

**Негосударственное образовательное учреждение высшего образования
«Международный институт экономики и права»
(НОУ МИЭП)**

**Методические указания для проведения практических занятий
по дисциплине «Деловой иностранный язык»**

(для студентов факультета «Экономики и управления»)

Методические указания
составил(и): _____

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Методические указания для проведения практических занятий по дисциплине «Деловой иностранный язык»

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ВВЕДЕНИЕ

Пособие предназначено для самостоятельной работы магистранта МИЭП, обучающегося на факультете экономики и управления по направлению «Менеджмент» магистерских программ «Маркетинг», «Управление проектами», «Финансовый менеджмент». Цель пособия – помочь обучающемуся в освоении предметно-профессиональной и межкультурной компетенции на английском языке.

Для успешного профессионального общения на английском языке обучающийся должен уметь понимать (*сфера кодирования*) предложенную информацию, различные сообщения и рассказы, достаточно объемные высказывания в ситуациях повседневного обучения, содержание беседы на профессиональную тему и т.д., а также соответствующим образом отвечать (*область говорения*), то есть обучающийся должен уметь обосновать свои планы и намерения, кратко изложить информацию о событиях или содержание статьи, выразить свою точку зрения и т.д.

В *области чтения* – понимать и использовать тексты со специальной профессиональной лексикой, выделять в текстах конкретную информацию, факты, даты, названия, понимать общие положения о системе управления в РФ, США, Великобритании, основное содержание оригинальных текстов, смысл статьи на профессиональную тему, выявлять в тексте нужную информацию и др.

В *области письма* – составить резюме, написать письмо или план выступления, а также краткий отчет, отзыв или заметку.

Практическая часть пособия содержит упражнения по основным темам грамматики английского языка: употребление времен в активном и пассивном залогах, модальные глаголы, условные предложения, прямая и косвенная речь, согласование времен, герундий, инфинитив, сложное дополнение, сложное подлежащее.

ПРАКТИЧЕСКИЕ ЗАДАНИЯ

Тема 1. Definition of Management

1. Answer the questions:

- 1) What is management?
- 2) What management levels do you know?
- 3) Whom does top management include?
- 4) What managers does middle management include?
- 5) What specialists does operating management include?
- 6) What is the most important responsibility of any manager?
- 7) What steps is decision making divided into?
- 8) What are the management functions?

2. Translate into Russian:

- 1) Decision making is the most important responsibility of any manager.
- 2) Decision making is divided into: recognizing the problem, defining and analyzing the problem, evaluating alternative solutions, choosing the most favourable solutions and implementing the approach chosen.
- 3) Management functions are: planning, organizing, directing, controlling, staffing and innovating.
- 4) To operate a successful business one should have management skills because effective management is the key to business success.
- 5) Management is the process of coordinating the resources of an organization to achieve the primary organizational goals.
- 6) The most important resources of any organization are its *human resources* – people.
- 7) *Financial* resources are the funds the organization uses to meet its obligations to various creditors.
- 8) Managers must coordinate this complex group of specific resources to produce goods and services.

3. Finish the sentences:

- 1) Top management includes ...
 - department managers;
 - supervisors;
 - general manager.
- 2) Middle management includes ...
 - department managers;
 - supervisors;
 - general manager.
- 3) Decision making is divided into ...
 - planning and controlling;
 - recognizing the problem and choosing the right solution.

- 4) Management functions are ...
– planning, organizing, controlling, staffing;
– recognizing the problem and choosing the right solution.

4. Translate into English:

1) Менеджмент – это принятие решений, которые оказывают влияние на дела компании.

2) Функции менеджмента – это планирование, организация, регулирование, нововведения и решение кадровых вопросов.

3) Принятие решений делится на следующие этапы: определение проблемы, ее анализ, оценка альтернативных решений, выбор наиболее благоприятного решения и внедрение выбранного метода.

5. Give English equivalents:

Административное руководство, управление банка, управление коммерческими предприятиями, правление компании, руководство фирмы, оперативное управление, хозяйственное руководство, руководство предприятием, управление финансовой деятельностью, общее руководство, высшее руководство, управление материально-техническим снабжением, управление инвестициями, совместное управление, низшее звено управления, руководство кадрами, управление маркетингом, среднее звено управления. управление производством, осуществлять руководство, принимать на себя руководство, центральные органы управления внешнеэкономическим комплексом, перестройка центральных органов управления, соответствующий орган управления, система управления, усовершенствовать всю систему управления, управление, основанное на экономической заинтересованности.

6. Translate the sentences into Russian. Make the sentences negative:

1. My friend works as a manager.
2. These students study at the Finance Institute.
3. We will study taxes next year.
4. This top-manager worked at the bank a year ago.
5. This student's mother teaches English.
6. I want to become an investigator.
7. This scientist will soon publish his new article.
8. Her sister will work as an economist after graduating from the institute.

7. Open the brackets choosing the necessary verb's form:

1. You (to go) to the plant tomorrow? – No, I already (to be) to the plant this week. I (to be) there on Monday. As a rule, I (to go) to the plant every Wednesday.

2. As soon as I (to receive) a business letter, I shall go to Moscow.

3. You ever (to be) to the Hermitage?
4. What your office manager (to do) when I (to ring) him up yesterday? – He (to tell) me that he (to write) documents.
5. Ring me up as soon as you (to come) home.
6. Mike always (to do) his homework in the evening, but today he (to begin) doing it as soon as he comes from school, because his father (to promise) to take him to the theatre.
7. Don't go to Nick's place now, he (to work). He (to finish) his report at seven o'clock. If you (to come) after seven, he (to be) very glad.
8. When I (to go) to the office yesterday, I suddenly (to remember) that I (to forget) to take a draft decision.
9. Yesterday grandfather (to tell) us how he (to work) at the factory during the war.

Тема 2. Operations Management

1. Do you know the meaning of the following derivatives? Show it with the help of your own sentences:

to manage; manageable; management; manager, manageress; managerial.

Translate the following sentences. Pay attention to the words in italics.

1. They reserved the right to make *managerial* decisions.
2. What you need is advice from your bank *manager*.
3. I wish you *could manage* the time to come and to talk to us.
4. Private banks are being nationalized, and are to be *I managed* with workers' participation.
5. They are part of my *management* team.
6. The baby can be greatly influenced by the parents' *management*.
7. She has been working as the *manageress* of a bookshop.
8. It is a perfectly *manageable* task to tackle systematically.

