** and **defeat**?

Natasha's Inner Voice: **In the event** of failure, first of all I usually think who I can **blame** the mistake on. My plan B is to try to maximize my **severance pay** – to get as much money as possible on being **fired**.

<b>advanced</b> – продвинутый	<b>team-spirit</b> – командный дух
<b>adaptation</b> – адаптация	<b>to utilize</b> – использовать
<b>condition</b> – условие	<b>creative</b> – творческий
<b>survival</b> – выживание	<b>success</b> – успех
<b>to assess</b> – оценивать	<b>to reproach</b> – упрекать
<b>to make a decision</b> – принимать решение	<b>dedicated</b> – преданный
<b>to get along</b> – ладить	<b>common</b> – общий
<b>especially</b> – в особенности	<b>profitability</b> – прибыльность
<b>to irritate</b> – раздражать	<b>competitiveness</b> – конкурентоспособность
<b>to get in somebody's way</b> – становиться на путь	<b>to respond</b> – реагировать
<b>interpersonal</b> – межличностный	<b>failure</b> – "провал"
<b>source</b> – источник	<b>defeat</b> – поражение
<b>satisfaction</b> – удовлетворение	<b>in the event</b> – в случае

Natasha: Failure? I'm sorry, that word is not in my vocabulary.

Edward: Do you generally get along with managers,... er... with your boss? How do you get along with them?

Natasha's Inner Voice: I think we get along, **considering** that they are generally **boring**, **mean**, **vile** and **miserable** people...

Natasha: I always get along well with management, probably because I consider my managers as more **senior** and **experienced** members of the team. We work towards a common goal. I always treat my boss as if he is a **mentor** and adviser.

Edward: Do you ever get **irritated** or **annoyed** with any of your colleagues? How do you usually behave... er... or react in those situations?

Natasha's Inner Voice: I generally don't get irritated or annoyed, at all. I just **get even**. I am not **vindictive**. I always forget the **insult**, after I get my **revenge**.

Natasha: Nothing angers me more than when I see a co-worker not **pulling his weight**, I mean not working **conscientiously**, even worse, using the company's resources for their own **purposes**. On the other hand, I never **allow** my emotions to **take over** at work and I always try to deal with a lazy person **politely** and **tactfully**.

<b>to blame</b> – винить	<b>to annoy</b> – надоедать
<b>severance pay</b> – выходное пособие	<b>to get annoyed</b> – (слегка) раздражаться
<b>to fire</b> – увольнять	<b>to get even</b> – сводить счеты
<b>to be fired</b> – быть уволенным	<b>vindictive</b> – злопамятный, мстительный
<b>to consider</b> – рассматривать	<b>insult</b> – обида, оскорбление
<b>considering</b> – рассматривая	<b>revenge</b> – месть, реванш
<b>boring</b> – скучный	<b>to pull their weight</b> – выполнять свою долю работы
<b>mean</b> – низкий, подлый	<b>conscientiously</b> – добросовестно
<b>vile</b> – низкий, подлый	<b>purpose</b> – цель
<b>miserable</b> – ничтожный	<b>to allow</b> – позволять
<b>senior</b> – старший (по должности)	<b>to take over</b> – завладеть
<b>experienced</b> – опытный	<b>politely</b> – вежливо
<b>mentor</b> – наставник	<b>tactfully</b> – тактично
<b>to get irritated</b> – раздражаться	

# Attitude is the Key to Success

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## VOCABULARY

<b>attitude</b> – отношение (к делу)	<b>possibility</b> – возможность
<b>connection</b> – связь	<b>rather</b> – в большей степени
<b>predictor</b> – предсказатель	<b>to make a decision</b> – принимать решение
<b>further</b> – дальше	<b>blindly</b> – слепо
<b>exciting</b> – восторженный	<b>to develop</b> – развивать
<b>likely</b> – вероятно	<b>to cut out</b> – высекать
<b>way</b> – путь, способ	<b>responsible</b> – ответственный
<b>to make dream come true</b> – реализовать мечту на практике	<b>to affect</b> – влиять
<b>to achieve</b> – достигать	<b>performance</b> – функционирование
<b>failure</b> – поражение	<b>to fit perfectly</b> – подходить идеально



Why are some people successful, while others remain stuck half-way to their goal? People usually think that it is just because successful people have more brains, talent and **connections** – and that this is what is necessary to be successful. **Attitude** is even more important.

Right attitude is a better predictor of success than IQ, education and most other factors. Positive thinking people stay healthier, have better relationships, go **further** in their careers and make more money. Anyone can develop the right attitude. The following "attitudes" of successful people will help you in your career:

### MAKE POSITIVE CHANGES HAPPEN

If a person spends weeks and months waiting for something **exciting** to happen to them, he or she will likely be waiting for a long time. Successful professionals make positive changes happen. To be successful you have to take responsibility for your life and career.

### PEOPLE WHO THINK THEY CAN'T, LIKELY WON'T

If a person thinks that there is no **way** he will be able to **make their dream come true**, he or she likely won't **achieve** their goal. If a person thinks he or she can't do or achieve something, they likely won't. To do nothing is the surest way to **failure**. Focus on **possibilities rather** than impossibilities. It doesn't mean to **make risky decisions blindly** – "test water," take first step and make one step at a time. **Develop** "I think I can!" or "I'll do my best!" attitude.

### BRING YOUR HEART TO WHAT YOU DO

If a person spends hours and days feeling like he or she is not **cut out** to do the work they are **responsible** for, that **affects** their **performance** at work and the results they achieve. Your job may not be the **perfect fit**, but successful people function like they are in their dream job, no matter what they do. Develop "I was made to do this job!" attitude.



# Golden Rules for Writing Business Letters, Faxes and E-mails

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## VOCABULARY

<b>advantage</b> – преимущество	<b>greeting</b> – приветствие
<b>disadvantage</b> – недостаток	<b>reference</b> – упоминание, ссылка
<b>message</b> – сообщение	<b>fruitful</b> – плодотворный
<b>intrusive</b> – назойливый	<b>to recall</b> – вспоминать
<b>misleading</b> – вводящий в заблуждение	<b>previous</b> – предыдущий
<b>reflect</b> – отображать	<b>to get to the point</b> – переходить к главному
<b>in spite of</b> – несмотря на	<b>to express</b> – выражать
<b>advance</b> – прогресс, достижение	<b>thought</b> – мысль
<b>to remain</b> – оставаться	<b>unclear</b> – неясный
<b>to convey</b> – передавать (идею, смысл)	<b>outline</b> – план, схема; краткое содержание
<b>heading</b> – заглавие, заголовок	<b>to consist</b> – состоять
<b>opening</b> – вступление; вступительная часть	<b>introduction</b> – вступление, введение
<b>to make sure</b> – убедиться	<b>conclusion</b> – заключение, заключительная часть
<b>purpose</b> – цель	<b>to consider</b> – рассматривать
<b>to update</b> – обновлять (информацию)	<b>point of view</b> – точка зрения
<b>to reply</b> – отвечать	



*Different channels of communication have their **advantages** and **disadvantages**. E-mails, letters and text **messages** are less **intrusive** than phone calls, but they can be more confusing or **misleading**, because they don't **reflect** some important components of communication like intonation, tone of voice, etc.*

***In spite of** the great **advances** made in the field of communication, the letter **remains** an effective way of **conveying** information from one person to another.*

## HEADING & OPENING

Clearly state the **purpose** of your letter, fax or e-mail. **Make sure** the subject line is **updated** when you **reply** to someone's e-mail. Personalize your **greeting**.

Traditionally, business letters start with a **reference** to the last contact (*letter, e-mail, meeting, phone call*).

For example: "Thank you for the **fruitful** discussion last week." It helps the reader to **recall previous** correspondence or contacts, but **get to the point** quickly (*keep social "chat" brief*).

## THE STRUCTURE OF THE LETTER

It is often hard to **express** your **thoughts** and feelings in clear written form. Letters with **unclear** structure are difficult to understand.

Think about the structure of your letter. Writing an **outline** of your letter often helps. Normally a letter **consists** of an **introduction**, main body and **conclusion**. **Consider** your letter from the reader's **point of view**. Put each separate idea in a new paragraph.

## THE LANGUAGE

Letters should be addressed in a **sincere** and **polite** way. Keep the language simple. Use short, clear sentences. Use common words that everyone can understand. Don't type your letter using all capitals. (*It is harder to read such a letter and it usually irritates people.*)

Try to use words that sound positive: '**success**', '**profitable**', '**high quality**', '**reliable**', etc, **rather** than words that sound negative: 'problem', 'risk', '**uncertainty**', '**failure**', 'disaster', etc.

Negative sentences annoy people. Try to turn negative sentences into positive ones, as it shown in the following table:

Try to use positive sentences	Instead of negative sentences
Let's meet next week.	I don't have time to meet with you this week.
Take this <b>opportunity</b> .	Don't <b>miss</b> this opportunity.
Remember to...	Don't forget to...
I wish I could help you. I'll do everything that is in my power	I am sorry I can't help you.
When you send us...	If you send us...
You can have ... as soon as you...	You can't have ... until you...
We have to introduce these <b>measures</b> to keep our <b>customers</b> .	We have to introduce these measures so we don't lose our customers.
Our <b>warranty covers</b> everything <b>except normal wear and tear</b> .	Our warranty doesn't cover normal wear and tear.

**sincere** – искренний

**polite** – вежливый

**to irritate** – раздражать

**to sound** – звучать

**success** – успех

**profitable** – прибыльный

**quality** – качество

**reliable** – надежный

**rather** – в большей степени

**uncertainty** – неопределенность

**failure** – поражение

**opportunity** – возможность

**to miss** – пропускать, упускать

**measure** – мера

**customer** – заказчик

**warranty** – гарантия

**to cover** – покрывать

**except** – за исключением

**normal wear and tear** – естественный износ

Your letters should be clear and **complete**. Make sure there are no **ambiguities** and **double meanings** in sentences. English native speakers sometimes use phrases that may **convey skepticism**, **sarcasm** or express the **opposite** idea from what they seem to mean. Here are some examples:

Phrase	Possible real meaning
It may take some time.	It will take a very long time.
That is interesting, but...	That is not really interesting. We think you <b>waste</b> our time.
We are not really sure it will work.	This is an absurd idea.
We don't really know.	This is your problem and we don't care.
You are so clever.	This is a really stupid idea.
Good luck.	We think this idea is going to <b>fail</b> .

Abbreviations are **acceptable** if you are sure the reader understands them. (*Don't turn your text message into a puzzle.*)

## SPELLING &amp; GRAMMAR

Check spelling and punctuation and make sure it is **accurate**. Letters with many mistakes can produce a negative **impression**. If you send a letter by fax or a **hard copy** by mail, don't forget to **sign** it. Make sure you are sending your letter or message to the right **recipient**. Consider sending a copy to **relevant** people.

**complete** – законченный

**ambiguity** – неопределенность, неясность  
двусмысленность

**double meaning** – двойной смысл,

**convey** – передавать

**skepticism** – скептицизм

**sarcasm** – сарказм

**to express** – выражать

**opposite** – противоположный

**to mean** – значить

**to waste** – бессмысленно тратить

**to fail** – терпеть поражение

**abbreviation** – аббревиатура, сокращение

**acceptable** – приемлемый

**turn** – превращать, поворачивать

**puzzle** – головоломка

**accurate** – точный

**impression** – впечатление

**hard copy** – твердая копия

**to sign** – подписывать

**recipient** – получатель

**relevant** – имеющий отношение к делу



## WRITING CORRESPONDENCE EFFICIENTLY

Business people spend **considerable** time reading and responding to correspondence. The **invention** of electronic mail (e-mail) has made communication between business people much easier. On the other hand, managers have to deal with more correspondence more quickly than in the past. Finding strategies for writing correspondence quickly but efficiently will free up time you can spend dealing with other matters. Here are some tips to write professional but efficient letters and email:

- Prioritize your correspondence. If you have to write many letters or e-mails, start by making a list of everything you have to get done. **Rank** your list by priority and **ensure** that you deal with the most **urgent** matters first and more **routine** matters later. Also ensure that you deal with the most important and complex documents at the time of day when you are at the peak of your productivity, which is morning for most people. Focus on one document at a time. Take a 3-5 minute break after finishing each task before **switching** to the next one.
- Keep your letters brief. It is unnecessary to use long or **ornate** sentences, especially in e-mails. Correspondence has to convey the necessary information or request. **Make sure** your typing speed is reasonable.
- Use model correspondence or **templates**. If, for example, you are constantly writing the same kind of letter or e-mail on routine matters, it does not make sense to create a new letter from scratch every time. Create a bank of model letters or email, which can then be simply adapted to the particular case. Delegate routine typing to a secretary, if you can.
- Don't send correspondence at night. If you find that you are sending e-mails to colleagues or clients late in the evening you should pay **particular** attention to the language you use. **Lack** of sleep **contributes** to stress and this often is seen in the language we use.

**efficiently** – эффективно

**considerable** – существенный

**invention** – изобретение

**to rank** – располагать по рангу, по приоритетам

**to ensure** – обеспечивать

**urgent** – срочный

**routine** – рутинный

**to switch** – переключать(ся)

**ornate** – витиеватый, изощренный (о стиле)

**to make sure** – убедиться

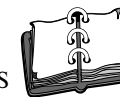
**template** – образец, трафарет, шаблон

**particular** – особенный

**lack** – нехватка

**to contribute** – вносить вклад

FOR NOTES



# Renting an Apartment and Discussing the Real Estate Market

www.etcentre.com.ua

## VOCABULARY

to decide – решать	entrance – вход
available – иметься в наличии	to be on time – быть о время
to rent – арендовать	traffic jam – автомобильная пробка
advertisement – объявление	to recognize – узнавать
located – расположенный	especially – в особенности
quiet – тихий	numerous – многочисленный
high ceiling – высокий потолок	forecast – прогноз
nearby – рядом	to appreciate – повышаться в цене
cozy – уютный	to ensure – обеспечивать
furnished – меблированный	plot – участок земли
interior – интерьер	substantially – существенно
convenient – удобный (по времени или пути следования)	to offer – предлагать
appointment – условленная встреча	to update – обновить информацию
	comprehensive – всесторонний



*Natasha got a job at a real estate agency.  
Steven was looking in a newspaper for an apartment to rent. He recognized  
Natasha's number and **decided** to ask her if the apartment was still **available**.*

Steven: Hi Sveta!  
Natasha: Hi Steven! I have not seen you for ages. How are you?  
Steven: Fine, thank you. Do you have an apartment for **rent**?  
Natasha: Sorry?  
Steven: I saw your **advertisement** in the newspaper. Is the apartment advertised still available?

Natasha: Yes, it is available.  
Steven: Where is it **located**?  
Natasha: It is in Pechersk. It's a **quiet** area. It's a 5-7 minute walk from the metro station. It is on the 3d floor of a 5-storey building. It has a **high ceiling**. There is a supermarket **nearby**.  
Steven: How big is the apartment?  
Natasha: It's a two bedroom flat. It's a **cozy** apartment.  
Steven: Is there a telephone?  
Natasha: Yes, there is a telephone in the apartment.

Steven: How many square feet is it?  
 Natasha: I do not know how many square feet, but it is 35 square meters.  
 Steven: Is it **furnished**?  
 Natasha: Yes, it is furnished. The **interior** is well designed.  
 Steven: Is there cable TV?  
 Natasha: Yes, there is cable TV and an internet connection.  
 Steven: Does this apartment have a balcony?  
 Natasha: Yes, there is a balcony overlooking a beautiful park.  
 Steven: Is there a parking space **nearby**?  
 Natasha: Yes, there is a parking space just next to the building.  
 Steven: How much is the rent?  
 Natasha: Do you want to rent it on a daily or monthly basis?  
 Steven: How much is the monthly rent?  
 Natasha: 700 dollars a month.  
 Steven: Can I see it?  
 Natasha: Sure. When is **convenient** for you?  
 Steven: What about 3 p.m.?  
 Natasha: I'm sorry I cannot come at 3 p.m. I have an **appointment**.  
 Steven: Can we meet at 5 o'clock at the Central Post Office on the corner **entrance**?  
 Natasha: O.K. See you there at 5 p.m. Bye.

*Natasha is always **on time** for her appointments, although there is never enough time to get 100% ready for a meeting, but this time she is afraid she will be late, so Natasha calls Steven to let him know that she will be there shortly.*

Steven: Hello.  
 Natasha: Steven, this is Natasha. I am on my way. I got stuck in a **traffic jam**. I'll be 10 minutes late.  
 Steven: Sorry? What time will you be there?  
 Natasha: I'll be there in 10... er... maybe 15 minutes.  
 Steven: O.K. See you in 10-15 minutes. Thank you for informing me.

*Natasha **recognized** Steven at once, because usually you can recognize a foreigner even in a crowd.*

Natasha: Hi Steven!  
 Steven: Nice to see you, Natasha!  
 Natasha: Let's move on and go see the apartment. It will take us about 7... er... maybe 10 minutes to get there. This way. Please, follow me.

*Natasha and Steven are discussing the real estate market on their way to the apartment.*

Natasha: Are you here for business or pleasure this time?  
 Steven: Maybe both... I got a job at the "Cool IT" company, and I am looking for sound investment opportunities.  
 Natasha: There is no better time than now to invest in real estate.  
 Steven: Why?  
 Natasha: Real estate is the number one investment choice for people who seek the maximum return on their investments, **especially** land. Investing in land is one of the most secure investment strategies available today. According to **numerous forecasts**, prices of land here are going to increase dramatically in coming years.  
 Steven: I suppose different pieces of land **appreciate** at different rates. How can a person know how fast a particular piece is going to appreciate?  
 Natasha: What does the word 'appreciate' mean?  
 Steven: Appreciation, in this sense, is an increase in value over time; depreciation is reduction of an asset's value over time...  
 Natasha: Ah, of course... Our strict selection process **ensures** that **plots** we recommend should appreciate **substantially**.  
 Steven: Do you have any prospective pieces to show me?  
 Natasha: Sure. Our company **offers** strategic investment opportunities that have the highest potential for returns on investment or development. We constantly **update** our investment opportunities as they become available. We offer a fully **comprehensive** service from initial entry to completion.  
 Steven: Why is it better to invest in land than in a developed real estate property like a house or an apartment?

Natasha: Investing in land is proven to give safer and higher returns on your investment than any other financial instrument available today, whether you are looking for real estate property for investment purposes or as a site for a future home.

Steven: How would you **assess** the risk of losing the investment in the process of making a **transaction**?

Natasha: We have never had cases like that in our company. Only after your name is put on the **deed** and it is **confirmed**, our lawyers will **release** your **purchase** payment.

Steven: I'm really interested in **acquiring** a piece of land in a good location. Is there a way I can get updated on what's available?

Natasha: We regularly update our clients by newsletter and personal contact. I'll **include** your e-mail in the list.

Steven: If your former customer decides to sell a property he acquired from your company in a couple of years, does your company usually provide help?

Natasha: Sure. We always help our customer to sell their properties if they decide to. Although, we cannot guarantee the timetables in which a buyer will purchase a particular plot, we do all we can to find a buyer from our extensive network of clients.

Steven: Thank you for the information... I'll think about it.

*It took them about 20 minutes to get to the apartment.*

Natasha: This way. This is the living room. The bedroom is over there and the kitchen is that way...

Steven: Ah... I see...

Natasha: So, what do you think about the apartment?

**to assess** – оценивать

**transaction** – сделка

**deed** – документ

**to confirm** – подтверждать

**to release** – высвобождать

**purchase** – покупка

**to acquire** – приобретать

**to include** – включать

**location** – местоположение

**wallpaper** – обои

**layout** – расположение (комнат)

**overpriced** – завышенный (о цене)

**discount** – скидка

**expensive** – дорогой

Steven: Well, the **location** is quite good... er... the **wallpaper** is nice, but I don't like the **layout** of the apartment very much... Anyway, I want to rent it for 2-3, maybe 4 months... er... probably longer, but it seems it is a little **overpriced**... Can you give me a **discount** if I rent it on a long term basis?

Natasha: It is not very **expensive**. It is a reasonable price. O.K. I'll give you a 50 dollar discount. I will rent it to you for 650 dollars per month on a long-term basis.

Steven: Well, that sounds more reasonable... er,... as I said, I don't like the layout of the apartment very much,... but just in case, how much is this apartment, if it is for sale?

Natasha: These are **bearing walls**, but these are **partitions**. You can change the layout easily, if you decide to buy it. I will have to speak to the owners about the price and I will get back to you. Let me know your decision on renting it as soon as possible.

Steven: Well, I'd like to rent it, but I need to think a couple of days about buying it. How can I secure this apartment?

Natasha: If you want to hold on to this apartment, leave a security **deposit**. I will **draw up** a contract which we can sign tomorrow.

Steven: O.K. We will **get in touch** tomorrow in the morning to make an appointment.

*Steven liked Natasha's ideas, so he decided to put down a deposit. He was not able to reach her on the phone for a couple of days, so he decided to go to her office to get updated.*

Secretary: Hello!

Steven: Hello. May I see Natasha, please?

Secretary: Who is Natasha?

**bearing wall** – несущая стена

**partition** – перегородка

**deposit** – взнос

**to draw up** – составлять (документ)

**to get in touch** – проконтактировать

**suspiciously** – подозрительно

**to resign** – увольняться

**to imply** – подразумевать

**to dial** – набирать номер

**to repeat** – повторять

**to pretend** – претворяться

**stupid** – тупой

**to relieve** – облегчать, успокаивать

Steven: Natasha is a real estate agent and she works for your agency.

Secretary (*suspiciously*): There is no Natasha here. What does she look like and why do you want to see her?

Steven: Well, she has blond hair and she normally wears blue jeans when she works. I left her a five thousand dollar deposit to buy an apartment. This is the contract we signed.

Secretary: She does not work here any more. She **resigned** two weeks ago.

Steven: You know, I am getting a little nervous here, because I gave her a five thousand dollar deposit for an apartment and have not heard from her since then, and I have not been able to reach her on the phone for about 10 days.

Secretary: What are you **implying**?

Steven: The only thing I am saying is that I guess her mobile number has changed. Can you give me her new mobile number, please?

Secretary: Right. Her new mobile number is: 8 (044) 234-08-71.