2. Translate into Russian:

Manufacturing firm; manufacturing system; operations management; conversion; input resources; research and development; life cycle; design planning; production capacity; market demand; raw material; automation; supplier, purchasing; scheduling; demand and capacity, batch of products; assembly line; meet specifications; output; inventory cost; input resources; adjust; create; be needed; select; compare; require; ensure; perform; estimate; employ, solve problems; engage (in); create.

3. Translate the sentences into English:

1. Доклад по исследованию рынка был прочитан всеми.
2. Письмо с расписанием работы отдела продаж будет отправлено завтра.

3. Коммерческого директора часто спрашивают о нарушении обязательств?
4. Работа над проектом только что закончена нашим отделом.
5. Эти критерии принятия решений будут использоваться до конца года.
6. Приказ исполнительного директора о перестройке работы отдела маркетинга уже получен.
7. Выставку было поручено подготовить двум новым управляющим.
8. О новой инструкции по найму персонала будут долго говорить.
9. Ведущему менеджеру сказали о новых требованиях по показателям качества?

4. Use the Passive Voice:

1. Final goods absorb the value of intermediate components and services.
2. The GDP does not include the value of imported goods and services.
3. We won't rely upon the statistics provided by the agency.
4. Chemists and engineers are looking for alternative automobile fuels.
5. The natural resources examination data have made up the basis for a nationwide environment conservation project.
6. The government has distributed support among producers.
7. The government has to provide tax relief for smaller producers.
8. The US administration applies its farming support policies flexibly.

5. Translate the sentences into Russian:

1. For 40 years after 1945 countries in Eastern Europe had planned economies in which market mechanisms played only a small role.
2. The government plays an important role in allocating resources in the economy.
3. Goods are produced on farms or factories. Goods of the both groups are consumed by the people who buy them.
4. A government planning office decides what will be produced, how it will be produced, and for whom it will be produced.
5. Resource allocation decisions are being made every day in every city, mostly through the mechanisms of markets and prices.
6. When there was a bumper coffee crop in Brazil, much coffee was bought by the Brazilian government from farmers and then it was burnt.
7. Grain markets have greatly changed over the last 25 years in the United States and Europe. Both have high levels of government intervention in their agriculture.
8. The ideas of Adam Smith, the famous Scottish philosopher and economist, have been studied by economists for over two hundred years.

6. Translate the sentences into English (Active or Passive Voice):

1. Он часто помогает сотрудникам соседнего отдела при составлении документов.
2. Ему часто помогают с подготовкой докладов по специальности.
3. Вчера я пригласил торговых представителей на встречу с клиентами.
4. Менеджера банка пригласили для принятия важного решения по сотрудничеству с «АСТ» вчера.
5. Менеджеры по продажам позвонят Вам завтра, чтобы сообщить об окончательной цене.
6. Завтра Вам позвонят из отдела маркетинга и сообщат наше решение.
7. В настоящее время стажер составляет резюме.
8. Доклад о соответствии стандартам качества составляется нашим отделом в настоящее время.
9. Управляющий по сбыту готовил отчет для директора вчера с 12 до 15.
10. Экзамен сдавали вчера с 12 до 15.
11. Вчера к полудню мы закончили ликвидацию документов.
12. Занятия по менеджменту были закончены вчера к полудню.
13. Мы найдем работу к концу месяца.
14. Работа будет найдена к концу месяца.

Тема 3. Principles of Management

1. Give the Russian equivalents:

reserve, traditionally, to finance, industrialization, to exploit, textile, politician, quota, strategy, exports, imports, tariff, protectionism, statistics, licence, energy, dynamic, equivalent, dividend, subsidy, corruption, specific, special, partner, to calculate, calculation, migration, investment, rent, real, indicator, privatization, standard.

2. Translate the sentences into Russian:

1. Different scholars offer different sets of principles of management. But the main principle should be read as follows: «There is nothing rigid or absolute in management affairs, it is all a question of proportion».
2. Division of work. Within limits, reduction in the number of tasks a worker performs or the number of responsibilities a manager has can increase skill and performance.
3. Authority is the right to give orders and enforce them with reward or penalty. Responsibility is accountability for results.
4. Discipline is the condition of compliance and commitment that results from the network of stated or implied understandings between employees and managers. Discipline is mostly a result of the ability of leadership.
5. Managers need to find ways to reconcile these interests by setting a good example and supervising firmly and fairly.

6. Remuneration of personnel. Various methods of payment may be suitable, but amounts should reflect economic conditions and be administered to reward well-directed effort.

7. The degree of centralization that makes best use of the abilities of employees is the goal.

8. The scalar chain is the chain of command ranging from the top executive to the lowest ranks.

9. Both equipment and people must be well chosen, well placed, and well organized for a smooth-running organization.

10. Kindliness and justice will encourage employees to work well and be loyal.

11. Changes in employee assignments will be necessary, but if they occur too frequently they can damage morale and efficiency.

12. Managers should set aside personal vanity and encourage employees to do this as much as possible.

3. Translate the sentences into Russian. Pay attention to the modal verbs:

1. Who can answer this question?
2. Nobody could translate the text.
3. Must I attend this meeting? – No you needn't.
4. You ought to call the police at once.
5. He should have shown his notes to the teachers.
6. May I leave for a while? – Yes you may.
7. Your director might have informed us.
8. I asked him but he wouldn't speak to me.
9. Would you tell me the way to the station?
10. You should wait a little. You needn't have arrived so early.
11. Who is able to defend this man?
12. We had to pay a fine for illegal parking.
13. The exams were to begin at 10.00.
14. I shall be able to pass my exam if I work hard.

4. Fill in the gaps using suitable modal verbs (must, should, would, ought to, needn't, can, could, may, might):

1. They ... not do this work themselves.
2. You ... take my report.
3. She ... not speak any foreign language.
4. He ... help them they need his help
5. ... I go with you? – No, you needn't.
6. Your manager ... have told about this meeting.
7. You ... not miss your responsibilities.
8. All people ... follow traffic rules.

5. Choose the correct answer:

1. You will _____ speak Spanish in another few months.
a) can b) have c) be able to d) ought
2. I'd like _____ skate.
a) to can b) to be able to c) to have to d) could
3. Nobody answers the phone. They _____ be out.
a) should b) would c) can d) must
4. I'm sorry. I _____ have phoned to tell you I was coming.
a) should to b) ought to c) had to d) could
5. To my mind the government _____ take care of old people.
a) ought b) need to c) must d) may
6. I _____ get up early on Mondays.
a) am able b) have to c) must d) may
7. The policeman told the woman she _____ worry.
a) needn't b) needn't to c) couldn't d) mustn't
8. _____ you mind passing me the salt?
a) will b) should c) could d) would
9. As you _____ remember, I was always interested in scientific experiments.
a) may b) have to c) must d) ought to
10. If it hadn't been so cold yesterday, we _____ have gone for a walk.
a) can b) ought c) might d) must

6. Fill in necessary modal verbs or their equivalents and translate the sentences:

- 1) ... you ... to work hard to do well in the language?
- 2) « ... we discuss this question now ?» – «No, we We ... do it tomorrow».
- 3) I'm glad you ... come though you are very busy.
- 4) «... You ... come and have dinner with us tomorrow?» – «I'd love to».
- 5) «Please send them this article». «Oh, ... I do it now?»
- 6) ... I come in? – No, you ... wait 5 minutes.
- 7) ... you stay with us till midnight? – No, I ... not. I ... to return home late.

7. Translate the sentences into Russian:

1. The consumer has to decide by how much the good A is preferred to the good B.
2. A great increase in the supply of money in the form of bank notes and bank credit is to result in inflation, that is, a rise in the general level of prices.
3. If prices change, the consumer will have to change the quantities demanded if he is to maintain utility at the same level.
4. Not all partners in a firm must take an active part in management.

5. The economist should be able to say which factors affect the allocation of resources for producing a particular good.

6. He ought to take a more active part in decision making on the exports strategy of the company.

7. Provided additional inputs are to be obtained, producers must have smaller risks of a fall of price between the time of making a decision and the time of selling their products.

8. Having the aim to maximize profit, the producer should make a decision how to reduce inputs.

Тема 4. Levels and Areas of Management

1. Translate sentences into English:

1. Большие организации могут иметь менеджеров различного уровня, включая топ менеджеров, менеджеров среднего звена и менеджеров низшего звена.

2. Топ менеджеры ответственны за всю организацию и обычно участвуют в решении стратегических и концептуальных вопросов.

3. Топ менеджеры руководят менеджерами среднего звена, которые ответственны за главную функцию или отдел.

4. Менеджеры среднего звена руководят менеджерами низшего звена, ответственными за управление ежедневными действиями рабочих.

5. Имеются различные типы менеджеров на одних и тех же уровнях в организации.

6. Функциональный менеджер отвечает за главную функцию, например: маркетинг, продажи, финансы и т.д.

7. Генеральные директора отвечают за многочисленные функции в пределах организации или отдела.

8. Примеры планирования – стратегическое планирование, планирование бизнеса, планирование проекта, планирование кадрового обеспечения, планирование рекламирования и продвижения товаров.

9. Управление – ответственная и трудная работа. Во всех типах организаций организаторская эффективность зависит от прямых персональных отношений менеджера.

10. Менеджеры часто делегируют полномочия. Делегирование означает, что служащие на более низких уровнях в иерархии компании могут использовать свою инициативу и принимать решения, не спрашивая у менеджера.

2. Insert the missing prepositions (in, for, to, under, of, from, by, into, with, between):

1. The personnel director reports ___ the president ___ company.

2. The recruitment manager is responsible ___ looking ___ manpower.

3. As you can see ___ the chart, the personnel department is divided ___ four sections.

4. The employee relations manager deals ___ the collective relationship ___ management and employees.

5. Also ___ the personnel director are the medical officer, the safety officer and the nurses.

6. Each manager is ___ charge ___ one of the following specialist areas: recruitment, compensation, training and employee relations.

7. The compensation and benefits manager is assisted ___ a small team.

8. They have a strong tradition ___ providing vocational training ___ their people.

9. ___ addition ___ the parent company they are at present planning to open a subsidiary ___ Siberia.

10. The present personnel director will also take care ___ personnel policy ___ the new company.

3. Give the English equivalent for the following:

1. Административная работа –

2. Управляющий отделом –

3. Генеральный директор –

4. Первый вице-президент –

5. Исполнительный директор –

6. Рабочая команда –

7. Контролер, надзиратель –

8. Рабочая сила –

9. Должностное лицо –

a) Executive

b) Executive director

c) Work force

d) Chief

e) General manager

f) Work-place

g) Division manager

h) Senior vice-president

i) Supervisor

j) Functional area

k) Managerial job

l) Work team

4. Translate the sentences paying attention to the Sequence of Tenses:

1) We knew that he was a student of the Academy.

2) I was sure that they were studying hard that year.

- 3) I heard they had left school 2 years before.
- 4) The girl says she has lived in Moscow since 2000.
- 5) I was told Ann had passed the exam already.
- 6) She thought we had been having a holiday all that month.
- 7) Tom believed they would join her the next day.
- 8) I hope my friends will be good specialists soon.
- 10) He told us the trial would start the following week.

5. Choose the right answer:

- 1) My friend asked me who _____ the piano in the sitting room.
a) is playing b) was playing
- 2) He said he _____ to the station to see me off.
a) will come b) would come
- 3) I was sure he _____ the letter.
a) posted b) had posted
- 4) I think the weather _____ fine next week.
a) will be b) would be
I hope it _____ for the worse.
a) will not change b) would not change
- 5) I knew that our manager _____ a very clever man.
a) is b) was
- 6) I want to know what she _____ for the birthday.
a) has bought b) had bought
- 7) I asked my sister to tell me what she _____ at the museum.
a) has seen b) had seen
- 8) Our Director said he _____ at the Ritz Hotel.
a) is staying b) was staying
- 9) They realized that they _____ their way in the dark.
a) lost b) had lost
- 10) He asked me where I _____.
a) study b) studied

6. Open the brackets choosing the necessary verb's form:

- 1) I knew they (to wait) for me at the metro station and I decided to hurry.
- 2) I didn't know that you already (to wind) up the clock.
- 3) Kate understood why Robert (not to come) the previous evening.
- 4) He said he (to leave) the next morning.
- 5) Ann says she (to find) the book lately.
- 6) He stopped and listened the clock (to strike) five.
- 7) She said she (can) not tell me the right time as her watch (to be) wrong.
- 8) I asked my neighbor if he ever (to travel) by air before.