*Steven dials Natasha.*

Natasha: Hello.

Steven: Hi Natasha. This is Steven. Where are you? How can I see you?

Natasha: Where did you get my mobile number and where are you calling from?

Steven: I have been unable to reach you for about 10 days and you did not reply to my e-mails. I'm in your office now looking for you and people here are saying that you are not working for this company any more.

Natasha: Now, calm down and don't panic!

Steven: O.K. O.K. I am calm...

Natasha: Please don't **repeat** what I am going to say, O.K.?

Steven: O.K. I see...

Natasha: Don't listen to them. I do work there. That Barbie-doll over there does not know what she is talking about. Everything is going according to the plan.

Steven: O.K. Got that...

Natasha: I am in Crimea with Sveta now...

Steven: Where?

Natasha: Please don't repeat what I am saying!

Steven: O.K. Sorry.

Natasha: I needed a break – I could not take it any more... I did not tell them. If I had told them they would not let me go and if I tell them they will want me in the office immediately. The secretary there doesn't know much. Her job is to **pretend** that she is **stupid**.

Steven: I want to see you to get updated on the situation...

Natasha: Things with that property are moving forward. Just don't worry about anything. I'll see you by the end of the week and we will finalize this deal by the end of the month. You can take my words to the bank.

Steven: O.K. See you soon.

*Steven didn't understand much but he went home **relieved** and in good spirits.*

FOR NOTES



# Essential Habits for Success

## VOCABULARY

<b>essential</b> – существенный	<b>objective</b> – цель (в бизнесе)
<b>habit</b> – привычка	<b>to set objectives</b> – ставить цели
<b>to affect</b> – влиять, воздействовать	<b>priority</b> – приоритет
<b>to abandon</b> – оставлять	<b>to achieve</b> – достигать
<b>inefficient</b> – неэффективный	<b>goal</b> – цель
<b>self-defeating</b> – обреченный на провал	<b>to lose control</b> – 'не знать за что хвататься'
<b>defeat</b> – поражение	<b>to fail</b> – терпеть поражение
<b>to list</b> – приводить (в списке)	<b>subconsciously</b> – подсознательно
<b>survival</b> – выживание	<b>to switch</b> – переключаться
<b>to share</b> – делиться	<b>well-thought</b> – продуманный
<b>to inherit</b> – унаследовать	<b>to accomplish</b> – достигать
<b>generation</b> – поколение	<b>to put off</b> – откладывать
<b>experienced</b> – опытный	



Habits **affect** our results over long period of time and play an important role in people's lives. Positive habits are far more beneficial than bad habits. New beneficial habits can be established by developing new efficient behavioral patterns and **abandoning** old **inefficient**, **self-defeating** ones. The basic habits **listed** below are essential for **survival** and success.

## SMILE AND COMMUNICATE

Many young people prefer to keep their thoughts to themselves and not to **share** their ideas. Maybe this habit was **inherited** from previous **generations**. If their ideas and plans are not realistic, they often keep moving in the wrong direction. People often learn from other people faster than from a book. Ask more **experienced** people about their lives and activities. Ask, listen and learn. Smiling helps you to communicate because it shows other people you are friendly.

## SET OBJECTIVES AND PRIORITIES

Neither the state nor the company you work for looks after you these days. You have to organize your own life. You have to set your own objectives and then you have to give them priorities. Think about the ways to **achieve** your **goal**. When people have a lot of things to do, they often **lose control**. Set priorities. Ask yourself what is the most important task? What is the second most important etc? People who **fail** to set priorities often **subconsciously switch** to doing easy but unimportant things first. Even with clear objectives and a **well-thought** plan, people do not **accomplish** everything they wanted to, but without a plan you will achieve very little at all.

## PLANNING AHEAD

Successful people plan their activities. Start by planning the next day – do not **put planning off** until the next week etc. What are you going to do tomorrow, and when?

How will you achieve the best results? **Preferably** write down your plan, so you will not forget important tasks, **appointments** etc. It is also easier to **divide** your time between different tasks when you have your plan on paper. At the end of the day **think back** and ask yourself if you have achieved your objectives and what you could have done better. It will give you **vital experience** for better planning in the future. When you develop a habit of planning for one day ahead then **get used** to plan for 2 or 3 days etc and think long-term. Many western people **think over** their plans well **in advance**, plan weeks ahead and business people plan months or even years ahead.

### REMAIN FLEXIBLE AND HAVE A BACK UP PLAN

Sometimes **circumstances** change in the **middle** of **accomplishing** your plans. Be flexible – learn to correct and **adapt** or **adjust** your plan **depending** on the circumstances. Try to learn to **foresee** possible **unexpected** factors. If a person **relies** 100% on one plan, without a back up plan, and the plan fails he or she usually feels almost as if they have to start all over again. Do not put all your eggs in one basket – have a 'back up' plan or 'plan B'.

### BE ON TIME

In business, people are **expected** to be on time. If a person is regularly **late** for his job he will **be fired**. Always **aim** to be **slightly** early. If a person is often late, it creates the **impression** that he is **unreliable**. **Employers**, **customers** and business partners don't want to **deal** with unreliable individuals.

<b>preferably</b> – предпочтительно	<b>back up</b> – запасной
<b>appointment</b> – назначенная деловая встреча	<b>circumstances</b> – обстоятельства
<b>to divide</b> – делить	<b>middle</b> – середина
<b>to think back</b> – мысленно возвращаться назад	<b>to accomplish</b> – достигать
<b>vital</b> – жизненно важный	<b>to adapt</b> – адаптировать
<b>experience</b> – опыт	<b>to adjust</b> – приспособлять
<b>to get used</b> – привыкать	<b>depending</b> – в зависимости
<b>to think over</b> – обдумывать	<b>to foresee</b> – предвидеть
<b>in advance</b> – наперед	<b>unexpected</b> – неожиданный
<b>to remain</b> – оставаться	<b>to rely</b> – полагаться
<b>flexible</b> – гибкий	<b>to expect</b> – ожидать
	<b>to be late</b> – опаздывать
	<b>to be fired</b> – быть уволенным

### TAKE NOTES

Many young people don't take notes and don't have a habit of taking notes. It is **difficult** for a person to **manage** a busy life without taking notes. If you only have one or two things to do, you can keep them in your head. If you have 20 or more things to do it is impossible to keep them in your head. People who do not take notes often forget about important things and end up doing unimportant but easy things first.

### THINK INDEPENDENTLY

Learn from others, but also think how to do things better than others. Do not **accept** what you are told without thinking about it. **Develop** the habit of **questioning** everything. Think how to become more **efficient** and **improve** the **quality** of your work. Most Western employers **welcome constructive suggestions**.

### DEAL WITH PROBLEMS

We all have problems. **Instead** of being **upset** because of your problems, think how you can **improve** the situation and what you have to do first. Some problems you may have to **live with** but for most of them you can find a **solution**. Try not to **let mood swings** get in your way. Set objectives, priorities, develop plans and **implement** them **step-by-step**.

<b>to aim</b> – целиться	<b>to improve</b> – улучшать
<b>slightly</b> – слегка	<b>quality</b> – качество
<b>impression</b> – впечатление	<b>to welcome</b> – приветствовать
<b>unreliable</b> – ненадежный	<b>constructive suggestion</b> – конструктивное предложение
<b>employer</b> – работодатель	<b>instead</b> – вместо
<b>customer</b> – заказчик	<b>upset</b> – расстроенный
<b>to deal</b> – иметь дело	<b>to live with</b> – смириться
<b>to take note</b> – делать заметки	<b>solution</b> – решение
<b>difficult</b> – сложный	<b>to let</b> – позволять
<b>to manage</b> – справляться	<b>mood swings</b> – перепады настроения
<b>to accept</b> – принимать	<b>to implement</b> – реализовывать
<b>to develop</b> – развивать	<b>step-by-step</b> – шаг за шагом
<b>to question</b> – подвергать сомнению	
<b>efficient</b> – эффективный	

## WELCOME CONSTRUCTIVE CRITICISM

Many young people are very **sensitive to criticism** and at times react to it somewhat **irrationally** and as if it is a personal attack. Constructive criticism is helpful to you. Unconstructive, in this sense, means it is not helpful and **probably** just **rude** or **insulting**. It is important to learn to see the difference. If someone tells you: 'You can get a better job or get promoted if you improve your English' or 'You can achieve more if you plan your **schedule** better' or 'You are late and we have all been waiting for you' then that is probably constructive and may bear truth. **Instead** of being **offended**, **make an effort** to **isolate** and **get rid** of the bad habit. Think how to solve the problem. Ask your friends and maybe colleagues for advice.

## DEAL WITH FAILURE

We all fail at times. Sometimes plans do not **work out**. Always have back up plans – alternatives in case your main plan does not work out. Do not waste time being **upset**. Successful people don't make a tragedy of a failure – they **consider** a failure as a lesson. **Pull yourself together** and try again or switch to a plan B or C and try something else. Fear of failure often **prevents** people from doing their best. Try to do your best. **Generally**: 'The harder you work, the luckier you will get'. People who do not try anything do not fail in the short-term, but they do not **succeed** in

anything either and **eventually** lose out badly. If you try many different things some will probably fail but others will succeed. Learn from failures and with experience you will learn to plan better and succeed most of the time. Make a failure **pave** your way to success.

## KEEP LEARNING AND DEVELOPING NEW SKILLS

The world is changing fast and old skills soon become **outdated** and **obsolete**. In today's world people need to keep on **updating** their skills and learning new ones. Computers have changed the **business environment** a great deal and now almost everyone must have **at least** basic computer skills to hold a job. more and better skills you have, the easier it will be for you to get a good job. Foreign languages, **especially** English, are very important. Many companies nowadays do business with the **rest** of the world in some way, **including** Western Europe, America, China and Japan. For example, develop a habit of expanding your vocabulary, taking a nice walk, instead of taking an **overcrowded** bus or going by car. Using modern technology **increases productivity** and helps to find important information quickly. The habit of learning and developing new skills is **crucial** for survival in the market economy and success.

<b>to welcome criticism</b> – приветствовать критику	<b>instead</b> – вместо
<b>to be sensitive to criticism</b> – болезненно воспринимать критику	<b>offended</b> – обиженный
<b>irrationally</b> – не рациональный	<b>to make an effort</b> – предпринять усилие
<b>probably</b> – вероятно	<b>to isolate</b> – локализовать (ошибку)
<b>rude</b> – грубый	<b>to get rid (of)</b> – избавляться
<b>insulting</b> – оскорбительный	<b>failure</b> – поражение
<b>schedule</b> – расписание	<b>to work out</b> – срабатывать
<b>case</b> – случай	<b>upset</b> – расстроенный
	<b>to consider</b> – рассматривать

<b>Pull yourself together!</b> – Соберись!	<b>business environment</b> – деловая среда
<b>to switch</b> – переключаться	<b>a great deal</b> – существенно
<b>to prevent</b> – не позволять	<b>at least</b> – как минимум
<b>generally</b> – в целом	<b>especially</b> – в особенности
<b>to succeed</b> – достигать успеха	<b>rest</b> – остальной
<b>eventually</b> – в конечном счете	<b>including</b> – включая
<b>to pave</b> – мостить	<b>overcrowded</b> – переполненный (людьми)
<b>outdated</b> – устаревший	<b>to increase</b> – увеличивать
<b>obsolete</b> – устарелый, вышедший из употребления	<b>productivity</b> – производительность
	<b>crucial</b> – решающий



# Discussing Delivery and Payment Terms

## VOCABULARY

<b>to purchase</b> – приобретать	<b>specifically</b> – более конкретно
<b>equipment</b> – оборудование	<b>user</b> – пользователь
<b>firsthand</b> – полученный из первых рук	<b>feature</b> – характеристики
<b>confuse</b> – спутывать	<b>to upgrade</b> – модернизировать
<b>to cause</b> – вызывать	<b>performance</b> – функционирование
<b>sales representative</b> – торговый представитель	<b>to speak up</b> – говорить громко и отчетливо
<b>to offer</b> – предлагать	<b>delivery</b> – доставка
<b>archaic</b> – архаический, отживший, устаревший	<b>ex-stock</b> – со склада
	<b>to build to order</b> – изготавливать на заказ

*Sveta got a job at the "Cool-Telecom" Company and she is responsible for **purchasing of equipment**. Sveta calls to "Big Telecom" Inc based in Singapore to get **firsthand** information on the equipment they sell. She always tries to resolve matters over the phone when it is possible, because she thinks it's a good way to improve her English. The connection is not perfect and Sveta **confused** a couple of British and American terms that **caused** some misunderstanding.*

- Laura: Hello! "Big Telecom." How can I help you?
- Sveta: Hello! This is "Cool Telecom," Kiev, Ukraine. My name is Sveta. Do you have a local distributor or a **sales representative** in our area?
- Laura: No, sorry we do not have a local sales representative for your area yet.
- Sveta: How may we find out about what you are **offering** in telecommunication systems?
- Laura: Just visit our website...
- Sveta: Well I would like to but several of our Internet servers are down at the moment, but my boss needs this information right now. May I ask you a couple of questions in an old-fashion way right now?
- Laura: Well... I guess it is a little **archaic**, ...er... but anyway... Why not? Go ahead....



- Sveta: Please, tell me more about the telecommunication systems you offer.
- Laura: Well... It will be easier if you tell me more **specifically** what types of telecommunication systems you are interested in? How many **users**, what **features** are you interested in?
- Sveta: Well... Which telecommunication systems are in demand from your customers?
- Laura: What? Sorry, can you repeat that, please? The connection is bad and I can hardly hear you.
- Sveta: Yes, this is the main reason we are looking to **upgrade** our telecommunication systems because of poor and unstable **performance** and constant noise on the line.
- Laura: What is the best selling telecommunication systems at the moment and what are the major performance characteristics?
- Sveta: What? Can you **speak up**, please?
- Laura: O.K., I will speak louder into the microphone... er...So, what are the major technical parameters?
- Sveta: We are thinking in terms of a system for about 20,000 end users. Is **delivery ex-stock** or do you **build to order**?

- Laura: Sorry... What do you mean "ex-stock"?
- Sveta: Do you have it in stock or do you build them to order? In other words, is it **available** right now?
- Laura: Almost, we have some **inventory** of most of our products. In your case, we will have to custom build due to the size of your order.
- Sveta: What is the **lead time**?
- Laura: What?
- Sveta: How much time will it take to configure the system for 20,000 end users? Also, what is the **delivery time**?
- Laura: The delivery time can be as short as overnight. For a system that big it will take about five weeks **on average**. We can use overnight delivery, it depends on your budget and time requirements?
- Sveta: Do you **provide installation expertise**?
- Laura: Sorry... What?
- Sveta: Do you offer an installation service?
- Laura: I'm sorry, can you repeat that, please? There is a lot of noise on the line. I guess you really do need to upgrade your systems immediately.
- Sveta: Well, we are doing some tests on the production environment?
- Laura: Wow, don't you think that is a little risky? They should be doing this in the **R & D lab**.

- Sveta: I'm sorry, what did you say? ... Ah-h... Research and Development laboratory... We don't have one any more... You see, our boss just bought a new Mercedes for his son from the company's profit and it has dried out all our cash-flow, so we run on a very tight budget at the moment. ... **Moron**.
- Laura: Sorry, I did not catch the last part. Can you repeat that, please?
- Sveta: Never mind. That part was meant for someone else around here.
- Laura: Well, how many levels of **fault tolerance** is the system configured to?
- Sveta: We want a single fail over system. That is all our budget allows I suppose.
- Laura: What is the system usability time frame **estimated** to be?
- Sveta: We expect the system to be in place for at least the next seven... er... maybe ten years. What is the normal suggested **backup schedule**?
- Laura: We suggest every night backups due to the new regulations for data security of here.
- Sveta: What is the **warranty period**?
- Laura: The normal warranty period is 12 months.
- Sveta: What about **after sales support**?
- Laura: What?
- Sveta: Do you sell **replacement parts**?
- Laura: What?
- Sveta: Will we be able to buy spare parts from you in the future?
- Laura: Yes, we service everything that we sell at very competitive **rates**.
- Sveta: Will you train our staff to operate your equipment?
- Laura: What are you talking about? This equipment is very user-friendly – a child can operate it.
- Sveta: What is the **unit price**?
- Laura: The unit price for a system that large will have to be calculated after we can test the quality of your lines...
- Sveta: What are your current **payment terms** and **conditions**?
- Laura: Well, I can transfer you to our sales director to discuss this matter **further**.

**to be available** – быть в наличии

**inventory** – товар на складе

**lead time** – время выполнения заказа

**delivery time** – срок поставки

**on average** – в среднем

**provide** – обеспечивать

**installation expertise** – работы или рекомендации по установке

**R&D lab** – Research and Development laboratory – научно-исследовательская лаборатория

**moron** – придурок

**fault tolerance** – отказоустойчивость

**to estimate** – оценивать

**backup schedule** – график изготовления резервных копий

**warranty** – гарантия

**after sales support** – поддержка купленного товара

**replacement parts** – запасные части

**spare parts** – запасные части

**rate** – тариф

**unit** – единица (оборудования)

**payment terms** – сроки и условия платежа

**condition** – условия

**transfer** – переключать

**further** – далее, более детально

- Sveta: What are your current **volume discounts** offer? I think a system for 20,000 users should qualify for a significant discount.
- Laura: Again, I will have to **transfer** you to the sales director to discuss this.
- Sveta: Do you give a **prompt payment discount**?
- Laura: That is an answer that I do know. We will give you a 3% discount for payment within 30 days.
- Sveta: Do you offer **deferred payment terms**?
- Laura: What do you mean?
- Sveta: Is it possible to pay **by installments**?
- Laura: We usually take 50% payment with the order and the **balance on delivery** of the goods.
- Sveta: How can we **place an order**?
- Laura: Well, I need your company's **legal address** and bank account details, then we will **assign** you a password and you will be able to see the prices and **stock level** on our web-site, and actually you will be able to place your order through the web-site.
- Sveta: O.K. I'll e-mail you this information right now. I hope our server is operational by now...

**volume discount** – скидка при покупке  
большого объема товара

**prompt payment discount** – скидка за  
быструю оплату

**deferred payment** – отсроченный платеж

**deferred payment terms** – условия при  
оплате в рассрочку

**by installments** – оплата по частям,  
отдельными порциями

**balance on delivery** – полный расчет при  
доставке

**to place an order** – разместить заказ

**legal address** – юридический адрес

**to assign** – назначать

**stock level** – количество товара на  
складе

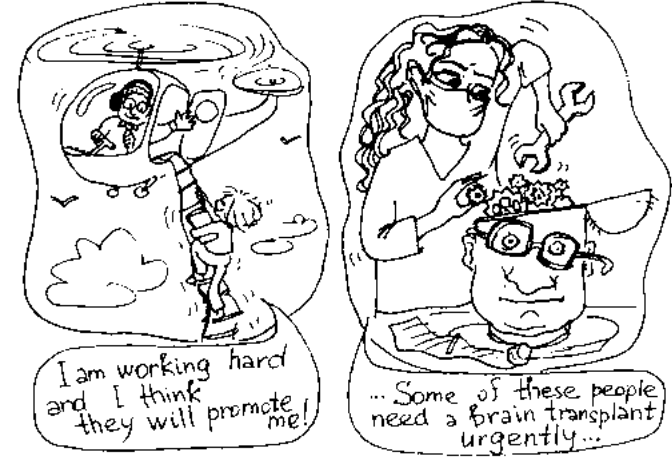
FOR NOTES



# Discussing Job Prospects

## VOCABULARY

- |   |  |
|---|--|
| <b>to be exhausted</b> – быть изможденным           | <b>to beg</b> – выпрашивать                |
| <b>to resign</b> – увольняться                      | <b>to fight</b> – бороться                 |
| <b>to appreciate</b> – высоко ценить                | <b>pay-raise</b> – повышение зарплаты      |
| <b>employee</b> – сотрудник                         | <b>to be fired</b> – быть уволенным        |
| <b>to develop a skill</b> – развивать навык         | <b>madhouse</b> – сумасшедший дом          |
| <b>dime = 10 cents</b> – "грош"                     | <b>to promote</b> – продвигать по службе   |
| <b>to perform</b> – выполнять                       | <b>efficient</b> – эффективный             |
| <b>to exaggerate</b> – преувеличивать               | <b>to motivate</b> – мотивировать          |
| <b>to hire</b> – нанимать                           | <b>peanuts</b> – бесценок, арахис          |
| <b>to mock</b> – насмехаться (над кем-либо)         | <b>niece</b> – племянница, (sl.) любовница |
| <b>to get promoted</b> – быть продвинутым по службе |  |



- Sveta: What are your plans for this weekend? What are you going to do?
- Natasha: Nothing, absolutely nothing. I have been working the whole week non-stop. I am **exhausted** emotionally and I guess I need some rest.
- Sveta: I heard that you are going to **resign**... Why do you want to change your job?
- Natasha: This job sucks... I used to be proud of my work, but unfortunately, it seems the situation in the company is changing for the worse. I guess it's time to switch gears.
- Sveta: What makes you think so?
- Natasha: Nobody cares about anyone else here... No matter how well you do your work nobody **appreciates** it. I think most managers don't want **employees to develop their skills**. Most bosses don't want to spend a **dime** to train you, or to improve your qualifications. You have to do it yourself on the weekends, just to keep the job. They want employees to **perform** a single simple function. They don't mind if employees lose all their skills, except one. They think it is easier to control them this way.

- Sveta: Come on... I feel I am learning a lot here. I guess you are **exaggerating** the situation and other companies are pretty much the same anyway.
- Natasha: Sure you learn here... You knew nothing when they **hired** you...
- Sveta: Very funny... Honestly, does it make you feel better about yourself, when you **mock** a friend? I guess you were not an expert when you came here either...
- Natasha: You never **get promoted**. You have to **beg** and **fight** for every little **pay raise**, damn it. Managers **are fired** or run away for a better job every six months. Then a new manager, who has no idea what's going on, changes all the rules to suit himself better. This place is like a **madhouse**.
- Sveta: Maybe things are getting better, just not as fast as we want them to be. They say they **promote** those employees who are the most **efficient**.
- Natasha: Yeah... This is a nice fairy tale they use to keep everybody **motivated** and work hard for **peanuts**. You will not get anywhere unless you are a manager's **niece** or at least a friend.
- Sveta: I am working hard and I think they will promote me.

- Natasha: Yeah... Keep trying. You are not the first one... We will see how far this idea will take you. They have a line of **graduates** who will be happy to get your **salary**, in case you don't like something.
- Sveta: You know, sometimes they **assign** me a task, then **change their minds** and forget to tell me. So, I keep working hard doing some useless work and moving in the wrong direction... I know it is better not to **complain**. Whatever you say, they will make it look as if it is your **fault**. The boss is always right!... If the boss is wrong, read carefully the **previous** statement. What's wrong with these people? Is this some kind of a game? I don't understand.
- Natasha: I guess it happened to me too... Nobody here likes to do what they are responsible for. Everybody thinks that someone else's work is easier and more interesting. Some of these people need a brain **transplant urgently**. I just wonder what **substances** these people **consume**.
- Sveta: You know, my boss went on a business trip last week. I worked very hard when he was gone and tried to do my best to get done all the tasks he gave me. He returned today in the morning and I had a business meeting with him. I had about 10 questions for him and I had hoped the situation would be clearer after the meeting. I have about 20 questions for him now after our meeting.
- Natasha: Yeah... If you think you're having a bad day, wait till tomorrow – you will likely think you had a nice day yesterday.

- Sveta: So, what do you want to **achieve** and what are you going to do?
- Natasha: I want to try my luck somewhere else. If that does not **work out**, I'll try to be a private **entrepreneur**.
- Sveta: I hope you will **hire** me when you run your own business. We will have a completely different atmosphere in our company.
- Natasha: Sure I will. You are my best friend.
- Sveta: Listen, you just probably had a **quarrel** with your boyfriend, didn't you?
- Natasha: Maybe you are right **to a certain extent**... He is such a jerk, but I don't think these things are really connected...
- Sveta: Why wouldn't you **dump** him then?
- Natasha: Do you think another one will be better?... I think this stress has been building up for quite a while already...
- Sveta: I guess you are just a little tired... I am sure you will feel better after the weekend. Look, damn all the bosses. I have a bottle of nice dry red wine. Why don't we **arrange** a little party on the weekend? Bring your loser-boyfriend too.
- Natasha: Wow! I think that is a great idea! Thanks!
- Sveta: See you on Saturday about 7 p.m., then. You are my best friend and we are going to have a great party!

**graduate** – выпускник

**salary** – зарплата

**to assign a task** – ставить задачу

**to change smb's mind** – менять мнение

**to complain** – жаловаться

**fault** – ошибка

**previous** – предыдущий

**transplant** – трансплантация, пересадка (органа)

**substance** – вещество

**to consume** – потреблять

**to achieve** – достигать

**to work out** – "срабатывать" (быть успешным)

**entrepreneur** – предприниматель

**to hire** – нанимать

**quarrel** – ссора

**to a certain extent** – в некоторой степени

**to dump** – бросать (разрывать взаимоотношения)

**to arrange** – организовывать

FOR NOTES



# Time-Management

www.etcentre.com.ua

## VOCABULARY

<b>effectively</b> – эффективно	<b>to clarify</b> – прояснять
<b>complaint</b> – жалоба	<b>to compare</b> – сравнивать
<b>lack</b> – нехватка, недостаток	<b>list</b> – список
<b>to realize</b> – понимать, осознавать	<b>goal</b> – цель
<b>tip</b> – совет (ненавязчивый), подсказка	<b>achievement</b> – достижение
<b>to implement</b> – реализовывать	<b>habit</b> – привычка
<b>immediately</b> – немедленно	<b>to pay off</b> – окупаться, расплачиваться
<b>literally</b> – буквально	<b>to fail</b> – не смочь, потерпеть неудачу
<b>to add</b> – добавлять	<b>logically divisible</b> – логически независимый
<b>objective</b> – цель	<b>to postpone</b> – откладывать
<b>priority</b> – приоритет	<b>to solve</b> – решать
<b>to accomplish</b> – достигать	<b>studiously</b> – старательно
<b>solution</b> – решение	<b>certain</b> – некоторый, определенный
<b>key</b> – ключ, ключевой	<b>to identify</b> – идентифицировать, определять
<b>to make sure</b> – убедиться	



One of the most common **complaints** of managers is a **lack** of time. What many people don't **realize** is that their lack of time is usually a result of a lack of organization. With a few simple **tips** that anyone can **implement immediately**, you can **literally add** hours to your day.

- Set **objectives** and **priorities**. There is no time to **accomplish** everything. Focus on the **solution** of the most important, **key** problems. **Make sure** that you know your three top priorities in the morning when you start your working day, and in the evening before going to sleep. **Clarify** and fix your objectives for yourself by writing them down. (*This will allow you to stay focused and **compare** the list of your goals with your achievements later.*)
- Spend 10-15 minutes every morning planning your day. Do it on a daily, weekly and monthly basis. Be confident enough to believe you can plan your day and that the plan will work. If you make time-management your **habit** it will **pay off**. (*"Fail to plan is a plan to fail."*)

- It is often hard to start a new project. Sometimes you don't know how to start. Be positive about what you are doing and learn to enjoy it. Break big projects into **logically divisible** parts, and get done a piece at a time. (*'Move mountains by carrying small stones.'*) Don't **postpone** work – start as early as possible. Even if you have enough time to **solve** a problem, try to solve it quickly and **studiously**.
- Most people are the most effective at **certain** hours of the day. Try to **identify** when you work at the peak of your performance. Most people have two peaks of productivity: one around 11 a.m. and usually a **slightly** lower peak in the early afternoon. Plan your day **taking this into account**. Make sure that your 'prime' time is used productively. Use that 'prime' time for the most important and challenging tasks (*allowing no distractions, **except** for emergencies*).
- **Link** activities that can be performed **simultaneously** – in a **multitask mode** or in **rapid succession**. Some activities **require** undivided attention. **Wise** planning will help you to work smarter rather than harder.

- Identify your major '**time-wasters**'. Try to find out where you lose time or use it the least effectively. Learn to identify and **avoid** activities (*sometimes it's some people*) which **divert** you from **achieving** your goals. **Develop** a strategy to **reduce** or even to **eliminate** these time-losses. Learn to say 'no', when you think it is necessary and you have to.
- When people are tired, their productivity **decreases** dramatically (*sometimes almost to 0*). They make many mistakes and even simple tasks look difficult to them. Develop the most efficient working **schedule** for yourself; **maintain** and **improve** it. Use creative breaks to **increase** productivity. Try to **simplify** the most unimportant, **routine** tasks in order to **save time** for solving the most important key problem.
- Plan your time **taking into account** time for solving possible **unexpected** problems. Don't try to get from any period of time more than is possible, but don't **neglect** small intervals of time – learn to use them.

- To be successful in a competitive **environment** you need a constant **supply** of new ideas. Don't lose good ideas. Create an 'idea-factory'. Use a notebook, notepad or calendar to write down ideas as they **occur**.
- **Monitor** and analyze your progress. **Evaluate** your **performance** against the plan. It is normally hard to **foresee** everything **beforehand**. Produce for yourself a report about using time after each definite period of time (*each day, each week, each month etc.*). You will be able to see your progress clearer and it will give you **vital** experience for better planning in the future. But don't waste time feeling **guilty** or **frustrated** if you did not fully **accomplish** your time-management plan – just try to do better tomorrow.
- Develop your own time-saving strategy. For example, learn to use the telephone to your advantage, **confirm** meetings etc. Spend 15 minutes a day to clean your desk. It will take you less time to find things. Improve your listening skills. It often saves time.

**slightly** – слегка

**to take it into account** – принимая во внимание

**except** – за исключением

**emergency** – чрезвычайная ситуация

**to link** – связывать

**to perform** – выполнять

**simultaneously** – одновременно

**multitask mode** – многозадачный режим

**in rapid succession** – непосредственно одно за другим

**to require** – требовать

**time-wasters** – поглотители времени

**to avoid** – избегать

**to divert** – отклонять

**to achieve** – достигать

**to develop** – развивать

**to reduce** – уменьшать

**to eliminate** – исключать

**to decrease** – уменьшать

**schedule** – расписание

**to maintain** – поддерживать

**to improve** – улучшать

**to increase** – увеличивать

**to simplify** – упрощать

**routine** – рутинный

**in order** – с целью

**to save time** – сэкономить время

**to take into account** – с учетом

**unexpected** – неожиданный

**to neglect** – пренебрегать

**supply** – приток

**environment** – среда

**to occur** – происходить

**to monitor** – отслеживать

**to evaluate** – оценивать

**performance** – выполнение

**to foresee** – предвидеть

**beforehand** – заранее

**vital** – важный

**guilty** – виноватый

**to frustrate** – разочаровывать

**to accomplish** – выполнять, достигать

**to confirm** – подтверждать

FOR NOTES



# A Software Developer (part 2)

## VOCABULARY

<b>chat</b> – беседа (о том о сем)	<b>corrupted</b> – заporченный
<b>unexpected</b> – неожиданный	<b>malicious</b> – злонамеренный
<b>reluctant</b> – делающий что-л. с большой неохотой, по принуждению	<b>computer bug</b> – "жучок"
<b>distracted</b> – рассредоточенный	<b>to implant</b> – вживлять, встраивать
<b>nightmare</b> – кошмар, ужас	<b>time bomb</b> – бомба замедленного действия
<b>software</b> – программное обеспечение	<b>to cause</b> – вызывать
<b>to flash</b> – высвечиваться	<b>crash</b> – авария, крушение
<b>to freeze</b> – "зависать" (о компьютере)	<b>certain</b> – некоторый, определенный
<b>to receive</b> – получать	<b>to manage</b> – справляться
<b>complaint</b> – жалоба	<b>to modify</b> – модернизировать, вносить изменения
<b>to download</b> – загрузить (файл, информацию)	<b>to plant</b> – устанавливать
<b>updated</b> – обновленный	<b>to built in (into)</b> – встраивать
<b>to replace</b> – заменять	<b>to go off</b> – срабатывать



*Steven and Sveta met for a chat. Steven has unexpected problems at his work, he is a little sad and reluctant to speak, but Sveta is interested in the story and she keeps asking many questions.*

- Sveta: It seems to me you are a little tired and **distracted**, aren't you?
- Steven: I'm having a huge problem at work... It is a complete **nightmare**...
- Sveta: What kind of a problem?
- Steven: Well, about 100 of our customers use our **software**. Each customer uses our software on about 10-12 computers. Today at 9 o'clock in the morning a window with the message: "You can't work with the Cool-IT Company" **flashed** on the screens of about 50% of our customers and their computers **froze up**. We **received** a storm of angry phone calls and **complaints**.

- Sveta: How could this have happened?
- Steven: Our customers **download updated** software from our website, when they want to get an updated version. Well, somebody **replaced** the original software with a **corrupted** version that had a **malicious computer bug implanted** in it.
- Sveta: I am sorry, I did not get it... What kind of a malicious bug and where was it implanted?
- Steven: This computer bug is like a **time-bomb**... It **causes** a system **crash** at a **certain** time. This means that somebody **managed** to **modify** one of the most important modules of our software and **planted** or **built into** it a malicious computer bug. Then he replaced the original module on the web-site of the company with the corrupted one. The time-bomb **went off** this morning...



Sveta: Can you **isolate** the bug and delete it?

Steven: Sorry, what did you say? I am afraid my thoughts were **elsewhere** for a second...

Sveta: Have you **managed** to isolate the bug?

Steven: What? I'm sorry, I got a little distracted. I guess my thoughts **wandered** for a second...

Sveta: You can localize the bug and fix this problem, can't you? You have found the bug, have you?

Steven: We cannot do that?

Sveta: Why?

Steven: We don't have the **source code** of this module.

Sveta: What do you mean? How is this possible?

Steven: Well, the company has only an exe-file of this module but it doesn't have a **source code**.

Sveta: Sorry, what does the word "source-code" mean?

Steven: A source code is the original code a computer programmer can understand and modify before it is **compiled** into a computer code that is executed by computer, which people normally don't understand and can't modify it.

Sveta: Ah... I see... Who do you think has done it? Is there a way to **investigate** it and to **figure it out**?

Steven: Well,... every computer has its address in the Internet. We got the address of the computer this person used. This person used a computer at an internet cafe. They normally do not keep records of people who use their computers, so this investigation has not helped much yet.

Sveta: Do you think your company's **competitors** managed to do it **somehow**?

Steven: Maybe... We think our **former** computer programmer has done this. Whether he is connected with our competitors or operated on his own, we don't know yet.

Sveta: Who is this guy and why do you think he did this?

Steven: Well,... this computer programmer **resigned** from our company two months ago.

Sveta: Sorry, I did not catch that, did he resign or was he **fired**?

Steven: He resigned himself. Nobody **forced him out**.

Sveta: You can hire someone else, can't you? Is this a big problem? Was he a good **employee** anyway?

Steven: He was not a very communicative person and he was not a good team-player, but it is not easy to find a computer programmer with these skills...

Sveta: What do you mean by 'by not a good team-player'?

Steven: He did not **get along** well with the team and he **resented sharing** information with the other computer programmers,... things like that...

Sveta: Well, why do you think this guy was the one who did it and how did he manage to cause this, if it was him?

Steven: This guy called us for a chat just the day before it happened...

Sveta: It doesn't sound to me as a strong reason to **suspect** him...

Steven: It is not the whole story... You asked me what happened... If you keep **interrupting** me after every sentence I can't tell you the story.

Sveta: O.K. Sorry. Go on.

Steven: It is a little strange because he doesn't really have friends here and he had not called us for two months since he resigned. This guy was the only former employee who still had **access** to our server.

Sveta: So, why do you think he called?

Steven: It looks like he called to **remind** us about himself, so we would figure out more quickly who had replaced the module.

**to isolate** – локализовать  
**elsewhere** – в другом месте  
**to manage** – суметь, управлять  
**to wander** – блуждать  
(о мыслях, взгляде и т. п.)  
**source code** – исходные тексты  
(компьютерной программы)  
**to compile** – компилировать  
**to investigate** – расследовать  
**to figure out** – выяснять  
**competitor** – конкурент  
**somehow** – каким-то образом

**former** – бывший  
**to resign** – увольняться  
**to fire** – увольнять  
**to force out** – выгонять, вытеснять  
**employee** – сотрудник  
**to get along** – ладить (with)  
**to resent** – негодовать, возмущаться  
**to share** – делиться  
**to suspect** – подозревать  
**to interrupt** – перебивать  
**access** – доступ  
**to remind** – напоминать

- Sveta: How did it happen that a person who was not working for the company still had access to the server?
- Steven: He was **trusted** too much, I suppose. Maybe our managers were too busy and **overlooked** this.
- Sveta: Wait a second... If the company doesn't have the source code of that module, where did this guy get it from to modify it?
- Steven: This guy was responsible for developing this module. He had the source code and did not share it with anybody.
- Sveta: I don't understand. How is this possible? How can a company allow an employee to dictate conditions?
- Steven: All good questions... Well, it's a long story... When this module was being developed, he said his salary was not high enough to develop this module as fast as it was necessary. The company agreed to pay him more to develop this module faster. It was agreed to pay him through another small **intermediary** company. The contract was **drawn up** and signed, and the module was developed quite fast, the money **transferred** and it solved the problem.
- Sveta: So, why didn't the company get the source code later? Do you think that was the manager's mistake?
- Steven: This question was raised a several times, but the guy **maintained** that it was not **specified** in the contract. Maybe the company got the source code at that time, but it does not matter because this module has been **improved** by this guy many times since then, and we don't have the recent version for sure.

- Sveta: Do you mean nobody **expected** or **anticipated** that this was going to happen? This sounds like a major **security breach**.
- Steven: I guess the guy **refused** to share the source code and the manager could not fire him, or perhaps the manager was afraid to **report** the problem and maybe hoped to **get an agreement** with the guy later; the module was developed **further**, more and more customers were using it and the problem was getting worse.
- Sveta: You said that about 50% of customers have problems. What about the rest 50% of the customers? Why are they doing fine?
- Steven: The rest 50% of the customers have not downloaded the **deadly** version of the program. They are using the previous version of the program and they are O.K.
- Sveta: How much time will it take the company to **rewrite** this module **from scratch**?
- Steven: This module is quite **complicated**. It has different options for different users. I guess it should take us from 3 to 6 months depending on how many programmers work on it. The company will probably lose most of this 50% of customers over this period of time. It looks like this guy really can bring the company to its knees.
- Sveta: Hold on... I remembered that Natasha told me that companies normally keep **backup copies** of their software, so they can restore the previous version of the system if it gets corrupted. I guess you can replace the corrupted module with its version from the **previous** version of the program, can't you?

<b>to trust</b> – доверять	<b>security breach</b> – брешь в системе защиты
<b>to overlook</b> – "просмотреть", недоглядеть	<b>to refuse</b> – отказываться
<b>intermediary</b> – посредник, посреднический	<b>to report</b> – докладывать
<b>to draw up</b> – составлять	<b>to get an agreement</b> – достигать договоренности
<b>to transfer</b> – перечислять	<b>further</b> – далее
<b>to maintain</b> – настаивать	<b>deadly</b> – смертоносный
<b>to specify</b> – конкретизировать	<b>to rewrite</b> – написать заново
<b>to improve</b> – улучшать	<b>from scratch</b> – с начала
<b>to anticipate</b> – предчувствовать	<b>complicated</b> – сложный

<b>backup copy</b> – дублирующая копия	<b>to prove</b> – доказывать
<b>previous</b> – предыдущий	<b>consequence</b> – последствия
<b>to retrieve</b> – извлекать или восстанавливать информацию	<b>to suffer losses</b> – терпеть убытки
<b>to blackmail</b> – шантажировать	<b>clam</b> – претензия
<b>mental</b> – умственный, психический	<b>to pile up</b> – накапливаться
<b>to demand</b> – требование	<b>litigation</b> – тяжба
<b>peaceful</b> – мирный	<b>experience</b> – опыт
<b>to negotiate</b> – вести переговоры	<b>inevitably</b> – неизбежно
<b>stubborn</b> – упрямый	<b>to adore</b> – обожать
<b>to sue</b> – подавать в суд	<b>mystery</b> – загадка

Steven: Yes, we have the previous version – we **retrieved** it, but unfortunately this is not a solution. This program works with a database and the interface with the database in the new and old versions is different. Many our customers started using the new database with more advanced structure. The old version of the program cannot work with the latest version of the database.

Sveta: This means that this guy is **blackmailing** your company. Why do you think he wanted to create problems for the company?

Steven: Maybe he has some **mental** or financial problems, or both and needs money.

Sveta: How much does he want?

Steven: I don't know... Nobody knows. He doesn't speak to us. He speaks only to the manager... Anyway, I guess he **demands** too much. The company can't come up with such money.

Sveta: How do you think the company is going to resolve this problem?

Steven: We want to resolve this problem in a **peaceful** way. Well, he speaks only with our boss and refuses to speak to us. The company is **negotiating** with him, but he is very **stubborn**. He is of very high opinion of himself. I guess the company is going to take this case to court and **sue** him.

Sveta: Do you think it will be possible to **prove** that this guy planted this bug?



FOR NOTES

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Steven: I don't know... I guess our managers and lawyers will have to figure this out. I am afraid this attack will have serious **consequences** for our company...

Sveta: What do you think is going to happen?

Steven: I am sure several companies **suffered** considerable **losses** as a result of this attack and they are going to sue our company. It is likely that these **clams** will **pile up** and our company will get bankrupt because of all the court cases and **litigations**.

Sveta: You know, I have a friend, who is a lawyer. I'll speak to him... He doesn't have too much **experience**, but I'll ask him to do what is in his power...

Steven: Thank you!

Sveta: On the other hand, if you think the company will **inevitably** run into serious problems, I guess you should start looking for another job immediately.

Steven: Yeah... I like this company, but it never hurts to keep looking around... Sorry for boring you with this story...

Sveta: I **adore** these kinds of computer-detective stories and **mysteries** a lot! Thank you for the great evening! It was the best date I ever had. See you.



FOR NOTES

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# Presenting Sales Figures after Scheduled Maintenance

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## VOCABULARY

<b>figure</b> – цифра	<b>due</b> – из-за
<b>scheduled maintenance</b> – плановая профилактика	<b>sudden</b> – резкий
<b>urgently</b> – срочно	<b>steadily</b> – устойчиво
<b>business trip</b> – командировка	<b>adjusted for inflation</b> – с учетом инфляции
<b>profitability</b> – прибыльность	<b>demand</b> – спрос
<b>to improve</b> – улучшать	<b>to remain</b> – оставаться
<b>dramatically</b> – невероятным образом	<b>steady</b> – устойчивый
<b>graph</b> – график	<b>production cost</b> – себестоимость
<b>sharp</b> – резкий	<b>drop</b> – падение
<b>increase</b> – рост	<b>supply</b> – предложение (на рынке), поставка



Maria meets Volodia at the airport, who was **urgently** called back from a **business trip**.

- Maria: Volodia!
- Volodia: Hi Maria! Nice to see you. What happened? You knew that this business trip was very important for us. Why did you keep calling me?
- Maria: I need to tell you something important.
- Volodia: What is it? You made me nervous.
- Maria: Well, the news isn't very good, I'm afraid. Let's get in the car first.

*In the car.*

- Volodia: Er... Well, let's start with some good news. Think of some good news. Things are never as bad as they seem.
- Maria: Well, there is some good news. The **profitability** of car-parts has **improved dramatically**.
- Volodia: I knew there must be some good news! That's excellent. Let me see.

- Maria: This **graph** shows the profit margin on sales over the last six months.
- Volodia: So, there was a **sharp increase** in the margin last month. Why? What happened?
- Maria: It won't last I'm afraid. The increase in profitability was **due** to a **sudden** increase in price. This graph shows the prices of car-parts over the last eighteen months.
- Volodia: Prices rose **steadily**... until last month. What's this line?
- Maria: It's the unit price **adjusted for inflation**. As you can see, prices rose in line with inflation until last week...
- Volodia: Then there was this sudden jump in price... What happened?
- Maria: Well, it was not due to a change in **demand**. Demand has **remained steady**.
- Volodia: Was it due to a change in **production cost**?
- Maria: No. Production costs have remained the same. The change was due to a sharp **drop** in **supply**.