Tema 5. Management Skills

1. Match the definitions with the words given below: fee, executive, insure, skill, capacity, profile, applicant, charisma, ensure, guideline, superior:

1. Ability to do something well.
2. Short biographical or character sketch
3. Payment made for professional advice or services.
4. Person or body with managerial or administrative responsibility.
5. Make certain.
6. Secure compensation in the event of loss or damage by advance regular payments.
7. In a higher position; of higher rank.
8. Principle directing action.
9. Power to certain, receive, experience, or produce.
10. The ability to attract, influence, and inspire people by your personal qualities.
11. Someone who formally asks to be given something, such as a job or a place at a college or unive.

2. Give the Russian equivalents to the following:

Involved in management; production oriented; impose regulations, ever-more-complex environment; encompasses both science and art; business executives; code of conduct; develop the body of knowledge; with respect to the second criterion; the issue is much less clear-out; is consistent with their interest; self-interest or concern for others; decision-making machinery; cross-cultural skills; consulting fee; character attributes; compare against the places set earlier; authority.

3. Translate the following text into Russian in written form:

People working for a company are referred as its workforce, employees, staff, or personnel and are on its payroll.

In some context, especially more conservative ones, employees and workforce refer to those working on the shop-floor of a factory actually making things. Similarly, staff is sometimes used to refer only to managers and office-based workers. This traditional division is also found in the expressions white-collar and blue-collar.

Another traditional division is that between management and labor.

Personnel departments are usually involved in finding new staff and recruiting them, hiring them, or taking them on, in a process of recruitment. Someone recruited is a recruit, or in American English only, a hire.

They are also involved when people are made to leave the organization, or fired. These responsibilities are referred to, relatively informally, as hiring and firing. If you leave the job voluntarily, you quit.

Middle-managers are now most often mentioned in the context of re-engineering, delaying, downsizing, or rightsizing: all these expressions describe the recent trend for companies to reduce the numbers of people they employ, often by getting rid of layers of managers from the middle of hierarchy.

An organization that has undergone this process is lean and its hierarchy flat.

Read the text once again and in turn explain, in your own words, the meaning of the following terms:

- 1) workforce, employee, staff, personnel, a recruit, a hire, layer;
- 2) white-collar, blue-collar;
- 3) to recruit, to employ, to hire;
- 4) to fire, to quit, to get rid of.

Do you know any other synonyms to the words given above?

4. Write the sentences in indirect speech:

Model: He said: «I work at the institute». – He said that he worked at the institute.

1. She wrote: «I'm coming to Moscow in June».
2. We answered: «We don't know where Nick lives».
3. I promised: «We'll go to the country soon».
4. The teacher said: «I can't help you now».
5. Ann said: «I have seen this film 3 times».
6. They wrote: «We went to Britain last year».
7. He declared: «I'm looking for a new job now».
8. I answered: «I won't return home early tonight».
9. He said: «I haven't met this man before».
10. They announced: «We were at home all day yesterday».

5. Translate the sentences into English:

1. Мы знали, что сейчас заведующая отделом статистики пишет доклад о работе своего отдела к конференции и очень занята.

2. Он думал, что я получила предложение от своих клиентов вчера.

3. Я знаю, что вы уже сдали экзамен по управлению персоналом и сейчас отдыхаете.

4. Я надеялась, что они уже закончили работу по набору персонала в новый офис.

5. Мы не слышали, что руководитель рекламного отдела вернулся из командировки.

6. Алексей говорит, что собирается поступать в институт управления следующим летом.

7. Стажер пообещал, что будет работать усерднее в следующем месяце.

6. Change the sentences into indirect command and request:

1. Robert said: « Please help me with this financial document, Henry».
2. «Come and see me», said Jane to Alice.
3. I said to Mike: « Send me a telegram as soon as you arrive».
4. Mother said to son: «Don't open the door to anybody».
5. «Bring me a cup of tea», she asked the waiter.
6. «Don't be late for dinner», said granny to us.
7. The teacher said to the pupils: «Open your books and read text I».
8. «Don't forget some details in this contract», he asked.

7. Choose the right answer:

1. He gave all his money to me because he (trust) me.
a) would trust b) trusted c) had trusted
2. We were told that Andrew (go) to enter that college.
a) is going b) went c) was going
3. I knew Mercury (be) the closest planet to the sun.
a) was b) is c) had been
4. Helen wasn't able to translate the text as she (not/ know) some special terms.
a) hadn't known b) didn't know c) doesn't know
5. Ann hasn't been told that the lecture (not/ take place) on Friday.
a) hasn't taken place b) wouldn't take place c) won't take place

Tema 6. Business Meeting

1. Study the following situation at the business meeting. Try to learn it:

Chairman: Good morning, everybody. We have two points on the agenda today. Point 1 is our visit to Moscow to get acquainted with the work of a local company. We have been offered a quite interesting programs. You all have it. Do you want to put forward any proposals or amendments? Well, who'd like to start the ball rolling? Personnel Manager: May I begin? First of all I am strongly for the cooperation which seems to be mutually beneficial. Being Personnel Manager I would like to know more about their labour regulations.

Chairman: All right, John. We'll notify our Russian colleagues about that. Who's next?

Company Secretary: As far as I am Company Secretary and deal with most legal matters. I'm interested in structure of their legal department and its activities such as contracts, insurance, compensation, guarantees, and so on.

Chairman: I think it is all on the programme.

Company Secretary: Yes, but I'd like to discuss it in detail.

Chairman: All right. And now let us discuss Point 2: coordinating the activities of the various departments of the company.

Personnel Manager: I have a suggestion. Let us vote on this issue. I think we are all in favour.

2. While you were speaking at the meeting your colleague may interrupt to make a point. You will have to deal with it! Look at the interruptions listed below and some possible replies. Match the reply to the interruption:

Interruptions:

- 1) You haven't mentioned the price yet!
- 2) Your product is more expensive than your competitor's!
- 3) I'd like the exact specifications, please!
- 4) Your new model seems much heavier than the old one!