- Volodia: That is wonderful news. So, our **competitors** have got problems. They cannot produce enough for the market. What about our sales, then?
- Maria: This graph shows our sales over the last six months. As you can see, they went up steadily until last week.
- Volodia: Then they fell sharply... What happened? Well, some fool must have **put the price up**... Who **authorized** the price rise?
- Maria: That's not the problem. Everybody put their prices up. These car-parts are **in short supply**. Have a look at this graph. It shows our **stock level** today.
- Volodia: We have got no stock left!
- Maria: It has all gone.
- Volodia: Then why aren't we producing more?
- Maria: Do you want to see this month's **output** figures?
- Volodia: Yes I do! We are not producing anything at all! What has happened?
- Maria: Well,... Simon was going to **carry out** the scheduled maintenance of the **plumbing network** in the **basement** of the factory.
- Volodia: Simon? Simon who?
- Maria: Simon, the Chief Mechanic.
- Volodia: Well, that's fine. He doesn't have **authority** to change prices and what does this have to do with the production? What happened?
- Maria: If you stop **jumping to conclusions**, I'll have a chance to tell you.

- Volodia: O.K. Go ahead.
- Maria: When he **switched** the light **on** in the basement there was an **explosion**. They think that gas was **leaking** from a **pipe** in the basement and the light **switch** produced a **spark**...

*Volodia grabs his head with his hands.*

- Volodia: ... an explosion in the basement... Why did he go there? Was he really **drunk**?
- Maria: He said he was going to carry out a scheduled maintenance.
- Volodia: Well,... I **assume** he **survived** because he managed to speak afterwards... Anyway, this story sounds like **negligence** and **sabotage** to me...
- Maria: He survived, but he got a **brain concussion**. He was thrown against the wall by the explosion. They think it was an unfortunate **accident**.
- Volodia: I suppose the explosion didn't **destroy** the factory. Why aren't we producing anything?
- Maria: The explosion **ignited** some **stuff** we kept in the basement and that started a fire. It took them a while to find **fire extinguishers**. The fire had **caused** serious **damage** to the factory before fire-fighters arrived. We stopped producing car-parts, which caused a **shortage** of supply. That led to an **increase** in price and profitability, but only in the short term... I'm sure you are right Volodia – things are never as bad as they seem... Don't worry, we have already started rebuilding the factory and it will be profitable again...

<b>competitor</b> – конкурент	<b>basement</b> – подвал
<b>to put the price up</b> – поднимать цену	<b>authority</b> – полномочия, власть
<b>to authorize</b> – санкционировать	<b>to jump to conclusion</b> – торопиться с выводами
<b>in a short supply</b> – товары, имеющиеся в ограниченном количестве	<b>to stitch on</b> – включать
<b>stock level</b> – количество товара на складе	<b>explosion</b> – взрыв
<b>output</b> – производство	<b>switch</b> – выключатель
<b>to carry out</b> – выполнять	<b>spark</b> – искра
<b>plumbing network</b> – водопроводная сеть	<b>to leak</b> – давать течь

<b>pipe</b> – труба	<b>to destroy</b> – разрушать
<b>to grab</b> – хватать	<b>to ignite</b> – воспламенять
<b>drunk</b> – пьяный	<b>stuff</b> – дрянь, хлам, чепуха
<b>to assume</b> – предполагать	<b>fire extinguisher</b> – огнетушитель
<b>to survive</b> – выживать	<b>to cause</b> – вызывать
<b>sabotage</b> – саботаж	<b>damage</b> – повреждение, убыток, ущерб
<b>negligence</b> – халатность	<b>shortage</b> – нехватка
<b>brain concussion</b> – сотрясение мозга	<b>increase</b> – рост
<b>accident</b> – авария	

# Business Presentation

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## VOCABULARY

<b>to acquire</b> – приобретать	<b>beforehand</b> – заранее
<b>to improve</b> – улучшать	<b>introduction</b> – вступление
<b>content</b> – содержание	<b>conclusion</b> – заключение
<b>delivery</b> – форма изложения, 'подачи' материала	<b>link</b> – связь
<b>to pay attention</b> – уделять внимание	<b>handout</b> – раздаточный материал
<b>especially</b> – в особенности	<b>to distribute</b> – распределять
<b>competitor</b> – конкурент	<b>to provide</b> – предоставлять
<b>to notice</b> – замечать	<b>to distract</b> – отвлекать
<b>to be crucial</b> – играть решающую роль	<b>glance</b> – быстрый взгляд
<b>objective</b> – цель	<b>visual aid</b> – наглядный материал
<b>audience</b> – публика, присутствующие на презентации	<b>informative</b> – информативный
<b>expectation</b> – ожидания	<b>lively</b> – живой, динамичный
<b>expression</b> – выражение	<b>sample</b> – образец
	<b>to display</b> – демонстрировать

If you think you are going to make business presentations in the future, start practicing your skills now. Anyone can develop this useful skill and like any other **acquired** skill, it can be learned, **improved** and mastered.

There are three basic aspects: preparation, **content** and **delivery**. **Pay attention** to how other people, **especially** professionals, make their presentations. For example attend presentations of your colleagues and **competitors**. **Notice** different styles.

## PREPARATION STAGE:

Knowledge of the subject is **crucial**. Think about the **objectives** of your presentation.

Think about the logical structure and examples of your presentation. Consider your presentation from the point of view of the **audience**. What do people already know about the topic and what are their **expectations**? Try to organize your speech to keep audience's interest throughout all the presentation. Have the structure of the presentation written down. You may also want to write down some key **expressions** and sentences.



Think about the following issues **beforehand**:

- how to get the audience interested from the very beginning.
- an interesting **introduction** and a strong **conclusion**.
- how much time you will need for each part.
- **links** between different parts of the presentation.
- the **handouts** you are going to **distribute** and how many copies you will need.  
(Some speakers give printed handouts to the audience to follow as they speak. Others prefer to **provide** their handouts at the end of the talk because they can **distract** the audience from the presentation.)

Leave some time for questions and discussion. Think about possible questions and how you are going to answer them. The final notes of your presentation should be clear enough that you can read them with a quick **glance**.

**Visual aids** help to make a presentation more interesting, **informative** and **lively**. They can also help the audience follow your presentation and help you to present information that would be difficult to follow through speech alone. Objects or **samples** that can be **displayed** or passed round the audience can also be very effective.

**Rehearse** the presentation. **Inexperienced** presenters often **underestimate** the **value** of **rehearsals**. Practice in front of a mirror, preferably with an **audio tape-recorder**. Rehearsing your presentation will help you to look at yourself from the listeners' **point of view** and **adjust** the tone of your voice. Try to rehearse it with a colleague or friend. Think about the clothes you are going to wear and your **body language**.

**Become familiar** with all visual aids and **equipment** (*including the computer programs*). **Find out** what will **be available** to you and learn how to use it. Think what can go wrong and how to **avoid** a possible equipment **malfunction**.

#### DELIVERY OF THE PRESENTATION:

Keep the structure of your presentation in your mind. Come early. Check all the equipment before the presentation.

Try to **establish** eye contact with the audience. **Outline** the structure of your presentation in the introduction. To make a good presentation doesn't mean you have to speak a lot. Even complex ideas can be explained in a simple form by a skillful presenter.

Use natural language. **Vary** your vocabulary – it creates different associations. Use short and simple words **rather** than long and difficult ones. Try to use short sentences rather than long sentences. Speak clearly so the entire audience can hear you. Don't speak too quickly but don't speak too slowly. Pay attention to the tone of your voice and to your body language.

Make short **pauses** after the most important statements. Stress or **emphasize** the most important points and ideas in different parts of your presentation, for example, at the beginning, in the middle and in the conclusion. Introduce emotions in your speech – it usually helps people to stay focused, but don't be too emotional.

Try to **involve** the audience. Follow the reaction (*or feedback*) of the audience. Be flexible and be prepared to **adjust** or **alter** your presentation based upon the audience's reaction. Use personal **charisma**. Provide a strong conclusion, emphasizing the most important ideas. Leave your contact information.



FOR NOTES

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<b>to rehearse</b> – репетировать	<b>to avoid</b> – избегать
<b>inexperienced</b> – неопытный	<b>malfunction</b> – сбой (оборудования)
<b>to underestimate</b> – недооценивать	<b>to establish</b> – устанавливать
<b>value</b> – ценность	<b>to outline</b> – наметить в общих чертах
<b>rehearsal</b> – репетиция	<b>to vary</b> – разнообразить; варьировать
<b>preferably</b> – предпочтительно	<b>to emphasize</b> – обращать особое внимание
<b>audio tape-recorder</b> – аудио-магнитофон	<b>rather</b> – в большей степени
<b>point of view</b> – точка зрения	<b>pause</b> – пауза
<b>to adjust</b> – настраивать	<b>involve</b> – вовлекать
<b>body language</b> – язык жестов	<b>feedback</b> – обратная связь
<b>to become familiar</b> – ознакомиться	<b>to adjust</b> – приспособить, подстроить
<b>equipment</b> – оборудование	<b>to alter</b> – изменять
<b>including</b> – включая	<b>charisma</b> – харизма, личное обаяние
<b>to find out</b> – выяснить	
<b>to be available</b> – быть в наличии	

# The Brain and the Subconscious Mind

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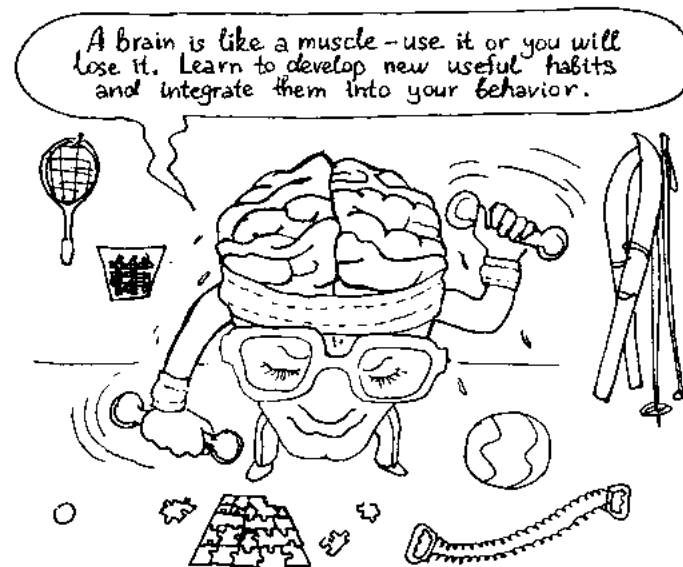
## VOCABULARY

<b>subconscious mind</b> – подсознание	<b>customer</b> – заказчик
<b>way of thinking</b> – образ мышления	<b>spatial</b> – пространственный
<b>intelligence</b> – интеллект	<b>hemisphere</b> – полушарие
<b>cell</b> – клетка (организма)	<b>neuron</b> – нейрон
<b>muscle</b> – мышцы	<b>half</b> – половина
<b>oxygen</b> – кислород	<b>to support</b> – поддерживать
<b>consumption</b> – потребление	<b>layer</b> – слой
<b>similarity</b> – сходство	<b>to develop</b> – развивать
<b>complicated</b> – сложный	<b>remnant</b> – пережиток
<b>incredible</b> – невероятный	<b>survival</b> – выживание
<b>screwdriver</b> – отвертка	<b>to take over</b> – захватить (власть)
<b>association</b> – ассоциации	<b>to threaten</b> – угрожать
<b>coin</b> – монета	<b>to endanger</b> – ставить под угрозу
<b>recognizing</b> – признание	<b>decision</b> – решение
<b>to image</b> – представлять	

Our brain is a wonderful machine. Although the human brain and **intelligence** has been studied a lot, there is little understanding of how the brain works to produce intelligence. A human brain contains about 100 billion **cells** (*about the number of stars in the Milky Way*). Scientists cannot find significant physical differences between brains of highly intelligent and talented people and less intelligent ones.

The brain needs ten times more blood than other organs of the body. The brain can not store glucose for later use but **muscles** and other organs can. Although the adult brain makes up only two percent of the body weight, its energy and **oxygen consumption** is twenty percent of the body's total.

There are some **similarities** between brains and computers. Computers can do **complicated** calculations at **incredible** speeds, but they work in a fixed way and they can not make memory **associations** and generate creative ideas. For example, if a person needs a **screwdriver** and there isn't one, he will usually think creatively and use a knife or **coin** instead. Computers can not do this. In fact, it is claimed that when it comes to **recognizing** visual **images**, controlling movements and reacting, a powerful computer can not compete with even the brain of a fly.



An understanding of the human brain structure is useful because it often helps to explain the behavior of our friends, relatives, co-workers, customers etc. Although, men and women do think in different ways, there are no significant differences between the intelligence levels of males and females. Generally, women are more skilled verbally and men do better on visual-**spatial** tasks. Our brains consist of two **hemispheres** – left and right. Interestingly, the **neuron** which join the two **halves** of the brain have been found to be larger in women's than in men's brains. This **supports** the theory that women can switch from emotional to practical thinking more quickly than men.

Each of the hemispheres consists of three **layers developed** during different periods of evolution.

The 'deepest' part of human brain – brain stem is similar to a reptilian brain. It is a **remnant** of our prehistoric past. This part of the brain is focuses of **survival**, mostly getting food and safety (*keeping you from becoming someone's food*). It **takes over** when you feel **threatened** or **endangered**. It plays an important role when it is necessary to make a quick **decision** without thinking.



The second layer is the limbic stem which is similar in the brains of **mammals**. It is responsible for bodily functions. This is where our emotions and feelings are generated.

The neo-cortex is the most evolutionary **advanced** part of our brain. It **governs** your ability to speak, think and solve problems. The neo-cortex **affects** your creativity and your **ability** to learn. The neo-cortex makes up about 80 percent of the brain.

In the Industrial Age, the 'reptilian' behavior was honored and needed. Companies **expected assembly line** workers to take orders and work without thinking. Industrial Age management **performed** the functions of the neo-cortex. Management did the thinking and workers did what management told them to do.

Business **environment** is different in the Information Age. Today, workers must think, make decisions, and use their creativity. Many management experts are **convinced** that reptilian behavior is a **disadvantage** and an **obstacle** in the Information Age. Yet, it takes time for changes to take place and reptilian behavior still exists.

Our brains **up-shift** and **downshift** depending on the situation. Our brains up-shift when we are learning or doing something creative and downshift when we feel threatened.

Most of our mental processes are deeply **rooted** in stereotypes and habits. Our brains are a bit like computers, but they are self-improving computers. Learn to develop new useful habits and integrate them into your behavior.

Our thoughts change chemical reactions in our brain and affect our **moods**. The mind can be at least as powerful as medicine when it comes to changing chemical reactions in our brain. Behavioral modification (*altering the way a person behaves*) and cognitive therapy (*altering the way a person thinks*) alter the chemistry of the brain. Thoughts can remodel our brain and change our habits and personality. In order to stimulate and induce positive change new message should be recorded into the subconscious mind on the top of the old information you want to replace.

Our brains are also like muscles – the more we use them, the stronger and more powerful they become. Don't just do the same activities you have done before. Keep your brain young and active by giving it new challenges. Train and develop your brain by learning new useful skills. Try changing routines as often as you can. For example, focus on expanding your vocabulary, while taking a nice walk, instead of taking an **overcrowded** bus or going by car. You can retrain your brain to operate in English.

So, people can change the way they think and also make their brain stronger. Keep your brain fit. Take care of your health. It is true that healthy people usually have a healthy mind. Good health and fitness levels give you **overall** improved energy which leads to better concentration.

<b>mammal</b> – млекопитающее	<b>disadvantage</b> – недостаток
<b>advanced</b> – продвинутый	<b>obstacle</b> – препятствие
<b>to govern</b> – управлять, руководить	<b>to up-shift</b> – переход на более высокую передачу
<b>to affect</b> – влиять	<b>to downshift</b> – переход на более низкую передачу
<b>ability</b> – способность	<b>to depend</b> – зависеть
<b>to expect</b> – ожидать	<b>to root</b> – укореняться
<b>assembly line</b> – сборочная линия	<b>mood</b> – настроение
<b>to perform</b> – выполнять	<b>overcrowded</b> – переполненный (людьми)
<b>environment</b> – среда	<b>overall</b> – общий
<b>to make a decision</b> – принимать решение	
<b>to convince</b> – убеждать	

FOR NOTES



# A Conversation with a Lawyer

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## VOCABULARY

<b>mundane</b> – скучный	<b>tight schedule</b> – плотный график
<b>to confuse</b> – спутывать	<b>time-consuming</b> – отнимающий много времени
<b>solicitor</b> – адвокат (подготавливающий дела для барристера)	<b>to draft</b> – составлять проект документа
<b>barrister</b> – адвокат (который выступает в суде от имени клиента)	<b>draft</b> – проект (документа)
<b>to resolve</b> – разрешать	<b>various</b> – разнообразный
<b>dispute resolution</b> – урегулирование разногласий	<b>powers of attorney</b> – доверенность
<b>appointment</b> – условленная деловая встреча	<b>regulation</b> – инструкция
<b>private individual</b> – частное лицо	<b>fraud</b> – мошенничество, жульничество
<b>representative</b> – представитель	<b>theft</b> – воровство, жульничество
<b>legal entity</b> – юридическое лицо	<b>article</b> – статья
<b>mediator</b> – посредник	<b>legislation</b> – юриспруденция
	<b>convergence</b> – сходимость
	<b>gradually</b> – постепенно



*Sveta meets with Victor to discuss some legal issues.*

- Sveta: I have not seen you for ages. What have you been doing? What's going on in your life?
- Victor: I work as a private notary assistant. I worked as a lawyer at a bank in the past, but that was a very **mundane** job
- Sveta: I always **confuse** the words 'advocate', 'attorney', 'lawyer', '**solicitor**', '**barrister**', 'notary' etc. What exactly do you do?
- Victor: Many people treat these words as synonyms, but they are not. My major area of work is **dispute resolution**. I have many **appointments** with **private individuals** and representatives of **legal entities**. Sometimes I have to act as a **mediator** and try to bring the two parties closer to an agreement. I usually have a very **tight schedule**, but this

job is interesting. Well,... the most **time-consuming** part of my work is developing **drafts** of **powers of attorney** and contracts and reading **various regulations**. I am dealing with credit card **fraud** and identity **theft** cases at the moment.

- Sveta: What do you do in your free time?
- Victor: When I have free time I like to read **articles** on **legislation**. It is a hobby but I also believe it is important for my career.
- Sveta: Is it true that our legal system is quite different from the western system?
- Victor: Yes, there are civil law countries and common law countries. Their legal systems are different, but there is growing **convergence** of the two systems – they are **gradually** becoming similar.

- Sveta: By the way, can you **explain** what the word '**testify**' means? I have heard it on TV.
- Victor: To testify means to give **evidence** in court, usually **promising** to tell the truth under **oath**.
- Sveta: Can you **figure out** when your client or another lawyer doesn't tell the truth?
- Victor: Yes, I guess most of the times... er... **to a certain extent**...
- Sveta: That was a little **vague** answer, wasn't it? What do you mean 'to a certain extent'?
- Victor: Well,... Sometimes a lawyer has to be vague... It is harder to guess to what extent they **stretch the truth**, or tell only their side of the story, or tell a half-truth... If a client uses various excuses, for example that a particular document original **confirming ownership rights** is **inaccessible** for some reason, or lost, is usually an indication of a potential problem...
- Sveta: What does the term '**due diligence**' mean?
- Victor: Due diligence is a term used for a number of concepts involving either the performance of an investigation of a business or person properly, with a certain standard of care.
- Sveta: What kind of legal cases are the most common in our country?
- Victor: I guess **debt recovery** cases are the most common.
- Sveta: What is the most difficult part of your work?
- Victor: Sometimes a customer wants you to **solve** a problem for him that doesn't have a **solution**. Sometimes they want you to **bend the law** a lit-

**to explain** – объяснять

**to testify** – давать показания

**evidence** – свидетельство

**to promise** – обещать

**oath** – присяга

**to figure out** – выяснять

**certain** – некоторый, определенный

**to a certain extent** – в некоторой степени

**vague** – туманный (о смысле)

**to stretch the truth** – исказить правду

**excuse** – оправдание

**to confirm** – подтверждать

**ownership rights** – право собственности

**inaccessible** – недоступен

**due diligence** – должное внимание

**debt recovery** – взыскание долга

**to solve** – решать

**solution** – решение

**to bend the law** – 'обойти' закон

**customer** – заказчик

**justifiable** – оправдано

**judge** – судья

- tle... It is difficult to deal with an angry **customer**... Sometimes I have to read a lot of legal documents over a short period of time.
- Sveta: As far as I know lawyers generate a lot of documents...
- Victor: Yes, that's true...
- Sveta: Why are legal documents usually so long?
- Victor: In many cases it is **justifiable** I guess... For example, **judges** often write many pages when **justifying** and explaining their **decisions** or verdicts. It takes **considerable** space to illustrate that the **current** decision is **consistent** with **established** principles.
- Sveta: Producing a well-written legal document must be a long and **meticulous** process... How do you **cope** with all this **paperwork**?
- Victor: Nowadays lawyers keep **samples** and **templates** of various documents, but still it is a time-consuming process.
- Sveta: Legal documents are usually very **wordy** and repetitive. They have always been complete nonsense – **incomprehensible gobbledy-gook** for me. Many legal documents can be understood only by a commercial lawyer when they have the time and **patience** to read them carefully. I think legal documents should be brief and **concise** – as simple as possible.
- Victor: There is a joke for you: "People of different professions were arguing about which **trade** was the most **ancient**. 'Eva was created from Adam's **rib**. This is a **surgery**,' the doctor said. 'No, there was chaos. Who do you think created everything?' the engineer protested. 'Wait a minute,' the lawyer **raised an objection**. 'Who do you think created the chaos in the first place?'"

**to justify** – объяснять, обосновывать

**decision** – решение

**considerable** – существенный

**current** – текущий

**consistent** – последовательный, согласующийся, непротиворечивый

**to establish** – устанавливать

**meticulous** – дотошный, тщательный

**to cope** – справиться; выдержать

**paperwork** – работа с документами

**sample** – образец

**template** – шаблон

**wordy** – многословный

**incomprehensible** – непостижимый

**gobbledy-gook** – профессиональный жаргон, употребление длинных непонятных терминов, белиберда

**patience** – терпение

**concise** – компактный

**trade** – занятие, ремесло, профессия

**ancient** – древний

**rib** – ребро

**surgery** – хирургическая операция

**to raise an objection** – возражать

You see, I think it is a **fine line** in a grey area... Ha-ha... There is a historical tendency in legal English to string together two or three words to **convey** what is usually a single legal concept, like: 'to **declare null and void**', etc.

Well, during the Medieval period lawyers in England used a **mixture** of Latin, French and English. To avoid **ambiguity**, lawyers often used pairs of words from different languages. The pair gives a clearer meaning and greater **emphasis**, and became a stylistic habit. I guess this **feature** of legal style continues to the present day.

On the other hand, maybe it is partially caused by the fact that many lawyers are paid 'by the length of the document'. I guess you are right, lawyers can **contribute** more to society and their clients by using plain and simple English.

Sveta: So, how do you **resolve** disputes?

Victor: Well, the best way to resolve a dispute or **litigation** is to **prevent** it... Ha-ha... It is better to **anticipate** problems and address differences between parties before a contract is signed, but it seems that people have only recently started developing the '**prevention** mentality' in our country.

I guess the concept of preventing legal problems was not in our culture and mentality in the past. Preventive **measures** often help to **overcome** corporate cultural differences that may be an **obstacle** to a **mutually beneficial** agreement.

Sveta: What are the most important things in dealing with a difficult client?

Victor: It is a complex issue... Well, when dealing with clients, maybe one of the most difficult challenges is to make it clear to the client what you can and cannot do for them.

**fine line** – тонкая линия

**to convey** – передавать

**to declare null and void** – объявить незаконным

**mixture** – смесь

**ambiguity** – неопределенность, двусмысленность

**emphasis** – выразительность, ударение

**feature** – черта

**to contribute** – вносить вклад

**to resolve** – разрешать

**litigation** – тяжба

**to prevent** – предотвращать

**to anticipate** – предчувствовать, предвосхищать

**prevention** – предотвращение

**measure** – мера

**to overcome** – преодолевать

A lawyer shouldn't allow himself to be **coerced** into promising more than can be realistically achieved, or promising to **complete** matters faster or cheaper than can reasonably be done, **especially** dealing with a **demanding** individual. This should of course be **avoided**, since failure to produce the **promised** result will **disappoint** the client and make them feel that you have **misled** them.

From my experience, the best way to deal with this problem is to state clearly and at the earliest possible **opportunity** (*preferably at the first meeting with the client*) what can and cannot be done for them, how quickly these things can be achieved, and how much it will cost.

( Scene 2. The IT Director meets with Victor to ask him for advice. )

Client: When shall we be ready to **file the claim**?

Victor: On the basis of what you've told me, we have an **arguable** case. Our **application** should **comply** with the law currently **in force**. We need to have all necessary documents ready before we can take the matter forward. We still need a couple of documents from you to be ready to **submit** the claim.

Client: Maybe, but you are a lawyer, aren't you? You should be able to bend the law a little and produce all the necessary documents yourself. I thought, we are paying for that, aren't we?

Victor: We are not allowed to do that. I'm afraid you will have to bring the necessary documents.

Client: What are the prospects of success?

**obstacle** – препятствие

**mutually beneficial** – взаимовыгодный

**to coerce** – заставлять, принуждать

**to complete** – завершать

**especially** – в особенности

**demanding** – требовательный

**to avoid** – избегать

**to promise** – обещать

**to disappoint** – разочаровывать

**to mislead** – вводить в заблуждение

**opportunity** – возможность

**preferably** – преимущественно

**claim** – иск, претензия

**to file a claim** – подать иск

**arguable** – спорный

**application** – заявление

**to comply** – соблюдать правила

**in force** – в силе, действующий

**to submit** – официально подавать (документы)

- Victor: I should tell you at the **outset** that although your **case** is quite strong, there are still certain risks... The chance of success is **definitely** better than 50/50. The risk of losing the case is very low, but it exists. Naturally, my team and I will do everything in our power to **ensure** a successful **outcome** and I can tell you that we've had a lot of **recent** success with these kinds of cases.
- Client: How quickly do you think the case can be resolved?
- Victor: Well, realistically, it will take about six months to deal with this matter.
- Client: It sounds a bit slow, doesn't it?
- Victor: We will try to resolve it as quickly as possible. There are a number of factors that will likely cause a **delay**...
- Client: How much is it going to cost?
- Victor: Well, as a **rough estimate**, if everything goes well the costs of undertaking this matter are **likely** to be... er... from... 5 to 7 thousand dollars... If there are **complications**, the costs may **rise**, but of course we'll **keep you informed** throughout on the level of costs and if anything **unforeseen comes up** we'll let you know immediately.

- Client: O.K. What further documents are needed from me?
- Victor: I'll send an e-mail with the exact list of documents you'll need to **compile**. Once we have all the documents, I would suggest we meet again to discuss the best way forward.
- Client: O.K. What is going to happen next?
- Victor: When I have all the information we need, I'll send a letter off to the prospective **defendant** asking him to **admit liability**. If he admits liability, we should be able to **settle the case** fairly quickly. If he **denies** liability, we'll have to launch court proceedings and we may be looking at a fairly lengthy process...

<b>outset</b> – начало	<b>to rise</b> – подниматься, увеличиваться
<b>case</b> – дело	<b>to keep smb. informed</b> – держать в курсе дела
<b>definitely</b> – определенно	<b>unforeseen</b> – непредвиденный
<b>to ensure</b> – обеспечивать	<b>to come up</b> – "всплывать"
<b>outcome</b> – исход	<b>defendant</b> – подсудимый
<b>recent</b> – недавний	<b>to compile</b> – составлять (документ)
<b>delay</b> – задержка	<b>to admit</b> – признавать (вину), принимать
<b>rough</b> – приблизительный, шершавый	<b>liability</b> – ответственность
<b>estimate</b> – оценка	<b>to settle a case</b> – урегулировать дело
<b>likely</b> – вероятно	<b>to deny</b> – отвергать, отказываться
<b>complication</b> – осложнение	

FOR NOTES 

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# How to Succeed at Work

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## VOCABULARY

<b>urgent</b> – срочный	<b>to be overloaded</b> – быть перегруженным
<b>jacket</b> – пиджак, куртка	<b>workload</b> – загрузка по работе
<b>to drape</b> – драпировать	<b>to figure out</b> – выяснять
<b>premises</b> – помещение	<b>priority</b> – приоритет
<b>spare</b> – запасной	<b>to focus</b> – сосредоточиться
<b>sickness</b> – болезнь	<b>unearthly</b> – абсурдный
<b>sleeve</b> – рукав	



*Natasha and Sveta meet at their favorite café as usual.*

- Natasha: Hi! Why are you late? How is your new job?
- Sveta: Hi! My boss stayed late in the office and I was afraid to leave the office before he left.
- Natasha: Did he ask you to do something **urgent**?
- Sveta: No, but I saw his **jacket draped** on the back of his armchair and his bag was on the table... That means that he was still on the **premises**. I think he works very hard. He often leaves the office late and I am afraid to go home when the boss is still working... So I often work longer hours as a result and don't have enough time to rest up for the next day...
- Natasha: I think you should stop worrying about that. Some bosses just do not want to go home, because their wives will ask them to work around the house, so they stay in the office late to play computer games and read some magazines... If he needs you to do something urgent he will tell you. He probably thinks that you stay in the office late because you like it too. Anyway, are you sure he was around?
- Sveta: Well, I have not seen him since lunch,... er... but I think he was still around... I guess I am not completely sure...

- Natasha: Maybe he left home a long time ago... I guess managers usually keep a couple of jackets and bags in their office... Actually I use this simple trick sometimes myself too. If I have to go out of the office I leave a **spare** jacket draped over the back of my chair. It is an old trick. This gives the impression that you are still on the premises.
- Sveta: Really? I have never thought about that! ... Er... What is the reason to keep people in the office late? Do they get some kind of fun out of it? What kind of **sickness** is this?
- Natasha: Maybe they think that the longer you stay the more work you do... I guess they have many different tricks up their **sleeves**...
- Sveta: You know, no matter how **overloaded** I am, my boss keeps giving me new tasks...
- Natasha: Regarding the **workload**,... er... I guess you should **figure out** your **priorities** and **focus** on them. Also figure out the major sources of your stress and think how to deal with each of them. I guess I read an article on that...
- Sveta: How can I focus on my priorities if the telephone rings every 5-10 minutes? My boss calls me or sends job-related SMS's at an **unearthly** hour, for example 9:35 p.m., 7:05 a.m. and during public holidays. Sometimes he calls when I am in the bathroom... Ha-ha... A couple

of times he called in the middle of a party. When he calls he always wants me to do some work for him. I can't **relax**. I am afraid that he can call any minute. I don't have enough **courage** to tell him that it is my private time, and these constant **interruptions irritate** and **distract** me from my real priorities.

Natasha: Why wouldn't you try to use the 'on-off' **button** of your telephone to take **incoming** calls when you want to rest? I guess you can also use your **answering machine** for this purpose. **Screen** incoming phone calls through voice-mail. When I have something important to do I switch on my answering machine and never answer the phone...

Sveta: I am sure I'll **be afraid** to switch the phone off... and they will leave **messages** anyway... What's the difference?

Natasha: If somebody leaves a voice mail message for you and it sounds like **impending** and unattractive work, **respond** during your lunch hour when you know they're not in the office. It will look like you work hard and think about work even during lunch-breaks...

Sveta: You know, sometimes some colleagues want me to do something urgent when I am doing an important task for the boss.. If I tell them that I am busy they get angry. Sometimes I am completely **overwhelmed** but I don't know how to **turn unimportant work down** without **making enemies**.

Natasha: To turn some of the work down try to look **impatient** and **annoyed** to give your colleagues, and probably bosses too, the **impression** that you are **extremely** busy. It works on my boss. Maybe it will work for yours...

Sveta: What do you mean? ... Er... You know, I think I will be taking some **notes** as you taught me to do, if you don't mind.

Natasha: Sometimes when I see a colleague or the boss **approaching** me with a serious **expression** on his or her face and I think that they have urgent work for me, I **pretend** that I have some important and urgent work and I am seriously **stressed**. In most cases they just walk away...

Sveta: It sounds like something I often need... Can you be more **specific**? How exactly can I do this?

Natasha: For example, **sigh** loudly when there are some of your co-workers around, giving the impression that you are under **extreme** pressure.

Sveta: Listen! I work so hard... I don't think the **salary** they pay is **fair**. I asked my boss for a **promotion** or a **pay rise** and he said that he didn't think that I was qualified enough. What can I do **to get promoted**?

Natasha: I guess in many companies it is not enough just to work hard to get promoted... Maybe nobody **notices** that you work hard... Maybe sometimes it is even more important to **create an impression** that you work hard... I also read somewhere that when you ask for a pay raise or a promotion you should give some **reasons** to demonstrate that you generate much more money for the company than the salary you receive, not just because you need or want more money.

Sveta: I understood the part about explaining the reasons. What do you mean by 'creating an impression'?

Natasha: I guess different people use different approaches to get a promotion.

Sveta: Like what?

Natasha: Well, I know some people who carry loads of stuff home after work to generate a **false** impression that they work longer hours than they really do, but I think this approach is not for you.

**to relax** – расслабиться

**courage** – решимость

**interruption** – прерывания

**to irritate** – раздражать

**to distract** – рассредоточивать

**button** – кнопка

**incoming** – входящий

**answering machine** – автоответчик

**to screen** – "фильтровать"

**to be afraid** – бояться

**message** – сообщение

**to respond** – реагировать

**impending** – надвигающийся

**to overwhelm** – переполнять

**to turn down** – отклонять

**to make enemies** – наживать врагов

**impatient** – нетерпеливый, раздражительный

**annoyed** – раздраженный

**impression** – впечатление

**extremely** – предельно

**to take notes** – делать заметки

**to approach** – подходить (двигаться в направлении)

**expression** – впечатление

**to pretend** – претворяться

**to be stressed** – быть в состоянии стресса

**specific** – конкретный

**to sigh** – вздыхать

**extreme** – предельный

**salary** – зарплата

**fair** – справедливый

**promotion** – продвижение по должности

**pay rise** – повышение оплаты

**to get promoted** – быть продвинутым по должности /службе

**to notice** – замечать

**to create an impression** – создавать впечатление

**reason** – причина

**false** – ложный

- Sveta: O.K. What do you think can work for me then?
- Natasha: I guess I read an article like that somewhere. Well,... er... rule number one: You should never walk in the office without a document in your hands. People with documents in their hands look like **hardworking** employees **heading** for important meetings. People with nothing in their hands look like they are heading for the **buffet** or **canteen**. People with a newspaper in their hand look like they are heading for the toilet.
- Sveta: Point taken, thanks! Do you have any other ideas or suggestions?
- Natasha: **Arrange a creative** and **picturesque mess** from documents and **manuals** on your desk.
- Sveta: Why? My mother told me many times to keep my desk in order. It is easier to find documents when you need them urgently if you keep your stuff in order.
- Natasha: Top managers can get away with a clean desk. For the rest of us, it looks like we're not working hard enough. Build huge **piles** of documents around your workspace. To the **observer**, last year's work looks the same as today's work; it's **volume** that counts. **Pile** them high and wide. If you know somebody is coming to your desk, **'bury'** the document they need halfway down in an existing stack and **rummage** for it when he or she comes. It creates an impression that you have a lot of work.
- Sveta: It seems my boss uses this stacking **tactic** himself. He always piles lots of documents on his desk, puts lots of books and thick computer manuals on the floor and all over the place.
- Natasha: I guess some employees in our office use their computers to look busy. When a person uses a computer, it looks like 'work' to the casual observer.

- Sveta: What do you mean?
- Natasha: They send and receive personal e-mails, **chat online** with their girlfriends, send out their **resumes** and **make appointments** or have fun without doing anything **remotely** related to work, but it looks like they work hard on some document on the computer.
- Sveta: I guess this is risky... I have always been afraid even to send out my resume to **apply for another job**. Has anybody ever **got caught** by the boss? I guess they can be **fired**...
- Natasha: Of course they have. They **claimed** they were teaching themselves to use new **software**, thus **saving** valuable training **expenses**, and got away with it.
- Sveta: Thanks! What other ideas do you have in mind?
- Natasha: Maybe try to build up your vocabulary. For example, read up on some computer magazines and **pick out** some technical slang and names of new products. Use some of these phrases freely when in **conversation** with bosses. It is not important whether they understand what you said or not, but you will sound **impressive**.
- Sveta: Well, let's **summarize**: know your priorities, use an answering machine, always walk in the office with a document in your hands, arrange a creative mess on your desk, use a computer to look busy and build up vocabulary... Wow! There is definitely some room for improvement. Thanks! I **owe** you a drink,... er... but do you think it will really work?
- Natasha: Some of my suggestions were jokes, of course, and were not supposed to be taken **literally**. You should use your own brain and decide for yourself what is a good idea and what is not and be creative...

<b>hardworking</b> – трудолюбивый	<b>pile</b> – стопа
<b>to head</b> – направляться	<b>observer</b> – наблюдатель
<b>buffet</b> – буфет	<b>volume</b> – объем
<b>canteen</b> – столовая	<b>to pile</b> – нагромождать
<b>to arrange</b> – организовать, создать	<b>bury</b> – хоронить
<b>creative</b> – творческий	<b>to rummage (for)</b> – искать
<b>picturesque</b> – живописный	<b>tactics</b> – тактика
<b>mess</b> – беспорядок	<b>to chat</b> – болтать
<b>manual</b> – инструкция	<b>online</b> – в режиме "online"

<b>resume</b> – резюме	<b>software</b> – программное обеспечение
<b>to make an appointment</b> – назначать деловую встречу	<b>to save</b> – экономить
<b>remote</b> – отдаленный	<b>expenses</b> – расходы
<b>to apply for a job</b> – подавать заявление на работу	<b>to pick out</b> – выбирать
<b>to get caught</b> – быть пойманным	<b>conversation</b> – разговор
<b>to be fired</b> – быть уволенным	<b>impressive</b> – впечатляющий
<b>to claim</b> – утверждать	<b>to summarize</b> – подводить итог
	<b>to owe</b> – быть должным
	<b>literally</b> – буквально



# A Lesson in Accounting

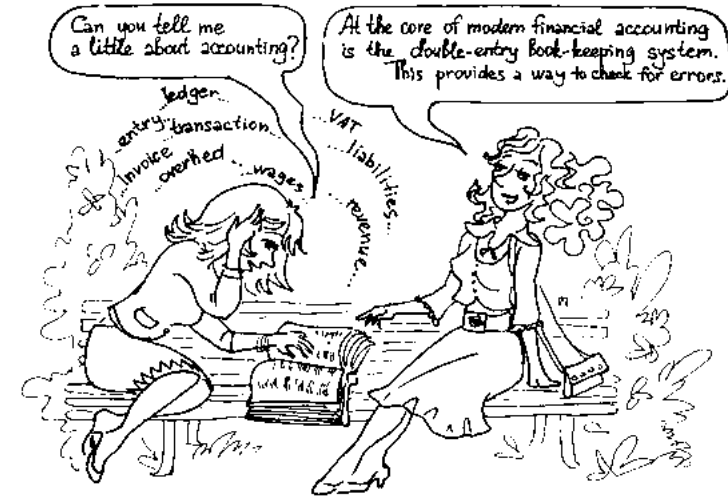
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## VOCABULARY

to offer – предлагать	purchase – приобретать
accountant – бухгалтер	sale – продажа
joint venture – совместное предприятие	core – центр, сердцевина, ядро
experience – опыт	entry – проводка
to own – владеть	transaction – сделка
to launch – "запускать" (бизнес)	to mean – значить
to hire – нанимать	ledger – гроссбух
staff – штат	to provide – предоставлять
complicated – сложный	error – ошибка (арифметическая)
opportunity – возможность	equal – равный
to involve – включать в себя	medieval – средневековый
bookkeeping – ведение первичной документации	to date back – брать начало
	ancient – древний

Sveta is offered a job of an accountant by a friend who just created a joint venture, and she worries because she doesn't have much experience in this area.

- Sveta: What does the word joint venture mean?
- Natasha: A joint venture is a company owned by a group of people. Why?
- Sveta: A friend of mine offered me a job as an accountant. He said he just launched a joint venture with his partners and they are hiring the staff now.
- Natasha: You have never worked as an accountant, have you?
- Sveta: I don't think it is too complicated, is it? I told him I have never worked as an accountant but he said they already hired a chief accountant and they would teach me. They want me to start tomorrow and I don't want to lose this opportunity. Can you tell me a little about accounting?
- Natasha: Well, I'm not really an expert in this area, but I'll tell you what I know. The day-to-day record-keeping involved in this process is known as bookkeeping. Whenever purchases or sales are made records have to be kept.



- Sveta: Oh, that's clear. I think I'll be able to keep the records.
- Natasha: At the core of modern financial accounting is the double-entry book-keeping system. This system involves making at least two entries for every transaction: a debit in one account, and a corresponding credit in another account.
- Sveta: Sorry, what does the word 'entry' mean?
- Natasha: An entry is a record on a ledger.
- Sveta: What is a ledger?
- Natasha: Ledgers are accounting books where all the transactions are recorded. Nowadays they are kept on a computer, of course.
- Sveta: What is the point of making two entries for one transaction?
- Natasha: This provides a way to check for errors. The sum of all debits should always equal the sum of all credits. This system was used in medieval Europe, and maybe even dates back to ancient Greece. In some way the company's accounts are like a storybook telling you what has happened since the business was created.

- Sveta: I see, but what is the **purpose** of all this paperwork?
- Natasha: The basic **aim** of accounting is to create **accurate** information on the financial results and situation of the **enterprise**. This information is important for financial analysis, making forecasts and economic decisions. Accounting attempts to create accurate financial reports that are useful to managers, **regulators**, and other stakeholders such as owners, creditors and **shareholders**.
- The financial data tells management what **assets** are **at their disposal** and what **commitments** they have to be prepared to meet. By examining the financial statements managers can see how much cash is **available**, how much they **owe** to their **suppliers** and creditors and how much they are owed by their **debtors**. Financial analysis makes a **vital contribution** to the decision-making process.
- Sveta: You mentioned the word 'assets' and I have **come across** it before. What does it mean?
- Natasha: Assets are **possessions**, which have a money value. Well, what else do you want me to tell you?
- Sveta: You know, I started reading a book on accounting, but there are some terms I don't understand in the book. If you can **explain** me some financial terms, that will help. For example, I **marked** here the words **invoice**, **overhead** and... er... **revenue**, **income tax**. What do they mean?

- Natasha: Well, do you have your **notebook** and a pen ready? I don't want to repeat myself.
- Sveta: Yes, I have.
- Natasha: An invoice is a list of goods, which is sent to a **customer**, **indicating** the **amount charged** to their account. Overhead is the cost connected to **maintaining fixed assets** such as **equipment** and the office. Revenue is money **received** from sales and services over a certain period of time. Income tax is the tax collected on the **salaries** and **wages** they sell.
- Sveta: Wow! How can I **memorize** it all? What does the 'VAT' abbreviation stand for?
- Natasha: VAT stands for **Value Added Tax**. VAT is paid by companies to the government on **goods** and **services**.
- Sveta: Yeah... Nothing is certain but death and taxes... You know somebody told me that tax inspectors sometimes **misinterpret regulations** themselves. Do you think it is true?
- Natasha: Yes, they do.
- Sveta: What should an accountant do if he thinks that a tax inspector is wrong?
- Natasha: Tax inspectors are always right... Ha-ha... Well, in Russia, a little present usually solves the problem.