Replies:

- a) I take your point... but have you taken into account the improved durability?
- b) I'll be coming to that in a moment.
- c) You're quite right, but on the other hand our product has a number of unique design features.
- d) Our technical department will be able to give you an answer on that.

3. Study the dialogue given below and make up its continuation. Opening a Conference:

Chairman: Ladies and Gentlemen, could I have your attention, please? Thank you. Today we have gathered to discuss the crucial problem of rising unemployment. We have one of the most famous experts in the field to speak to you today. It's my proud duty to present Mr. Watson.

Mr. Watson: Thank you, Mr. Chairman. Thank you, ladies and gentlemen. I am very honored to be invited to speak to such knowledgeable audience. Get ready for the meeting. Decide which phrases could be useful to you in the following situation:

- 1) stating the purpose of the meeting;
- 2) opening the meeting;
- 3) encouraging discussion and participation;
- 4) asking for clarification;
- 5) testing for consensus;
- 6) slowing down a meeting;
- 7) speeding up a meeting;
- 8) digressing and dealing with digressions;
- 9) reacting positively or negatively;
- 10) summarizing;
- 11) closing the meeting.

Here are the phrases:

- 1) Just a moment. I think we should study it more carefully.
- 2) Shall we start?
- 3) Let's have a show of hands. How many are in favor of the proposal?
- 4) The aim/purpose of the meeting is...

- 5) I'm not sure I understand. Are you saying that...
- 6) I don't think we should make a hasty decision.
- 7) To sum up, we have come to a decision ...
- 8) Let's call it a day.
- 9) Welcome. Thank you for coming.
- 10) How does everyone feel about this? Let's begin with Tom.
- 11) On the whole I agree with you, but...
- 12) Absolutely!
- 13) I can't agree more!
- 14) I think we are getting away from the subject.
- 15) Time is short. Can we move on to...?
- 16) Can I digress for a moment?
- 17) Thank you for a very useful and productive meeting.
- 18) Can we get back to the main issue?
- 19) Let's finish here.
- 20) On today's agenda is ...
- 21) Mike, how do you feel about it?
- 22) Let's give Barbara a chance to tell us how she feels about it/ how she sees it.
- 23) I've no objections.
- 24) I completely disagree, I'm afraid.
- 25) Thank you very much for your time.
- 26) No way!
- 27) Let's kick off.
- 28) What point are you making?
- 29) I don't follow you. Let me see if I understand you.
- 30) I'm glad you mentioned that...
- 31) I'm in favor of that.

4. The time of the meeting has come. Discuss the problems announced in the agenda using the phrases that could be useful to you when conducting the meeting or participating in a discussion.

5. Translate the conditional sentences and name their types:

- 1) If I were you, I would ask for advice.
- 2) Were he not so lazy, he wouldn't be helpless.
- 3) They would have caught the train if they had started earlier.
- 4) If I hadn't forgotten the key, I could have entered the flat.
- 5) Had you asked me, I might have told you everything.
- 6) If only we could change some events, we would be the most powerful creatures.

**6. Open the brackets making conditional sentences of different types.
Translate the sentences:**

Model:

If I (to see), her I (to be) glad.

If I see her, I will be glad. (I type) – Если я увижу ее, я буду рада.

If I saw her, I would be glad. (II type) – Если бы я увидел ее, я была бы рада.

If I had seen her (yesterday), I would have been glad. (III type) – Если бы я увидел ее (вчера), я была бы очень рада (тогда).

- 1) If we (to have) money, we (to buy) a car.
- 2) If you (not to work) regularly, you (to fail) the exam.
- 3) He (to visit) us very often if he (to live) near.
- 4) Kate (to try) enter the university if she (to know) English.
- 5) If you (to be busy), we (to leave) you alone.

7. Open the brackets putting the verbs into the right form:

- 1) He'll pass the exam next week if he (to read) all lectures.
- 2) If we don't have enough money, we (not to go) abroad in summer.
- 3) The students would do extra work if they (to have) more time.
- 4) If you had let me know, I (to come) to you yesterday.
- 5) Jane wouldn't have got into troubles if we (to warn) her before.
- 6) Had I met him earlier, I (not to let) him go.
- 7) I'll tell you my plans after I (to return) next week.
- 8) If only they were here, we (to ask) them for help.

8. Make up conditional sentences:

- 1) He is busy and doesn't come to see us. If ...
- 2) The girl didn't study well last year and got bad marks. If ...
- 3) He broke his bicycle and so he didn't go to the country. If ...
- 4) He speaks French badly he has no practice. If ...
- 5) I had some problems yesterday so I didn't come to you. If ...
- 6) It is late and I have to go home. If ...
- 7) He always gets top marks in Math as he works a lot at it. If ...
- 8) I didn't translate the text last lesson and failed my final work. If ...

9. Translate the sentences into English:

1. Если бы вы послушались моего совета тогда, вы бы сейчас не имели столько проблем со сбытом товаров.

2. Как бы мне хотелось, чтобы Вы помнили прослушанный курс менеджмента.

3. Как бы мне хотелось, чтобы мы встретились с нашими клиентами из «Дарст» еще раз.

4. Если бы ваш менеджер по продажам сделал это предложение неделей раньше, мы бы приняли его.

5. Если бы наши магазины в этом районе приносили прибыль, мы не задумались бы об их ликвидации.

6. Как бы мне хотелось, чтобы сотрудники отдела рекламы участвовали в этом проекте.

7. Если бы менеджеры по сбыту изучили рынок годом раньше, нам было бы легче работать сейчас.

Тема 7. Management as Profession

1. Give the Russian equivalents:

a modern enterprise, to overestimate, professional knowledge, personal traits, leading ability, professional skills, personal conduct, sense of proportion, to set up achieve goals, the essence of management, to handle people, human resources, to create an environment.

2. Translate the following using a dictionary if necessary:

1. Высокие темпы научно-технической революции, обострение конкуренции, модернизация производства, реорганизация управления крупными корпорациями требуют новых методов управления.

2. Сложность проблем оправдывает множественность структур управления.

3. Современная концепция управления требует подготовки специалистов-менеджеров, не боящихся брать на себя ответственность.

4. Глава компании – профессионал в области управления – подбирает коллектив специалистов, помогающих ему осуществлять управление.

5. Сочетание единоначалия с децентрализованным управлением практикуется как в мелких, так и в крупных компаниях.

6. Центральные органы корпорации обобщают все важные финансовые показатели.

7. Взаимный обмен информацией между исполнителями и высшим руководством организации помогает практически реализовывать стратегию этой организации.

8. Планирование является главной функцией высшего звена менеджеров.

3. Complete the sentences using Complex Object. Translate the sentences:

Models:

a) «Bring me a price-list», said Mr. Bill to me.

He **wanted me to bring** him a price-list. – Он хотел, чтобы я принес ему прайс-лист.

b) Ann came into the bank. We noticed it.

We noticed her come into the bank. – Мы заметили, что она вошла в банк.

c) General director was reading documents in the study. She saw it.

She saw him reading documents in the study. – Она видела, что он читает в кабинете.

1. The Chief said: «Work harder». – The Chief wanted ...

2. «Wait for me after meeting», said top-manager. – Top-manager expects ...

3. «It will be very good if you study English», said mother to her son. – Mother would like ...

4. Parents said to their children: «Don't meet this man any more». – Parents didn't want ...

5. He opened the window and looked at the sky. We watched it. – We watched ...

6. The child was crying loudly. I heard it. – I heard ...

7. They noticed that the accused stood up and spoke something. – They noticed ...

8. I saw Mr. Smith. He was talking to his client. – I saw ...

4. Choose the right answer:

1. His words made me (feel) uncomfortable.

a) to feel b) feeling c) feel

2. Mrs. Pottson allowed her guests (smoke) in the living room.

a) to smoke b) smoking c) smoke

3. Has the secretary come yet? I want her (type) these papers.

a) type b) to type c) typing

4. It was 12. I watched my sister (play) with her friends.

a) played b) playing c) to play

5. Our teacher told us (not/feel) shy and speak English more.

a) not to feel b) not feel c) felt

6. There wasn't much traffic. I saw a little girl (cross) the road.

a) crossed b) cross c) to cross

7. I have never heard Helen (sing).

a) sang b) sings c) singing

8. Mary would like her brother (avoid) that company.

a) to avoid b) avoid c) avoided

9. We expected the Chief (arrive) later than usual.

a) arrive b) arriving c) to arrive

10. What makes you (do) such stupid thing?

a) do b) to do c) doing

11. Pupils are often made (help) the adults.

a) help b) to help c) helping

12. I didn't know them (be) my neighbors.

a) to be b) be c) being

5. Translate the sentences into Russian:

1. We know many newly industrialized countries to have weak trade unions.
2. The developing countries want the rich countries to stop imposing tariffs on imports from the Third World.
3. As the prices of fuels rise, we expect their production to expand.
4. Some businessmen think trade union regulations to result in fewer jobs.
5. A rise in the price of a unit of labour will make the firm start using a more capital-intensive technology (капиталоемкая технология).
6. Higher prices for oil make research laboratories work at substitutes for oil.
7. Increased output per worker in agriculture lets more workers be transferred from agriculture to industry.
8. Allocation of additional capital lets a high level of production be maintained with fewer workers.

Тема 8. The Basis of Financial Management

1. Make the following sentences interrogative or negative:

1. The financial manager reviewed the financial status of his company last week.
2. The manager selected the short-term financing for the past year.
3. The cash outflow exceeded the cash inflow.
4. The financial manager compared the expenses involved to the expected revenues.
5. The company made credit easy to obtain.
6. The financial management was a minor concept for a business in the past.
7. The company took care of producing and selling.
8. The manager worked out the financial plan for the coming fiscal year.

2. Translate the sentences into Russian:

1. The basis of financial management is a financial plan.
2. Financial planning begins with the establishment of goals and objectives.
3. Finally, financial planners must identify available sources of financing and decide which to use.
4. A budget is a financial statement that projects income and/or expenditures over a specified future period of time.
5. Usually the budgeting process begins with the construction of individual budgets for sales and for each of the various types of expenses: production, human resources, promotion, administration, and so on.

3. Underline Complex Subject and translate the sentences:

1. He is seen to sign a contract.
2. They were heard to speak on the phone.

3. The student was expected to have passed the exam.
4. Kate was known to enter the Financial institute next week.
5. They seem to study Management very hard.
6. We appeared to have done the work with financial documents before.
7. The man proved to be working in the garden.
8. Helen happens to be sent abroad in 2 weeks.
9. We didn't seem to feel his guilty.
10. Don't worry! He is sure to defend you.

4. Paraphrase the sentences using Complex Subject:

Models:

1) *We heard that a car stopped outside the door.*

A car was heard to stop outside the door.

2) *It is believed that Byron wrote this poem.*

Byron is believed to have written this poem.

1. People consider the climate there to be very healthful.
2. It is suspected that the performance will be a success.
3. It is said that the book is popular with both old and young.
4. He thinks his friends respect and trust him.
5. We supposed that Mr. Hill knew the story very well.
6. It was announced that the delegation was arriving next week.
7. They know the sentence was given some days before.
8. It is heard that you came from abroad last month.

5. Translate the sentences into English using Complex Subject:

1. Известно, что этот человек – успешный топ-менеджер.
2. Говорят, в ваш отдел направили двух стажеров.
3. Сообщили, что общее собрание сотрудников банка состоится в следующем месяце.
4. Кажется, финансовые менеджеры работают с утра до ночи.
5. Оказалось, что с руководителем компании мы уже встречались раньше.
6. Вы случайно не знаете этого человека?
7. Переговоры с партнерами по поставкам сырья оказались очень сложными.
8. Я случайно услышал секретную информацию о наших будущих партнерах.
9. Вероятно, руководитель отдела решит эту проблему не скоро.
10. Вряд ли мы сможем помочь вам при ликвидации задолженности за кредит.
11. Где руководитель планового отдела? – Вероятно, он уже уехал. Я давно его не видел.

Tema 9. The Modern Concept of Leadership

1. Use the right prepositions:

1. The crux... every management job lies ... the job-holder's capacity to obtain ... the commitment ... people ... the objectives ... the organization.

2. The difficulty ... charismatic leadership is that few people possess the exceptional qualities required to transform all ... them ... willing followers.

3. The way ... which the leadership is carried ... is influenced strongly ... cultural factors and this is an important consideration ... top management given the extent ... globalization ... many industries.