<b>purpose</b> – цель	<b>to be at smb's disposal</b> – быть в распоряжении
<b>aim</b> – цель	<b>commitment</b> – обязательство
<b>accurate</b> – точный	<b>to be available</b> – иметься в наличии
<b>enterprise</b> – предприятие	<b>supplier</b> – поставщик
<b>forecast</b> – прогноз	<b>to owe</b> – быть должным
<b>decision</b> – решение	<b>debtor</b> – должник
<b>attempt</b> – попытка	И – жизненно важный
<b>regulator</b> – регулирующий орган	<b>contribution</b> – вклад
<b>stakeholder</b> – организатор совместного дела	<b>to come across</b> – встречать (идею или предмет)
<b>shareholder</b> – акционер	<b>possession</b> – собственность, имущество
<b>asset</b> – актив	<b>to convert</b> – конвертировать

<b>term</b> – термин	<b>fixed asset</b> – основные фонды
<b>to explain</b> – объяснять	<b>equipment</b> – оборудование
<b>to mark</b> – отмечать	<b>to receive</b> – получать
<b>invoice</b> – счет-фактура	<b>salary</b> – зарплата служащих (ставка)
<b>overheads</b> – накладные расходы	<b>wages</b> – зарплата рабочих
<b>revenue</b> – доход; выручка	<b>memorize</b> – запоминать
<b>income tax</b> – подоходный налог	<b>VAT – Value Added Tax</b> – налог на добавочную стоимость
<b>notebook</b> – блокнот	<b>goods</b> – товары
<b>customer</b> – заказчик	<b>service</b> – услуги
<b>to indicate</b> – указывать	<b>to misinterpret</b> – неверно интерпретировать
<b>amount</b> – сумма	<b>regulation</b> – инструкция
<b>charge</b> – взимать	
<b>to maintain</b> – поддерживать	

- Sveta: Do you mean a **bribe**?
- Natasha: I would rather call it a **sign of respect**, like a **tip**.
- Sveta: Thank you! I see a couple more terms here. What do the words **liabilities**, accounts payable, gross income, **cash flow statement**, **customs** and **excise duty** mean?
- Natasha: Well, liabilities are **debts** which have to be paid either now or in the future. An account payable is a sum of money owed by a company such as an invoice received but not paid yet. Gross income is the amount of money received by a company before taxes are paid. Cash flow statement **reflects** the amount of money moving in and out of a company over a particular period of time. Customs or excise duties have to be paid on goods imported from other countries. Excise duty is raised on highly **profitable** products such as tobacco and alcoholic drinks.
- Sveta: What are the basic principles of accounting?
- Natasha: Accounting principles are a dozen or so concepts, conventions or doctrines **observed** in accounting. For example, the revenue **recognition** principle is that revenue is recognized in the **accounting period** in which it is **earned**. This means the revenue is recorded when goods are **delivered** or services are provided, and not when they are paid for.
- Sveta: What can accountant do to **avoid** mistakes and to find mistakes they made?
- Natasha: Control mechanisms and procedures are necessary to **ensure** that corrective actions are taken **promptly** when any **deviations** from the regulations are **noticed**.

- Sveta: Here is a joke for you: "A businessman meets a friend and tells him that his company is looking for a new accountant. 'Didn't your company hire a new accountant a few weeks ago?' his friend asks. 'Yes. That's the accountant we're looking for now,' the businessman replies..." Ha-ha...
- Natasha: I know another one: "Two accountants are in a bank when **armed robbers burst in**. While several of the robbers take the money from the **tellers**, others **line** the customers, including the accountants, up against a wall, and proceed to take their **wallets**, watches, etc. While this is going on, accountant number one **jams** something into accountant number two's hand. 'What is this?' accountant number two **whispers** without looking down. 'This is that 50 bucks I owed you,' accountant number one replies."
- Sveta: Ha-ha... By the way, I also came across the term '**forensic** accounting' here in the book. What is that supposed to mean?
- Natasha: Forensic accounting is a rather new term. Forensic usually means **investigation** of a crime. However, it has a different meaning in accounting, of course. Many people are **suspicious** of the published accounting reports, even if they are **audited**, probably because there has been so much accounting **fraud** recently.
- Forensic accounting is a series of financial analysis **techniques** where one tries to **determine** whether some accounting fraud was taking place by analyzing the published financial statements. For example, if a company is **capitalizing** some **expenses**, which means treating some expenses as **increases** in assets, a good analyst should be able to detect financial fraud by studying activity from one period to the next.

<b>bribe</b> – взятка	<b>to reflect</b> – отображать
<b>sign</b> – знак	<b>profitable</b> – прибыльный
<b>respect</b> – уважение	<b>to observe</b> – соблюдать
<b>tip</b> – чаевые	<b>recognition</b> – зачисление
<b>liabilities</b> – финансовые обязательства	<b>accounting period</b> – отчетный период
<b>cash flow statement</b> – отчет о движении денежных средств	<b>to earn</b> – зарабатывать
<b>customs duty</b> – таможенная пошлина	<b>to deliver</b> – поставлять
<b>excise duty</b> – акцизный сбор	<b>to avoid</b> – избегать
<b>debt</b> – долг	<b>to ensure</b> – обеспечивать
	<b>promptly</b> – быстро

<b>deviation</b> – отклонение	<b>investigation</b> – расследование
<b>to notice</b> – замечать	<b>suspicious</b> – подозрительный
<b>armed robber</b> – вооруженный грабитель	<b>to audit</b> – проверить отчетность, проводить ревизию
<b>to burst in</b> – ворваться, вломиться	<b>fraud</b> – жульничество
<b>teller</b> – банковский кассир	<b>to capitalize</b> – превращать в капитал
<b>to line (up)</b> – выстраивать	<b>expense</b> – расход
<b>wallet</b> – бумажник	В – техника, метод
<b>to jam</b> – впихивать	<b>to determine</b> – определять
<b>to whisper</b> – шептать	<b>increase</b> – возрастание, рост
<b>forensic</b> – судебный	

- Sveta: What do the words **stocks** and **bonds** mean?
- Natasha: These are complex financial instruments. I don't want to go into this in detail. Basically, a stock is an ownership right in a company. A bond is ownership right of money with interest.
- Sveta: Edward told me that his company is being audited, that they hired an **external** auditor to check the company's financial reports. What do you think is the purpose of that?
- Natasha: One of the **principal** goals of an auditor is to add **credibility** to the company. When a company applies for a bank **loan** the audit report is **attached** to the financial statements or reports. **Public companies** have to **submit** their **financial statements** to external auditors – independent auditors who do not work for the company.
- An auditor is the person who takes on the responsibility for checking a company's financial reports. An auditor **gathers** and **evaluates evidence** in order to form an opinion on the **reliability** of the company's financial statements. Auditors have to give an opinion about whether the financial statements represent a true and **fair** view of the company's financial situation and results. In addition, the auditor also examines the company's internal control procedures for effectiveness.
- Sveta: I saw a company's financial report once. It looked like **gobbledy-gook** to me. I suppose it is quite difficult to find mistakes in financial statements... I just can't imagine how the auditors do that...
- Natasha: I guess they carry out a **preliminary check-up** first. An auditor or auditors should really understand how the company's business works, its

<b>stocks</b> – акции	<b>to evaluate</b> – оценивать
<b>bonds</b> – облигации, вид ценной бумаги	<b>evidence</b> – свидетельство
<b>external</b> – внешний	<b>reliability</b> – надежность
<b>principal</b> – основной	<b>fair</b> – справедливый
<b>credibility</b> – доверие	<b>gobbledy-gook</b> – профессиональный жаргон, употребление длинных непонятных терминов, белиберда
<b>loan</b> – кредит	<b>preliminary</b> – предварительный
<b>public company</b> – открытая акционерная компания	<b>check-up</b> – проверка
<b>to submit</b> – подавать (документы)	<b>significant</b> – существенный
<b>financial statement</b> – финансовый отчет	<b>effect</b> – влияние
<b>to gather</b> – собирать	

transactions and practices that may have a **significant effect** on the key **figures** in the financial statements.

That **enables** them to **assess consistency** and reliability of financial statements and risks of errors in recording different transactions, and plan the **nature**, timing and **extent** or **scope** of audit procedures. During the audit, the external auditors check whether transactions have been recorded correctly. They check whether the company accounting practices **comply** with **established** procedures and regulations.

- Sveta: Do auditors often find many mistakes in a company's report?
- Natasha: I saw an audit report of about 30-40 pages, but an audit report can be one page in length. It depends on the complexity of the company's financial activities.
- Sveta: What kind of mistakes do accountants usually make in reports?
- Natasha: Well, I guess the simplest mistake is when a report is **incomplete**. An error in **completeness** is made when the financial statements do not **include essential** information which should be included. An error in **accuracy** is **committed** when the financial statements include incorrect information.
- Sveta: I suppose auditors should understand accounting really well to be able to check the financial reports... Nobody is **perfect**, you know, including the auditors...
- Natasha: Yes, there is a risk that an auditor will **express** a misleading opinion if the financial statements are significantly **misinterpreted** and **misstated**.

<b>figure</b> – цифра	<b>completeness</b> – полнота
<b>to enable</b> – позволять	<b>to include</b> – включать
<b>to assess</b> – оценивать	<b>essential</b> – существенный
<b>consistency</b> – соответствие	<b>accuracy</b> – точность
<b>nature</b> – характер	<b>to commit</b> – совершать
<b>extent</b> – объем, рамки	<b>perfect</b> – идеальный
<b>scope</b> – масштаб, рамки	<b>to express</b> – выражать
<b>to comply</b> – следовать	<b>misinterpret</b> – неверно интерпретировать
<b>established</b> – установленный	<b>to misstate</b> – сделать неправильное или ложное заявление
<b>incomplete</b> – неполный	

# Cash Flow

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## VOCABULARY

<b>to fail</b> – терпеть поражение	<b>accure</b> – накапливаться (о задолженности и т. п.)
<b>cash flow</b> – движение денежных средств	<b>expenses</b> – расходы
<b>to reflect</b> – отображать	<b>to improve</b> – улучшать
<b>liquid assets</b> – ликвидные активы	<b>to persuade</b> – убеждать
<b>coin</b> – монета	<b>debtor</b> – должник
<b>accounting period</b> – отчетный период	<b>to convince</b> – убеждать
<b>insolvent</b> – неплатежеспособный	<b>creditor</b> – кредитор
<b>statement</b> – отчет, выписка	<b>to accept</b> – принимать
<b>profit</b> – прибыль	<b>payment terms</b> – сроки платежа
<b>profit and loss account</b> – отчет о прибылях и убытках	<b>loan</b> – кредит
<b>to consider</b> – рассматривать	<b>stakeholder</b> – организатор совместного дела
<b>raw materials</b> – сырье	
<b>to manufacture</b> – производить	

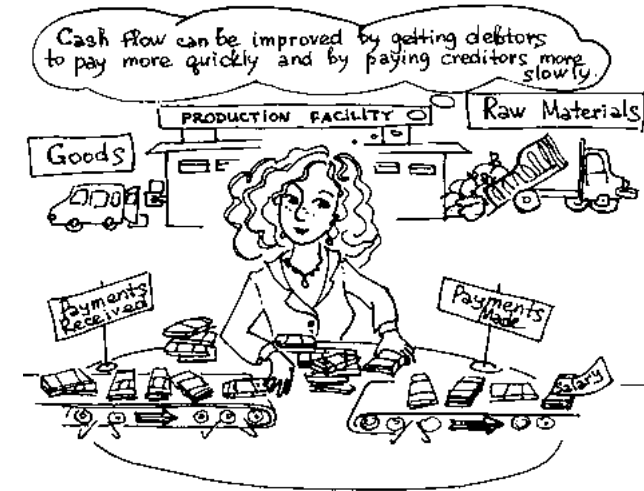
Three out of four new businesses in the USA **fail** within three years of starting because of **cash flow** problems.

Cash flow statement **reflects** movement of **liquid assets** in and out of a company within a specific time period. The word 'cash' in this context is not only notes and **coins**, but also other liquid assets, such as money in bank accounts, which can be used to pay bills, salaries, wages etc. A positive cash flow means that more money came into the company during the **accounting period** than went out.

Cash flow is important, because companies that don't have the liquid assets to pay their bills are **insolvent** and may have to stop operating. So a 'cash flow **statement**' is usually a key part of a company's financial reports, along with the **profit and loss account** the balance sheet etc.

Unlike the profit and loss account, which demonstrates the theoretical profit that a company has made on its operation, the cash flow statement reflects at the actual money flow that took place.

Let's **consider** a simple example that can illustrate the difference between profit and cash flow. Imagine a company that paid out \$2 million for **raw materials**,



staff and other costs in a year. The company then **manufactures** goods from these raw materials and sells them all for \$3 million. However, it receives only \$1 million in sales revenue during the year; the rest has **accrued** but won't come until the following year.

This company has made a profit of \$1 million in the year, which will be shown on the profit and loss and loss account: \$3 million sales revenue minus \$2 million **expenses**, but the company also has a negative cash flow of \$1 million: the \$2 million for the costs has all left the company, but only \$1 million of revenue has so far come in. This shows how even profitable companies can get into difficulties through cash flow problems. The cash flow statement should also be considered along with the balance sheet and income statement to understand the financial situation of a company.

Cash flow can be **improved** by **persuading debtors** to pay more quickly and **convincing creditors** to **accept** longer **payment terms**. The second, obviously, less preferable option is to ask a bank for a **loan** or to ask more money from **stakeholders**.

# Interacting with a Boss

## VOCABULARY

<b>to interact</b> – взаимодействовать	<b>especially</b> – в особенности
<b>performance</b> – функционирование	<b>to contribute</b> – вносить вклад
<b>interaction</b> – взаимодействие	<b>flexible</b> – гибкий
<b>attitude</b> – отношение	<b>to be aware</b> – быть в курсе дела
<b>to consider</b> – рассматривать	<b>beforehand</b> – заранее
<b>experienced</b> – опытный	<b>to think over</b> – обдумывать
<b>common goal</b> – общая цель	<b>to rehearse</b> – репетировать
<b>rather</b> – в большей степени	<b>effective</b> – результативный
<b>to adopt</b> – принимать	<b>to cause</b> – вызывать
<b>mindset</b> – установка	<b>certain</b> – некоторый
<b>mutual understanding</b> – взаимопонимание	<b>efficient</b> – эффективный
<b>instead</b> – вместо	<b>to figure out</b> – выяснять
<b>to fail</b> – потерпеть поражение	

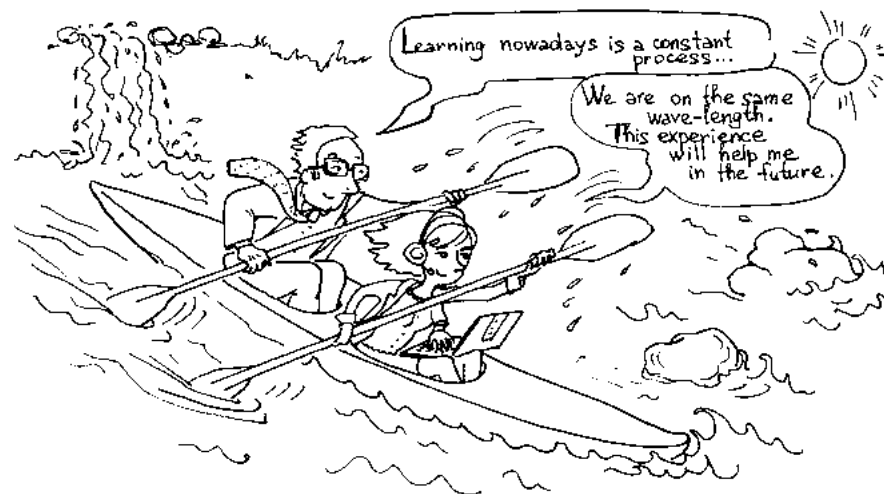
*To improve your **performance** and **interaction** with your boss read the following every morning:*

### DEVELOP A POSITIVE ATTITUDE.

Most bosses are not angels. Still **consider** your boss as a more **experienced** partner of your team working towards a **common goal**. It is more productive to focus on finding ways to interact with the boss efficiently **rather** than on how difficult he is. Try to **adopt** a **mindset** and develop an attitude of "I'll try to create a **mutual understanding** and to **improve** our working relationships" **instead** of "I know I'll **fail** anyway".

### DO NOT TRY TO CHANGE THE BOSS.

Normally even if a boss is not quite right, an employee will not benefit or advance their career by proving him wrong, **especially** in public. It's usually more productive to do your best working with your boss and **contribute** to improving your team's performance. Be **flexible** and maybe let your boss take credit for some of the good work you do, so long as he is **aware** of the source of it.



### PREPARE FOR YOUR MEETINGS.

Meetings with bosses are often stressful. To perform better write down the points you want to make or discuss **beforehand**. **Think over** your answers to possible difficult questions your boss might ask. Make up your mind beforehand what details you would like to discuss and which ones you would prefer to avoid. Consider **rehearsing** your part of the conversation or your answers before your meetings.

### LEARN TO COMMUNICATE EFFECTIVELY.

Poor communication often **causes** misunderstandings and problems. Some people prefer different forms of communication or consider **certain** forms to be more **efficient**. Many managers prefer face-to-face contact throughout the day and others prefer telephone, e-mail or other means of communication. As already mentioned it is usually not productive to try to change your boss, so be flexible and **figure out** the best way to communicate with him. Flexibility and communication skills you learn will help you in your career. Learning nowadays is a constant process.

Learn to **express** your thoughts clearly, in a mature professional manner and to the point. Provide the facts and if possible offer solutions. Give your point of view and **assumptions** only if you are asked. Remember that assumptions are often wrong. It is usually better to ask a question and **clarify** the matter even if you may make yourself look a little slow. Making a wrong guess can lead to a serious mistake.

Keep **observing** and studying your boss' style. Learn to **notice** the signals he or she sends out. Pick up both on body and spoken language and intonation. You will then be able to read your boss better, understand what he or she wants you to do and determine your best plan of action.

Keep improving your communication skills. Try to demonstrate that you enjoy working with your boss and to **raise his spirits**. **Appropriate** humor often improves communication and helps to create a more pleasant and productive working atmosphere.

Learn to find the right time to tell your boss what you need. Sometimes employees try to catch their bosses for a second to discuss a new idea before an important meeting or presentation when he is focused on something more important. Plan a **conversation** when your boss has time, probably when he is having a coffee break and when you are both emotionally ready. Try not to discuss important issues when you are stressed or feel emotionally down.

Once you've found the best way to communicate with your boss, **be proactive** in letting him or her know what resources you need to get your job done (*don't hope your boss knows or will guess*). Maybe your computer is slow or your team needs an additional computer or a telephone line etc. Let your **supervisor** know why you need it and how it will help you do your job more effectively.

#### TRY TO UNDERSTAND YOUR BOSS' PRIORITIES AND STYLE.

Try to note such things as the **scope** of your boss' responsibility and his history within the company. Even more telling might be your boss' career goals, his rela-

tionship with his boss and other managers, and any outside pressures. Placing yourself in his shoes should help you to improve communication. Perhaps he or she is experiencing stress from his own boss and therefore may seem to have less time for you. In this case, offering your **assistance** can come as welcome news to your boss and **allow** you to take on increased responsibility and get promoted.

#### DO NOT GET TOO EMOTIONAL AND NEVER LOSE YOUR TEMPER.

People think less clearly and rationally when they lose their temper. Focus on the problem, not the boss' behavior. It usually helps if an employee realizes that the boss is trying to **improve** the company's performance and does not **intend** to attack him or her personally. No one is perfect and sometimes your boss has a bad day too. Perhaps the boss is not behaving irrationally just to create problems – there may be reasons for his decisions. Never **get personal**, or even worse, criticize your boss, especially in public. Learn to control your emotions and temper, and act rationally.

This is just some simple advice for interaction with a boss. There is no **shortage** of difficult bosses. Difficult people often have a negative attitude which may **influence** other people's abilities to perform their duties and to get their work done on time. People, after communicating with a difficult person, often become emotional, **get distracted**, nervous, stressed, have headaches and sleeping problems, and have difficulties in concentrating on their tasks and solving problems. If you have a difficult boss, you may feel like you have to walk on egg-shells every day to **prevent** problems. We need to find strategies to become more tolerant and less **susceptible** to such negative effects and maintain our ability to perform our duties and avoid ruining relationships or creating a conflict.

Think over and develop your own strategy. Be creative. Sometimes no matter how hard we try, personality problems may **persist** and we need to look for assistance or alternatives.

<b>to express</b> – выражать	<b>appropriate</b> – уместный
<b>point of view</b> – точка зрения	<b>conversation</b> – разговор
<b>to clarify</b> – прояснять	<b>to be proactive</b> – проявлять инициативу
<b>assumption</b> – предположение	<b>to guess</b> – предполагать
<b>to observe</b> – наблюдать	<b>supervisor</b> – наставник
<b>to notice</b> – замечать	<b>priority</b> – приоритет
<b>to raise spirits</b> – поднимать настроение	<b>scope</b> – масштаб, размах

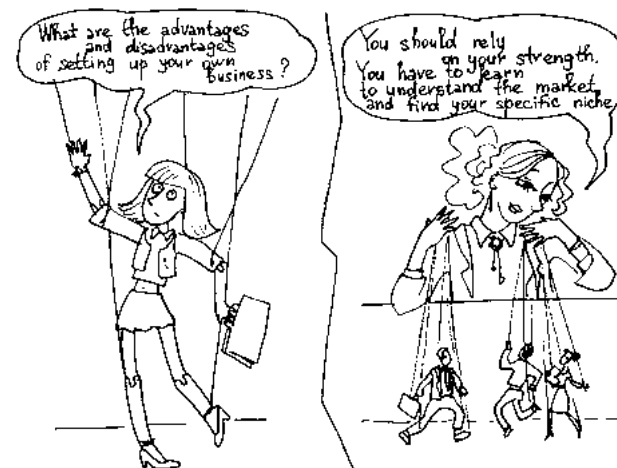
<b>assistance</b> – помощь	<b>to get personal</b> – переходить на личности
<b>to allow</b> – позволять	<b>shortage</b> – нехватка
<b>to get emotional</b> – давать волю эмоциям, разнервничаться	<b>to influence</b> – влиять
<b>to lose temper</b> – терять самообладание	<b>to get distracted</b> – отвлекаться
<b>to improve</b> – улучшать	<b>prevent</b> – предотвращать
<b>to intend</b> – намериваться	<b>susceptible</b> – восприимчивый
	<b>persist</b> – упорствовать

# The Young Entrepreneur

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## VOCABULARY

<b>entrepreneur</b> – предприниматель	<b>raw materials</b> – сырье
<b>recently</b> – в последнее время	<b>to cover</b> – покрывать
<b>chat</b> – беседа	<b>expenditure</b> – расход(ы)
<b>objective</b> – цель	<b>obviously</b> – очевидно
<b>demand</b> – спрос	<b>support</b> – поддержка
<b>to influence</b> – влиять	<b>issue</b> – проблема
<b>to inspire</b> – вдохновлять	<b>well-thought-out</b> – обдуманый
<b>craftsman</b> – мастер	<b>decision</b> – решение
<b>to lend</b> – давать в долг	<b>to turn out</b> – оказываться
<b>working capital</b> – оборотные средства	<b>to promote</b> – продвигать
<b>to require</b> – требовать	<b>to make to order</b> – изготавливать на заказ
<b>to purchase</b> – приобретать	<b>to approve</b> – одобрять



*Natasha has been very busy **recently**.*

*Natasha and Sveta meet at their favorite cafe for a **chat**.*

- Sveta: What did you do to become a private entrepreneur?
- Natasha: I wrote a business plan in which I projected the year's market **demands**, my **objectives**, and my market strategies for the coming year.
- Sveta: What **influenced** and **inspired** you to become a fashion designer?
- Natasha: I liked watching my father at work when I was a child. He was an artist and **craftsman**.
- Sveta: What sort of things did you have to do to get started?
- Natasha: I wrote a business plan and I asked my parents to **lend** me some money. Certain **working capital** is **required** to **purchase** equipment, **raw materials** and to **cover** other business **expenditures**.
- Sveta: Did you ask them for a lot of money?