2. Agree or disagree:

1. There are four basic leadership styles.

2. A lot of people possess the qualities required to transform all around them into willing followers.

3. Traits of leadership can be acquired by training.

4. Functional leaders adapt their behaviour to meet the needs of the situation.

5. The interactions within the group and with the leader are major factors affecting outcomes.

6. A very important aspect of leadership is to recognize one's own dependence on others.

3. Comprehension questions to the texts:

What are the three basic elements that successful managerial performance rest on?

What does the leadership style depend on?

What else influences the choice of the style?

Name the three basic styles mentioned in the text.

What is necessary for the effective managerial performance?

Where does the crux of every management job lie in?

What is another way of saying "to exercise appropriate leadership"?

When did the theory of leadership emerge?

Why has the concept of leadership fascinated humankind for centuries?

How does the Charismatic leader gain influence?

What is the difficulty with charismatic leadership?

Can personal qualities or traits of leadership be acquired by training? What can happen to them?

What assures the position of the traditional leader and what are the working opportunities for traditional leaders?

Where and when can the influence of the situational leader be effective?

What type of leadership is represented by the appointed leader? What is his/her problem?

How does the functional leader secure his/her position?

- What is the principle-centred leader's approach to leadership influenced by?
- What is your own definition of leadership? Try to formulate a working definition of leadership.
- What is leadership connected with besides personality, tradition, opportunity and appointment?
- What may leadership involve but cannot abdicate?
- What can any leader ultimately accept?
- What is the way in which the leadership is carried out influenced by?
- Give the definition of leadership offered in the text.
- Is there "one best way" of leading?
- What is leadership essentially about?
- What are the main variables in the leadership process?
- Which is the critical variable among the others?
- What are the first basic things that a leader should address to?
- When may the leader be challenged?
- What can be said about the task and goals facing the leader and about the group members?
- What should be considered by the leader?
- What are the major factors affecting the outcomes and what should be considered if the group is not homogeneous?
- What should a leader do if the variables are unfavourable? Or very unfavourable?
- What is a very important aspect of leadership?

4. Point out what part of the sentence the infinitive is and whether it has a noun or a verb function:

1. I have done all I could to help him.
2. He agreed to help us.
3. What makes you look like that?
4. To invite friends and to go with them for a walk was his favourite entertainment.
5. The next evening I went to see his house.
6. The old woman's favourite occupation is to watch the children play.
7. I am too busy to go there more than once a week.
8. This is a good place to rest.

5. Translate the sentences (Perfect Infinitive):

1. I am awfully glad to have met you.
2. Sorry to have placed you in this disagreeable situation.
3. I am very happy to have had the pleasure of making your acquaintance.
4. I am sorry to have kept you waiting.
5. Clyde was awfully glad to have renewed his acquaintance with Sondra.
6. Sorry not to have noticed you.

7. I am sorry to have added some more trouble by what I have told you.
8. When Clyde looked at the girl closely, he remembered to have seen her in Sondra`s company.
9. I remembered to have been moved by the scene I witnessed.
10. The children were delighted to have been brought to the circus.

6. Open the brackets using the necessary form of The Infinitive:

1. He seems (to read) a lot.
2. He seems (to read) now.
3. He seems (to read) since morning.
4. He seems (to read) all the books in the library.
5. We expect (to be) back in 2 days.
6. He expected (to help) by the teacher.
7. I`m glad (to do) all the homework yesterday.
8. I`m sorry (to break) your pen.
9. I want (to take) you to the concert.
10. I want (to take) to the concert by my father.
11. She hoped (to help) her friends.
12. She hoped (to help) by her friends.
13. I hope (to see) you soon.

Тема 10. The Modern Concept of Communication

1. Give the Russian equivalents:

managerial performance, communication, leadership, motivation, to communicate, subordinates, to encourage, feedback, lack, artificial barriers, little understanding, abuses of authority, operational results, less fruitful, to transmit, to share, sharing, mutual, interchange, to deal with, in terms of, the content, factual information, discussion points, formal notices, the form, reports, bulletins, otherwise, vital, meaning, to create.

2. Give the English equivalents for the following:

- 1) для того чтобы лидерство (руководство) и мотивирование были эффективными;
- 2) поощрять обратную связь;
- 3) вопрос общения (связи) является жизненно важным для любой организации;
- 4) коммуникация (общение) представляет собой процесс создания, передачи и интерпретации (толкования);
- 5) взаимный обмен между двумя и более людьми;
- 6) в организациях в области коммуникации обычно имеют дело с тем, что касается следующих аспектов;
- 7) информация, передаваемая людьми (отдельными лицами), не наделенными полномочиями;

- 8) что дает повод для слухов и сплетен;
- 9) такая неформальная (неофициальная) коммуникация отображает резко выраженные мнения и взгляды со стороны рабочего класса;
- 10) мы интересуемся только официальными контактами.

3. Translate the sentences into English using the Gerund:

1. The main task of a financial accountant is to concentrate his attention on (правильном управлении деньгами компании и подготовке отчетов в соответствующее время).
2. Any owner of a business is interested in (управлении компанией) as efficiently as possible.
3. Although stockholders have to right to vote at the general meetings, they are not involved in (ежедневным управлением компанией).
4. The company had to compensate for (повреждение товара) due to (неправильной упаковки).
5. The company manager and the board of directors are responsible for (проведение общей политики компании).
6. The high corporation equity was due to (снижения производственных издержек и правильного управления капитальными активами).
7. Programmers of many countries are still thinking of (улучшении компьютерных программ для обработки информации).
8. Both the bank and the company gained from (подписания соглашения о займе).

4. Find in the sentences gerund and translate them:

1. The output can be increased by raising labour productivity.
2. The company manager spoke about the possibility of decreasing the production cost.
3. The discussing of this complex project will take much time.
4. Management is the process of achieving desirable results with the resources available.
5. Such technological advances as improvements in the production cycle, storing, packaging, transporting allow producers to supply more high-quality goods.
6. In a command economy, the central planning requires large capital investments.
7. Management concerns the making of business decisions in order to maximize profit.
8. The best alternative for the producing of commodities can be chosen when the relationship between demand and supply has been studied.
9. A group of scientists has informed the government about this production process influencing the environmental conditions.

10. Sufficient and reliable information helps managers in finding new potentialities for making their enterprises more profitable.