- Natasha: No, I didn't need a lot of money, but **obviously** financial **support** was an **issue** from the beginning.
- Sveta: I have heard many people make mistakes when they start their own business. What about you? What mistakes have you made?
- Natasha: I guess you are right. I tried to be careful and make **well-thought-out decisions**, still I made some mistakes.
- Sveta: So, what mistakes did you make?
- Natasha: I shouldn't have spent quite so much time in the early stages worrying about how everything was going to **turn out**. When I first started I bought a lot of material, which I really shouldn't have done. I shouldn't have spent so much money **promoting**.
- Sveta: What do you mean?
- Natasha: I should have made the clothes to order, like I'm doing now. That means that I discuss the design with a customer and **approve** it before I produce the clothes.



- Sveta: Ah... So tell me, what are the **advantages** and **disadvantages** of setting up your own business?
- Natasha: I would say one of the hardest things is motivation, to keep yourself going all the time. The advantages... well, not having anybody looking over your shoulder and doing things the way you want.
- Sveta: I would like to **launch** my own **business** too, but, honestly, I'm still **hesitating**. Maybe there are some fundamental principles you discovered that is good to know...
- Natasha: Er... Sure there are, but most of them are based on common sense. I guess to considerable extent I capitalized on the experience I got working for different companies.
- Sveta: Can you give me an example? What advice would you give me? What do you think I should do to get started and **succeed**?
- Natasha: I guess you will have to change the **way of thinking**. Don't invest your time, effort and money in something you don't understand. If you want to go into business, if you want to succeed, you should **rely** on your **strength** – some **specific valuable qualities** that you have and most other people don't have.
- You have to learn to understand the market and find your specific **niche** – a product or service that **is in demand**. You have to **research** the market **properly**. You have to have a clear idea of where you want

<b>advantage</b> – преимущество	<b>to be committed</b> – преданный (делу, принятому решению)
<b>disadvantage</b> – недостаток	<b>to take care</b> – заботиться
<b>to launch a business</b> – запускать бизнес	<b>customer</b> – заказчик
<b>to hesitate</b> – колебаться (с решением)	<b>cash</b> – наличные деньги
<b>to succeed</b> – добиваться успеха	<b>to employ</b> – нанимать
<b>way of thinking</b> – образ мышления	<b>to expand</b> – расширять
<b>to rely</b> – полагаться	<b>to broaden</b> – расширять
<b>strength</b> – сильная сторона	<b>range</b> (of products) – ассортимент (товаров)
<b>specific</b> – специфический	<b>to develop</b> – развивать
<b>valuable</b> – ценный	<b>distribution network</b> – сеть сбыта
<b>quality</b> – качество	<b>retail outlet</b> – торговая точка
<b>niche</b> – ниша (рынка)	<b>mundane</b> – рутинный
<b>to be in demand</b> – пользоваться спросом	<b>to manufacture</b> – производить
<b>to research</b> – исследование	
<b>properly</b> – как следует	

to get to with that business. I guess it takes courage to switch to your own business, but you have to test waters before you leap. Don't try to run before you learn to walk.

Of course, you have to work hard – you have to **be very committed** to what you're doing and **take care** of your **customers**. It is not easy to generate good ideas, but it's even harder to turn them into **cash**.

Sveta: If I only knew my strength... So, if you had known what it was like would you have started your own business?

Natasha: Yes, I definitely would have.

Sveta: What are your next steps?

Natasha: I currently **employ** three people. I want to try to **expand** my business – to **broaden** the **range** of products and to **develop** the **distribution network**. I am currently selling to three or four **retail outlets** in Kiev. I hope to expand into Russia and Europe.

I guess I'll have to pass on some of the more **mundane** aspects of **manufacturing** so that I can concentrate on the more creative parts of the business.

Sveta: I'll be happy to help you if you teach me how.

FOR NOTES



# Managing Small Business

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## VOCABULARY

to overcome – преодолевать	opportunity – возможность
number – число, ряд	to indicate – указывать
employee – работник	to undertake – предпринимать
to cope – справляться	considerable – существенный
expansion – расширение	research – исследование
entrepreneur – предприниматель	decision – решение
to handle – справляться	to make a decision – принимать решение
multiple – многочисленный	measure – мера
to succeed – добиться успеха	to take measures – принимать меры
accurately – точно	to improve – улучшать
to diagnose – диагностировать, ставить диагноз	profitability – прибыльность
cause – причина	to implement – реализовывать
to develop – развивать	tough – жесткий
to compare – сравнивать	to monitor – отслеживать
performance – функционирование	to anticipate – предчувствовать
to reveal – вскрывать	to divide – делить



Small businesses often have to overcome a number of difficulties, as follows:

- secure competent employees;
- cope with monopolistic practices;
- finance expansion;
- discriminatory practices by large shopping center developers;
- limited vendor goodwill;
- lack of time for the small entrepreneur to handle multiple tasks;
- lack of funds for research and development of new products;
- make a new company or product known.

Many disadvantages and challenges small companies face could be overcome with careful planning. An ill-conceived business, whether large or small, has little chance to **succeed** if its operation has not been properly planned.

To be good at managing a small business you have to **accurately diagnose** the basic **causes** of business problems. **Develop** an ideal model of how the business would function in the best possible situation and then **compare** this with your company's actual **performance**, and analyze the differences between the idealized model and the real situation.

Good research in the planning stage can **reveal opportunities** for success or **indicate** that a business **contemplated** should not be **undertaken**. You will likely have to carry out a market **research**, analysis and experiments before you **make** your **decision** and **take measures** necessary to **improve profitability**. **Monitor** your competitors' activities and try to **anticipate** their moves. Make lists of problems and **divide** them into the following categories:

- a) problems created **exclusively** by **external** causes and factors and not **subject** to your **immediate influence**;  
 b) problems you can personally control.

Be totally objective and honest in your analysis. Focus on the resolving the problems subjected to your immediate control. Once you make the decision, you have to **stick to your plan**, sometimes **implementing tough** measures to overcome your difficulties.

Planning is **essential** for successful business management, **especially** regarding the timing of both **incoming** and **outgoing payments**. You need a system for **restricting** current levels of spending depending on the level of **income**. Carefully examine the **break-even point** and **cash flow**.

Successful and **prosperous** companies usually **avoid overdependence** on just a **handful** of **customers** or **suppliers**, especially in the long-term. They constantly look for opportunities to **diversify**, fresh markets and new supply **sources**.

The advantages for running a successful small business are personal satisfaction and **pride** for producing useful goods or **rendering** services people need, potential for good profits, satisfying employment, and the **luxury** of being your own boss with the opportunity to **apply** your own creativity.

<b>exclusively</b> – исключительно	<b>prosperous</b> – процветающий
<b>external</b> – внешний	<b>to avoid</b> – избегать
<b>to be subjected</b> – быть подверженным	<b>dependence</b> – зависимость
<b>immediate</b> – непосредственный	<b>handful</b> – жменя
<b>influence</b> – влияние	<b>supplier</b> – поставщик
<b>to stick to a plan</b> – следовать плану	<b>to diversify</b> – диверсифицировать, подключать новый вид деятельности
<b>essential</b> – существенный	<b>source</b> – источник
<b>especially</b> – в особенности	<b>pride</b> – гордость
<b>incoming payment</b> – получаемые платежи	<b>to render</b> – представлять, оказывать услуги
<b>outgoing payment</b> – исходящие платеж	<b>luxury</b> – роскошь
<b>to restrict</b> – ограничивать	<b>to apply</b> – применять
<b>income</b> – доход	
<b>break-even point</b> – точка безубыточности	
<b>cash flow</b> – движение денежных средств	

FOR NOTES



# Successful 'Win-Win' Negotiations

## VOCABULARY

<b>successful</b> – успешный	<b>to adjust</b> – настраиваться (на волну)
<b>win-win</b> – взаимовыгодный	<b>behavior</b> – поведение
<b>negotiation</b> – переговоры	<b>towards</b> – по направлению
<b>to underestimate</b> – недооценивать	<b>neutral</b> – нейтральный
<b>party</b> – сторона (на переговорах)	<b>customary</b> – принято
<b>beforehand</b> – заранее	<b>journey</b> – поездка
<b>to develop</b> – развивать, разрабатывать	<b>trust</b> – доверие
<b>to think over</b> – обдумывать	<b>purpose</b> – цель
<b>to consider</b> – рассматривать	<b>agenda</b> – повестка дня
<b>point of view</b> – точка зрения	<b>feedback</b> – обратная связь
<b>make sure</b> – убеждаться	<b>to clarify</b> – прояснять
<b>unlikely</b> – маловероятно	<b>point of view</b> – точка зрения
<b>to visualize</b> – представлять себе	<b>advice</b> – совет
<b>outcome</b> – исход	<b>major</b> – основной
<b>unexpected</b> – неожиданный	<b>item</b> – пункт
<b>bottom line</b> – 'нижняя планка'	<b>minor</b> – второстепенный
<b>to devote</b> – посвящать	<b>to consider</b> – рассматривать
<b>to break the ice</b> – 'включиться в работу'	<b>in general</b> – в общем

## PREPARATION STAGE

Don't **underestimate** the importance of the preparation. Try to get as much information about the other **party** as you can **beforehand**. **Develop** a 'negotiation strategy'. Make a list of items you want to discuss. **Think over** possible scenarios. **Consider** the scenarios from the other party's **point of view**. **Make sure** that it is a 'win-win' situation. (*If the other party does not get what it wants it is **unlikely** that the negotiations will be successful.*) **Visualize** possible **outcomes** and your reaction in each case. The better you are prepared, the quicker you will be able to adapt to new **unexpected** negotiating positions and remain in control.

A negotiator should have the following four basic positions in mind when carrying out negotiations:

- the ideal outcome – what they would like to achieve in an ideal situation;
- the realistic outcome – what they realistically expect to be possible;



- the 'bottom line' – the lowest offer the negotiator will accept;
- the best alternative to a negotiated agreement (BATNA), if the negotiations don't work out...

There are some ideas below that can help to run negotiations.

## BREAKING THE ICE

Normally about five percent of negotiating time is **devoted** to '**breaking the ice**'. The two parties **adjust** their thinking and **behavior towards** one another. People normally don't immediately begin discussing business matters. The topics from the very beginning of negotiations are usually **neutral** and non-business related. It is **customary** to ask the other party about their trip to your office. Small talk skills are important at this stage. Be positive, and create a productive atmosphere of **confidence** and trust.

## PURPOSE, PLAN AND AGENDA

At the very beginning of the talks discuss and get an agreement on the purpose, plan and agenda of a meeting. Get **feedback** from the other party. **To clarify** the **point of view** of the other party ask questions like: 'What do you think about this?'

## SOME ADVICE TO A NEGOTIATOR:

- first discuss **major items**, then **minor** items;
- first **consider** problems **in general**, then **in a more detailed way** if it is necessary;

- follow the guidelines of the plan one by one (*don't switch from one item to the other and back*);
- move to the next point after you have **resolved** the **previous** one.

Ask **open-ended questions** to **clarify** points and to let the speaker know you are following the story. It is important to listen carefully to the other party and demonstrate you understand their point of view. Be **open-minded**. **Take notes**, so you will be able to **restore** in your memory **issues** discussed and agreements made. Keep your **objectives** in mind. **Pay attention** to **feedback** and body language. Quickly and accurately read the signals the other party is sending. If you are attentive, non-verbal language can lead you to some important **clues**. **Focus on mutual benefits**, not **differences**. (*If you focus on differences too much it can create **tension** and **ruin** the deal.*)

### NARROWING AND RESOLVING DIFFERENCES

There are always differences in **viewpoints** of parties, but negotiations are **conducted** with a view to reaching a **mutually beneficial** agreement. It is necessary to decide what issues you are prepared to compromise on, and which are **crucial**. Here is some advice on problem-solving tactics:

- **present** a problem in general terms and **obtain** the other party's view on it;
- **look together** at the possible **solutions** and **joint advantage**;
- suggest practical actions to **overcome obstacles**;
- focus on mutual benefits, not differences.

**in detail** – в деталях

**to resolve** – разрешать

**previous** – предыдущий

**open-ended question** – вопрос, предполагающий более информативный ответ, чем 'да' или 'нет'

**to clarify** – прояснять

**open-minded** – восприимчивый к мнению других

**to take notes** – делать заметки

**to restore** – восстанавливать

**issue** – издание (газеты, журналы, т.п.), проблема

**objective** – цель

**to pay attention** – обращать внимание

**feedback** – обратная связь

**clue** – ключ (к разгадке чего-л.)

**to focus** – сосредотачиваться

**mutual** – взаимный

**mutual benefit** – взаимная выгода

**difference** – различие, противоречие

**tension** – напряжение

**to ruin** – разрушать

**viewpoint** – точка зрения

**to conduct** – проводить

**mutually beneficial** – взаимно выгодный

**crucial** – очень важный

**to present** – представлять (информацию)

**to obtain** – получать

Be **flexible**, creative and generate new ideas, **approaches** and **options**. **Consider** different approaches. (*You can probably negotiate a better deal than you **expected**.*) Leave them with a feeling that everyone has won. Don't **exceed** your **authority**. Be careful with **promises** and do not **promise** what you are not sure you can **deliver**. It is usually better to 'underpromise' and to 'overdeliver'.

### IF YOU ARE IN A DEADLOCK

If negotiations are difficult, don't burn bridges and don't cut what you can **untie** – take a break. A break often **allows** parties to find ways to build bridges when they **resume** negotiations.

### IMPLEMENTATION

If negotiations are successful and parties reach an agreement, it is essential to reach an agreement about the **terms of implementation**.

The principle stages of achieving an agreement are as follows:

- reach an agreement in general;
- reach an agreement in detail;
- reach an agreement about the terms of implementation.

**Document** the agreement reached in a written form. Analyze, **evaluate** and summarize your performance, and **integrate** the lessons drawn in your experience for the future.

**solution** – решение

**joint** – совместный

**advantage** – преимущества

**to overcome** – преодолевать

**obstacle** – препятствие

**flexible** – гибкий

**approach** – подход

**option** – вариант

**to expect** – ожидать

**to exceed** – превосходить

**authority** – полномочия, власть

**promise** – обещание

**to promise** – обещать

**to deliver** – доставлять, исполнять

**deadlock** – тупик (в ситуации)

**to untie** – развязывать

**to allow** – позволять

**to build bridges** – 'наводить мосты'

**to resume** – возобновлять

**implementation** – реализация

**terms of implementation** – условия реализации

**to document** – документировать

**to evaluate** – оценивать

**to integrate** – интегрировать

# Basic Leadership Style

## VOCABULARY

<b>to implement</b> – реализовывать	<b>to consider</b> – рассматривать
<b>major</b> – основной	<b>to involve</b> – улучшать
<b>authoritarian</b> – авторитарный	<b>decision</b> – решение
<b>appropriate</b> – подходящие, соответствующие	<b>authority</b> – власть
<b>condition</b> – условия	<b>weakness</b> – слабая сторона
<b>knowledgeable</b> – знание	<b>strength</b> – сильная сторона
<b>experienced</b> – опытный	<b>respect</b> – уважение
<b>employee</b> – работник	<b>to allow</b> – позволять
<b>to include</b> – включать в себя	<b>decision</b> – решение
<b>to yell</b> – кричать	<b>responsible</b> – ответственный
<b>mean</b> – подлый	<b>determine</b> – позволять
<b>threat</b> – угроза	<b>to delegates</b> – делегировать
<b>abuse of power</b> – злоупотребление должностным положением	<b>depending</b> – в зависимости
	<b>to involve</b> – включать в себя
	<b>detailed</b> – детальный



The employee can get experience and learn necessary skills by following the boss' orders. (Some people think that this style **includes yelling**, using mean and rude language, and leading by **threats** and **abuse of power**. This is not the authoritarian style – it is an abusive, unprofessional style of leadership.) However, if a boss wants to get more commitment and motivation from his employees, then he should **consider** using the participative style.

## PARTICIPATIVE (DEMOCRATIC) STYLE

This type of style **involves** the leader including one or more employees in the decision making process (*determining what to do and how to do it*). However, the leader maintains the final **decision making authority**. Using this style is not a sign of **weakness**. On the contrary, it's a sign of **strength** that your employees will **respect**. This is normally used when the boss has some of the information, and your employees have some of the information. This allows them to become part of the team and **allows** you to make a better decision.

## DELEGATIVE (FREE REIGN) STYLE

The leader who uses this style allows the employees to make the decision. However, the leader is still responsible for the decisions that are made. This is used when a boss has an experienced team of employees, who are able to analyze the situation and **determine** what needs to be done and how to do it. The boss sets priorities and delegates many tasks. As a result the boss has more time to focus on other important business issues.

There are more **detailed** classifications of leadership styles and a good leader uses a combination of different styles, **depending** on what forces are **involved** between the team, the leader, and the situation.

Leadership style is the way in which the functions of leadership are carried out, the way in which the manager typically behaves toward members of the group, ways of motivating people and **implementing** plans. There are three **major** leadership styles: **authoritarian** (autocratic), participative (democratic), and delegative (free reign). Although, most leaders use a combination of styles, one of them usually becomes the dominative one.

## AUTHORITARIAN (AUTOCRATIC) STYLE

This type is used when the leader tells his employees what he wants to be done and how he wants it to be done, without getting the advice of his people. An **appropriate condition** to use is when the boss has most of the information to solve the problem and time is limited. For example, it can be effective for a **knowledgeable** and **experienced** leader with new **employees** who are just learning the job.

# How to Avoid Stress and Recover from Stress Faster

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## VOCABULARY

<b>to avoid</b> – избегать	<b>to maintain</b> – поддерживать
<b>to recover</b> – восстанавливаться	<b>ability</b> – способность
<b>condition</b> – состояние	<b>to adopt</b> – адаптировать
<b>shape</b> – форма	<b>ulcer</b> – язва
<b>experienced</b> – опытный	<b>prevention</b> – предотвращение
<b>to respond</b> – реагировать	<b>course</b> – причина
<b>harmful</b> – вредный	<b>source</b> – источник
<b>especially</b> – в особенности	<b>to consider</b> – рассматривать
<b>to affect</b> – воздействовать	<b>sufficient</b> – достаточный
<b>prolonged</b> – длительный	<b>ability</b> – способность
<b>to exhaust</b> – истощать	<b>to adjust</b> – приспосабливаться
<b>to weaken</b> – ослаблять	<b>to decrease</b> – понижать
<b>susceptible</b> – восприимчивый	<b>vulnerable</b> – уязвимый



Stress is a **condition** of the human body and mind. People are stressed when they face a problem they do not know how to solve. Adaptation to a new situation is usually stressful.

People deal with dozens of different stressful situations every day. Stress is not always harmful. Minor stress is O.K. It keeps people in good **shape**. By finding ways of avoiding or dealing with stressful situations our nervous system is trained, we become more **experienced** and learn how to behave and **respond** in different situations.

A lot of stress is usually very **harmful**, **especially** if it **affects** a person over a **prolonged** period of time. It **exhausts** the resources of a person's body and that often leads to depression. When a person is under stress and exhausted, he often cannot sleep well, his productivity is lower than usual and he gets tired quite fast. Stress also **weakens** the immune system and a person becomes more **susceptible** to colds, flu and other illnesses. By dealing with stressful situations we **maintain ability** of our mind and body to learn and **adopt** in the future, but prolonged work

under stress can lead to the development of different diseases, especially heart diseases and **ulcers**. Anyone can learn to manage stress.

There are two basic aspects in dealing with stress:

- learn to avoid stressful situations;
- minimize their effect and learn to recover from stressful situations quicker.

People often themselves create conditions for stressful situations. **Prevention** is the key in stress management. To minimize stress it is important to deal with the **causes** (or **sources**) of stress. **Consider** using one or a combination of the following approaches:

## GET ENOUGH SLEEP

Sometimes people work very hard over a long period of time without having **sufficient** rest. When people do not get enough sleep their body's **ability** to **adjust** is **decreased** and they are more **vulnerable** to stress.

### KEEP A "STRESS JOURNAL"

Get a notebook and write down when something makes you feel stressed, how you reacted and dealt with the situation. Keeping a stress journal can help you figure **out** more **precisely** the source of your stress and what is the best way for you to avoid stresses and deal with stress.

GET YOUR LIFE ORGANIZED, develop a **habit** to take **notes** and plan

A basic business habit of taking notes automatically **excludes** many stressful situations. Plan **ahead** and **resolve** problems one by one. Do not **allow** problems to **accumulate**.

### "DO NOT CUT OFF MORE THAN YOU CAN CHEW"

Some people cause stress for themselves (and often for other people) by trying to **accomplish** more than they mentally or physically can **undertake**. Careful planning that usually comes with **experience**, **normally** helps to avoid many kinds of stressful situations.

### TRY TO FORESEE UNEXPECTED PROBLEMS

Even if you plan well, sometimes **circumstances** and other people **intentionally** or **unintentionally** can put you in a stressful situation. **Develop** a habit of thinking what can go wrong when you plan. Have a **back up** plan ('plan B') to deal with unexpected problems.

### CHANGE YOUR ATTITUDE

Some people are more **sensitive** and others are better able to **tolerate** stress. Some people worry about **insignificant** things, and **imagine** the worst possible **outcome** from every possible situation. It is important to learn to change your attitude.

### DO NOT PROMISE WHAT YOU ARE NOT SURE YOU CAN DELIVER

Some people make promises without thinking over carefully whether they will really be able to deliver on their promises. Later they **realize** that it is harder than they thought resulting in a stressful situation, when it is hard to keep one's word, but people are already **relying** on him or her and it is hard to take the promise back. To avoid such situations think twice about whether you can deliver on your promises before making them.

### SEPARATE EMOTIONS FROM THE PROBLEM

and **think over** the problem rationally. Be careful with people who cause you stress. **Occasionally** you can run into an **odd** character with **polluted** thoughts and emotions. Trying to 'teach them a lesson' will **increase** you stress level — consider avoiding such people. If you cannot avoid such a person completely, be creative and develop your personal strategy to **protect** your emotional harmony.

For example, every time you are going to meet this person, **visualize** a special **imaginary** magic **protective screen** around you with special **properties** — it does not stop the information coming in, but negative emotions cannot **penetrate** through the screen and they **bounce** back. Emotional vampires **value** their time and energy.

<b>journal</b> — дневник	<b>to accomplish</b> — достигать, совершать
<b>to react</b> — реагировать	<b>to undertake</b> — брать на себя
<b>to figure out</b> — выяснять	<b>experience</b> — опыт
<b>precisely</b> — точно	<b>normally</b> — как правило
<b>habit</b> — привычка	<b>to foresee</b> — предвидеть
<b>to take notes</b> — делать заметки	<b>unexpected</b> — неожиданный
<b>to exclude</b> — исключать	<b>circumstances</b> — обстоятельства
<b>ahead</b> — вперед	<b>intentionally</b> — преднамеренно
<b>to resolve</b> — разрешать	<b>unintentionally</b> — непреднамеренно
<b>to allow</b> — позволять	<b>to develop</b> — развивать
<b>to accumulate</b> — накапливать(ся)	<b>back up</b> — запасной
<b>to chew</b> — жевать	<b>attitude</b> — отношение

<b>sensitive</b> — чувствительный	<b>occasionally</b> — время от времени
<b>to tolerate</b> — выдерживать	<b>odd</b> — странный
<b>insignificant</b> — несущественный	<b>polluted</b> — загрязненный
<b>to imagine</b> — представлять себе	<b>to increase</b> — увеличивать
<b>outcome</b> — исход	<b>to protect</b> — защищать
<b>promise</b> — обещание	<b>to visualize</b> — представлять себе
<b>to deliver</b> — доставлять, выполнять (обещание)	<b>imaginary</b> — воображаемый
<b>to realize</b> — понимать	<b>protective screen</b> — защитный экран
<b>to rely</b> — полагаться	<b>property</b> — свойство
<b>to separate</b> — отделять	<b>to penetrate</b> — проникать
<b>to think over</b> — обдумывать	<b>to bounce</b> — отскакивать
	<b>to value</b> — ценить



Usually if an energy sucker or drainer cannot get from you what he or she wants they will leave you alone after a couple of **attempts** and move on.

### TRAIN YOUR BRAIN AND USE YOUR CREATIVITY

For example, you can go through the stressful situation in your mind, think of possible outcomes and your reaction in each case. Develop your **own approach** to **reducing** the stress level in your life and **recovering** from stress.

So to avoid stressful situations:

- get enough sleep;
- get your life organized, take notes (so you will not forget things);
- **prioritize** your tasks and plan carefully;
- try to foresee **unexpected** problems;
- change your attitude; do not worry about insignificant things;
- do not promise what you are not sure you can deliver;
- think rationally – separate emotions from the problem;
- train your brain and be creative.

If a person is already under stress, how do you minimize the **side effects**?

How do you recover from stress faster?

Stress often builds up (*or accumulates*) over some period of time (*bit by bit*) and each day is just a little bit stressful than the **previous** one. Sometimes people who work under stress do not **realize** that they are in an **abnormal** situation and often do not know how to deal with it. The first step to the **recovery** is to realize that you are under stress and the condition of your body and mind is not normal.

Normally at least the same time is necessary for the recovery, but there are some approaches and **recipes** to recover from stress quicker. Sometimes people even manage to **focus** the energy **released** by stress on achieving their goal.

Different approaches are better for different people. You may find the following ideas helpful in dealing with stress:

- realize that you are stressed and get enough sleep;
- keep a "stress journal";
- develop a plan how to recover and **stick** to it;
- eat some food rich with vitamins;
- look out of the window for 5 minutes every hour;
- a shower is usually both relaxing and stimulating – take a shower and imagine the water washing away your **stressors**;
- for a couple of minutes visualize yourself in your favorite place – in the park, forest or on the beach talking to your best friend;
- do something you like, for example, take a walk in the park or **devote** more time to your hobby;
- do some physical exercise: hiking, **jogging**, cycling, swimming etc;
- share your problem with a friend, let your feelings out and ask their advice;
- listen to peaceful music in the evening;
- sometimes **laughter** can be the best medicine – share a joke with a friend;
- try meditation or **attend** some yoga classes;
- take a couple of **days off** or go on holiday if you can: go to some calm place like a forest or the mountains etc;
- try to make your stress work for you.

**Assign ratings** to the **items** above on **scale** from 1 for the least helpful to 10 for the most helpful. What other approaches to recover from stress faster can you think of?

**attempt** – попытка

**own** – собственный

**approach** – подход

**to reduce** – понижать

**to recover** – восстанавливаться

**to prioritize** – расставлять приоритеты

**side effect** – побочный эффект

**previous** – предыдущий

**to realize** – понимать

**abnormal** – не нормальный

**recovery** – восстановление

**recipe** – рецепт, средство

**to focus** – сосредоточиться

**to release** – высвободить

**scale** – масштаб

**to stick (to)** – приклеиваться, придерживаться (плана)

**stressor** – источник стресса, стресс-фактор

**to devote** – посвящать

**hiking** – туризм

**jogging** – бег трусцой

**cycling** – езда на велосипеде

**laughter** – смех

**to attend** – посещать

**days off** – выходной день

**to assign** – присваивать

**rating** – рейтинг

**item** – пункт

**scale** – шкала, масштаб

# Meditation

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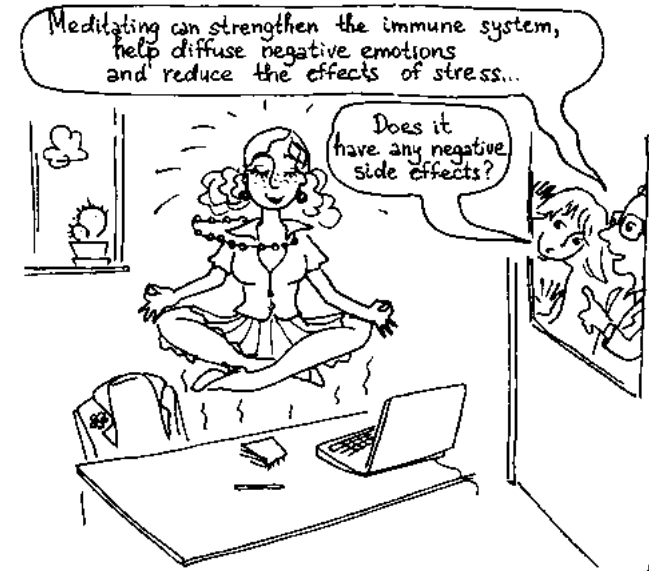
## VOCABULARY

to lower – понижать	to achieve – достигать
blood pressure – кровяное давление	imperfect – несовершенный
heart rate – сердечный ритм	various – разнообразный
to reduce – понижать	technique – техника
to diffuse – рассеивать	benefit – польза
to strengthen – укреплять	to bypass – обходить
drug – лекарство	to head – направляться
side effect – побочный эффект	to absorb – поглощать
common – общий	to commit time – выделять время
to involve – включать в себя	obstacle – препятствие
disturbance – беспокойство	overcomplicated – чрезмерно сложный
to figure out – выяснять	exhausting – изматывающий
complicated – сложный	revert to – возвращать(ся) в прежнее состояние
mind – сознание	
serenity – безмятежность (о душевном состоянии)	

Meditating can **lower blood pressure** and **heart rate**, **reduce** the effects of stress, help **diffuse** negative emotions, **strengthen** the immune system, but unlike prescription **drugs**, it is free and has no unpleasant **side effects**.

## WHAT IS MEDITATION?

Most **commonly** it involves sitting or lying quietly, usually in a comfortable position, with eyes closed to reduce **disturbances** from the outside world. By learning how to maintain a simple meditation practice, we can begin to **figure out** how to make our busy lives less **complicated**. The purpose of meditation is to put your **mind** into a state of **serenity** and **achieve** a better understanding of the **imperfect** world by abandoning of ego-driven self and using **various** relaxation **techniques**.



## HOW MUCH TIME DOES IT REQUIRE?

To begin receiving the **benefits** it is enough to meditate for at least 7-10 minutes a day. The best time to meditate is as soon as you wake up. **Bypass** the coffeepot and **head** straight for your practice, because once you turn the coffee-maker on, then you turn on the news and the next thing you know, your attention is **absorbed** in other things. (*Committing time is often the number one **obstacle** to developing a regular practice.*) Just this action of focusing on your breath for 10 minutes a day is enough. Many people make meditating **overcomplicated**. When it becomes too complicated and **exhausting**, they **revert** to doing nothing.

### HOW TO BEGIN MEDITATING?

It is important to learn to relax without falling asleep. Close your eyes. Focus your attention on the sound of your own **breathing**. Let your **stomach expand** on the **inhale** and **contract** on the **exhale**. **Breathe** deeply into your lungs **encouraging** the psychological and physiological effects of relaxation. Anytime you realize your mind begins to **wander** (*and it usually does*) gently bring it back to the sound of your breathe. Perhaps the best-known form of meditation is TM (*transcendental meditation*). TM, as some other forms of meditation, involves repeating a word or phrase (*called a mantra*) **aloud** or **silently**.

### MEDITATION VERSUS QUIET THINKING

Does the use of disciplined meditation techniques produce greater physiological benefits than just sitting quietly? This question is hard to answer with scientific precision, because states of mind and spiritual effects are hard to **measure**. Some studies have shown that meditating helps reduce high blood pressure **compared** to a control group who **merely** sat quietly. Meditation has been demonstrated to be useful in **treating insomnia** and helps control drug **abuse**. Meditation is maybe a **complex** and powerful system that lies beyond modern scientific analysis. Its benefits are hard to **prove**, which doesn't mean they don't exist.

However some other forms of relaxation training (*for instance, techniques of progressive muscle relaxation*) may be just as useful in reducing blood pressure and emotional stress. It should not **hurt** to learn how to meditate, unless your teacher or master tries to **persuade** you to ignore medical advice for treating illness.

**breathing** – дыхание

**stomach** – живот

**to expand** – расширяться

**inhale** – вдох

**to contract** – сокращаться

**exhale** – выдох

**to breathe** – дышать

**to encourage** – поощрять

**to wander** – бродить

**aloud** – громкий

**silently** – тихий

**precision** – точность

**versus** – в сравнении с, против

**to measure** – измерять

**to compare** – сравнивать

**merely** – только

**to treat** – лечить

**insomnia** – бессонница

**abuse** – злоупотребление

**complex** – сложный

**to prove** – доказывать

**for instance** – например

**muscle** – мышца

**to hurt** – повредить

**to persuade** – убеждать

FOR NOTES



# Some Useful Business Sayings

## VOCABULARY

<b>purse</b> – дамская сумочка или кошелек	<b>to rush</b> – торопиться
<b>to implement</b> – реализовывать	<b>harbor</b> – гавань
<b>to be capable (of)</b> – быть способным	<b>to succeed</b> – добиваться успеха
<b>strength</b> – сильная сторона	<b>unless</b> – если только не
<b>to be aware (of)</b> – быть осведомленным	<b>to involve</b> – включать в себя
<b>deadline</b> – крайний срок	<b>flexibility</b> – гибкость
<b>to glitter</b> – блестеть	<b>common sense</b> – здравый смысл



## KNOWLEDGE

An investment in knowledge and health pays the best dividend. Never stop learning – an open mind collects more riches than an open **purse**.

The human mind is like a parachute – it functions best when it's open. It is amazing how much you learn, before you realize how little you know.

A person is either growing or going out of business. Extend your horizons every day.

## IDEAS

You never know where a good idea will come from or how far it will take you. Sometimes the best ideas are not obvious. Every great idea was once considered impossible.

Nothing dies faster than a new idea in a closed mind. Do not wait for the best idea – **implement** the best ideas you have now and soon even better ideas will come.

## SMART GOALS

Set SMART goals (*Specific, Measurable, Actionable, Realistic and Timed*). Make sure that your goals are well-balanced.

Choose a job you love and you will never have to work a day in your life. You never know what you are **capable of** till you try. We all have **strength** we aren't **aware of**.

Shoot for the moon. Even if you miss it you will land among the stars. Goals are dreams with **deadlines**.

All that **glitters** is not necessarily the right goal. If a person doesn't know what he is looking for, he will likely miss it. You have to be very careful if you don't know where you're going, because you might not get there. When you are not sure where to go – don't **rush**. If a person doesn't know what **harbor** he is heading for, no wind is right.

You can't rest unless you set goals that make you stretch. If you don't begin – you will not win.

## SUCCESS

A person rarely **succeeds** at anything **unless** he has fun doing it. To be successful you should be in the right place at right time and do the right thing.

Success **involves** many ingredients. **Flexibility** and hard work combined with **common sense** lead to success. Success is more often the result of hard work than talent. If success doesn't come to you ... you go to it.

Successful people always have a plan; a loser always has an **excuse**. Successful people see answers for any problem. A loser sees a problem in any answer.

Success often leads to even greater success.

### ATTITUDE TO WORK

An honest day's work is the best medicine for all illness. The beginnings of all things are very small. The shortest way to **achieve** a great deal is to **complete** one task at a time. Don't put off until tomorrow what you can do today.

Big problems always evolve out of small ones. Don't postpone the work until the last moment. If you wait until all **conditions** are perfect before you act, you'll never act. It is better to do something **imperfectly** than to do nothing **perfectly**.

Do important jobs now before they become **urgent**. Actually, there are only two types of work: 'urgent' and 'extremely urgent'. It often takes less time to complete a task right than to **explain** why it can't be done. The greatest power is often simple **patience**.

### USE OPPORTUNITIES

Most problems represent new opportunities. If there were no problems, there would be no opportunities. Opportunity often comes **disguised** in the form of **misfortune** or **defeat**.

A pessimist sees difficulties in every opportunity. An optimist sees the opportunity in every difficulty. If opportunity does not knock, build a door or knock on the doors of opportunities.

A **caterpillar probably** thinks it's the end of the world, before it **turns** into a butterfly. What seems to be the end is usually a new beginning.

**excuse** – оправдание  
**attitude** – отношение  
**to achieve** – достигать  
**to complete** – завершать  
**conditions** – условия  
**imperfectly** – неидеально  
**perfectly** – идеально  
**urgent** – срочно  
**to explain** – объяснять  
**patience** – терпение

**disguised** – переодетый  
**misfortune** – неудача  
**defeat** – поражение  
**caterpillar** – гусеница  
**probably** – вероятно  
**to turn** – превращаться  
**to cloud** – затуманивать  
**tears** – слезы  
**vision** – зрение, видение  
**capacity** – способность

When one door to your goal closes, another usually opens. If someone looks too long at the closed door, he will likely miss the next opportunities. If you miss an opportunity, do not **cloud** your eyes with **tears**. Keep your **vision** sharp so that you will not miss the next one.

### EFFECTIVE MANAGEMENT

Leadership is the **capacity** to **transform** vision into reality. The speed of the boss is the speed of the team. Good managers are not born. Management skills are not **inherited** – they are **obtained** through training and experience.

The real key to success is people – it is impossible to **overstate** or **overemphasize** it. Never stop listening, learning and training your team.

**Promise** only what you can **deliver**. Try to deliver more than you promise. Be patient while analyzing and **making decisions**, and impatient while **executing**. Those who do not analyze and economize will have to agonize.

You are either growing or going out of business.

### LUCK

**Heaven** helps those who help themselves. **Miracles** do **occur**, but one has to work hard for them. The harder a person works, the luckier he usually becomes. Success is 1% **inspiration**, 98% **persistence** and **perspiration** and 1% luck. Luck is what happens when preparation meets opportunity.

**Ups and downs** do come. The bad thing about good things is that they come to an end. The good thing about bad things is that they also come to an end! The stronger the storm, the sooner it's over. Many cloudy days end with a glorious **sunset** as all nights end with **dawn**.

**to transform** – трансформировать  
**to obtain** – получать  
**to inherit** – наследовать  
**to overstate** – преувеличивать  
**to overemphasize** – переоценивать  
**to promise** – обещать  
**to deliver a promise** – выполнять обещание  
**to make a decision** – принимать решение  
**to execute** – выполнять

**heaven** – небеса  
**miracle** – чудо  
**to occur** – случаться  
**inspiration** – вдохновение  
**persistence** – терпение  
**perspiration** – потение  
**ups and downs** – 'взлеты и падения'  
**sunset** – закат солнца  
**dawn** – восход солнца

## LEARN FROM MISTAKES AND FAILURES

There are no tasks so simple that they cannot be done wrong. The man who hardly ever makes mistakes – hardly ever does anything. It is easier to find mistakes in what others do – it is more difficult to find errors in what you do yourself. Mistakes are a part of the learning process.

Failure is success if we learn from it. It is often easier to **stay out of** or **prevent** a problem than to get out of trouble.

Failure doesn't mean God has **abandoned** you... It **means** God has a different idea!

## ATTITUDE TO ENEMIES

Never **underestimate** your opponent. If you want peace, you must prepare for war.

If you hate your enemy hard enough, your hate may **destroy** you. The wise man learns more from his enemies than the fool does from his friends.

A man who lies for you will lie against you. No one is so powerful that he can **harm** others without harming himself.

The best way to **get rid** of enemies is to make them your friends. One of the greatest strengths God has given to a human being is the **ability** to forget. The greatest **remedy** for anger is time.

## HAPPINESS

Happiness is to be found along the way, not at the end of the road. Happiness is a journey, not a **destination**, for when the journey is over it's too late.

Think and act cheerfully, and you will feel cheerful. If you want to **cheer** yourself **up**, try to cheer up someone else.

If a person tries to change everything and everybody, that usually makes him unhappy. Try to change your attitude, and your life will change.

The truly rich people are those who **enjoy** what they have. Happiness is never perfect until it is **shared**.

**failure** – поражение  
**to stay out** – 'держаться в стороне'  
**to prevent** – предотвращать  
**to abandon** – оставлять, покидать  
**to mean** – значить  
**to underestimate** – недооценивать  
**to destroy** – разрушать  
**to harm** – наносить вред

**to get rid (of)** – избавляться  
**ability** – способность  
**remedy** – средство (напр. от болезни)  
**destination** – место назначения  
**to cheer up** – подбадривать  
**to enjoy** – наслаждаться  
**to share** – делиться

FOR NOTES 

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*"Tenses"*

Tenses	Indefinite (Simple)	Continuous (Progressive)		Perfect		Perfect Continuous		
Present	V / V-s	am is are	V-ing	have has	V-ed V <sub>3</sub>	have has	been	V-ing
	do / does   V							
Past	V-ed / V <sub>2</sub>	was were	V-ing	had	V-ed V <sub>3</sub>	had been		V-ing
	did   V							
Future	will (shall)   V	will (shall) be	V-ing	will (shall) have	V-ed V <sub>3</sub>	will (shall) have been		V-ing

*"Passive Voice"*

Tenses	Indefinite (Simple)		Continuous (Progressive)			Perfect		
Present	am is are	V-ed V <sub>3</sub>	am is are	being	V-ed V <sub>3</sub>	have has	been	V-ed V <sub>3</sub>
Past	was were	V-ed V <sub>3</sub>	was were	being	V-ed V <sub>3</sub>	had	been	V-ed V <sub>3</sub>
Future	will (shall) be	V-ed V <sub>3</sub>				will (shall) have	been	V-ed V <sub>3</sub>
General Scheme	be	V-ed V <sub>3</sub>	be	being	V-ed V <sub>3</sub>	have	been	V-ed V <sub>3</sub>

*"Modal Verbs"*

	Active		Passive	
Present and Future	<u>can (could)</u> may could should ought to must <u>need to</u>	+ Verb	<u>can (could)</u> may could should ought to must <u>need to</u>	be V-ed V <sub>3</sub>
	I can do it, but <u>you should</u> do it.  He needs to see you. You <u>don't need</u> it. He <u>does not</u> need it.  You <u>needn't</u> it.		It <u>can be done</u> and it <u>should be done</u> .  He is needed to be seen by a doctor.	
Past	It was quite dark, but I <u>was able</u> to see him from my window. I <u>could</u> swim well when I was 5. (-> regular in the past)			
	You <u>had to do</u> it yesterday. You <u>did not have to</u> do it.  She <u>needed</u> to see you. You <u>did not need</u> it.		It <u>had to be done</u> yesterday.  It <u>does not need</u> to be done. It <u>need not</u> to be done.	
	could should must might need ought	have V-ed V <sub>3</sub>	could should must might need ought	have been V-ed V <sub>3</sub>
	You <u>should have done</u> it yesterday.		It <u>should have been done</u> yesterday.	

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[www.FotoMaster.com.ua](http://www.FotoMaster.com.ua) – интернет-магазин цифровых камер.

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