11. The OPEC is an international organization established for the purpose of regulating quantities of oil sold.

5. Translate the sentences into English using the Gerund:

1. Я настаиваю на том, чтобы оговорить все с начальником отдела.
2. Я с нетерпением ждал встречи с клиентом.
3. Благодарю вас, что вы прислали документы так быстро.
4. Его обвинили в том, что он продал важные секреты компании.
5. Референту удалось сделать хороший перевод этого трудного текста.
6. Мне что-то не хочется сегодня заниматься документами.
7. Я думаю о том, чтобы поехать к поставщикам на следующей неделе.
8. Мы закончили работу над этой проблемой.
9. Мы отложим обсуждение доклада о показателях качества.
10. Я не мог не согласиться с точностью прогнозирования.

Тема 11. The Modern Concept of Motivation

1. Give the Russian equivalents:

motivation, modern concept, the process of creating, a work environment, to stimulate, at superior level, to present, to provide, guidance, to contribute to, end results, to reflect, satisfaction, personal needs, psychological, self-fulfilment, to aim to discover, to trigger, to sustain, human behaviour, a work definition, instinctive, rational, to seek, basic drives, perceived needs, a simplified model, to suggest, a stimulus, to give rise to, to take the form, to lead, an outcome, satisfactory, unsatisfactory, appropriate, to achieve, to remain, in the form of, frustration, intellectual.

2. Translate the sentences into English:

1. Со стороны менеджера это означает предоставление четкой картины того, что потребуется от работников при условии, что их обеспечат необходимыми руководящими указаниями.

2. Для сотрудников выполнение работы на высоком качественном уровне обычно означает удовлетворение разного рода личных потребностей.

3. Исследования в области человеческой мотивации по существу направлены на то, чтобы выяснить, что именно приводит в действие и поддерживает человека.

4. Рабочее определение мотивации обозначает следующее: «Мотивация – это термин, описывающий процессы, и инстинктивные и рациональные, с помощью которых люди стремятся удовлетворить основные желания» (Коул, 1955).

5. Понимание человеческой мотивации является сложным делом.

3. Translate the sentences:

1. Being responsible for the government's debts, the Central Bank ...
2. Being implemented in the economy, a tight fiscal policy ...
3. Having raised the interest rate, the bank ...
4. Having been adopted late in the year, the fiscal plan ...
5. Having set the high discount rate, the Central Bank ...
6. Having been raised, the discount rate ...
7. Repurchasing (to repurchase – выкупить) the bills, the government ...
8. Having been repurchased, the bills ...

4. Translate the sentences:

1. Banks having modern telecommunications may do lending business with domestic firms through foreign markets in Zurich, Frankfurt, or New York.
2. Having at first been places to which people took their valuables for safe-keeping, banks have by now adopted many new functions in addition to their initial function.
3. Being useful, unproductive labour, like that of a musician, does not add to the material wealth of society.
4. Having made a diagnosis of the fiscal situation in the country, the economist can now offer ways of altering it.
5. Saying that the interest rate is the opportunity cost of holding money, we are saying that people who don't hold money will hold bonds instead.

5. Translate the sentences and underline «ANPC»:

1. Monetary policy affects prices, the aggregate level of output and employment being independent of it.
2. Interest rate being the opportunity cost of holding money, higher inflation reduces the demand for real money.
3. Building societies now issuing cheque books to their depositors, it is difficult to decide which intermediaries (посредник) are banks.
4. The Central Bank acting as banker to commercial banks, the financial system works steadily.
5. Interest rates can affect aggregate demand, equilibrium level of output and employment adjusting correspondingly.
6. The Central Bank having imposed a cash reserve requirement on commercial banks, banks do lending business with domestic firms through foreign markets.

6. Translate the sentences into English using the right form of participle:

1. Нанимая рабочих, фирма ...
Наняв рабочих, фирма ...
Когда рабочие наняты, они ...
После того как рабочие наняты, они ...

2. Устанавливая учетную ставку, центральный банк ...
Установив учетную ставку, центральный банк ...
Так как учетная ставка устанавливается центральным банком, она...
После того как учетная ставка установлена, она ...
3. Делая вложения в человеческий капитал, вы ...
Сделав вложения в человеческий капитал, общество ...
Когда деньги вложены в человеческий капитал, они ...
После того как сделаны вложения в человеческий капитал, они...
4. Покупая облигации, банк ...
Купив облигации, банк ...
Когда облигации покупает банк, они ...
После того как облигации куплены банком, они ...
5. Выкупая векселя, заемщик ...
Выкупив векселя, заемщик...
Если векселя выкупаются заемщиком, они ...
Когда векселя выкуплены заемщиком, они ...

7. Translate the sentences into English:

1. Помощник руководителя, занимающийся оформлением вашего документа, подойдет через 10 минут.
2. Будучи очень занят, коммерческий директор не сразу услышал меня.
3. Сдерживание темпов инфляции – основная задача правительства.
4. Закончив работу, сотрудники отдела продаж пошли домой.
5. Сидя за столом, менеджер нашего отдела читал газету.
6. Письмо, полученное утром от руководителя рекламного отдела, было очень важным.
7. История, рассказанная на утреннем собрании директором выставки, заставила меня смеяться.

МЕТОДИЧЕСКИЕ РЕКОМЕНДАЦИИ ПО ВЫПОЛНЕНИЮ ПЗ

Практические задания (ПЗ) предназначены для самостоятельной исследовательско-поисковой работы. ПЗ представляют собой блоки заданий по конкретным темам, в которых концентрируется наиболее значимый, наукоёмкий программный материал данной учебной дисциплины.

Обучающемуся необходимо выполнить в произвольном виде (письменная работа по курсу не предусмотрена) все задания без исключения. По каждой проблеме целесообразно иметь собственное мнение, подкрепленное знанием теории, источников, включая новейшие издания и публикации. Полученные знания обучающийся должен уметь использовать при проведении коллоквиума в системе «Прометей» и итоговом компьютерном тестировании (экзамены и зачеты в МИЭП проводятся по тестам, составленным строго по заданиям ПЗ).

При выполнении ПЗ обучающийся обязан изучить все источники и литературу, рекомендованные в учебно-методическом пособии.

Дополнительную консультацию по выполнению ПЗ обучающийся может получить у преподавателей дисциплины или в деканате.

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