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«Полоцкий государственный университет»

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АНГЛИЙСКИЙ ЯЗЫК

Учебно-методический комплекс
для студентов специальности 1-70 04 03 «Логистика»

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Построен по модульно-блочному принципу. Включает разнообразные
тексты и задания к ним, грамматические упражнения, словарь терминов.

Может быть использован как во время самостоятельной подготовки
студентов, так и во время аудиторных занятий.

Предназначен для студентов специальности «Логистика».

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ПРЕДИСЛОВИЕ

Одной из ведущих тенденций в реформировании отечественного университетского образования является видение современного выпускника творческой личностью, способной самостоятельно осваивать интенсивно меняющееся социально-духовное поле культуры. Данная тенденция предполагает поиск такой модели профессиональной подготовки, в которой образовательный процесс обеспечивал бы сопряженность содержания обучения с организованной (контролируемой) самостоятельной работой студентов в развитии их индивидуальных способностей с учетом интересов профессионального самоопределения, самореализации. При таком подходе знания студентов не являются конечной целью, а служат лишь средством их дальнейшего развития.

Особое значение для формирования у студентов потребности в самостоятельном овладении знаниями, умениями и навыками самообразования имеет учебно-методический комплекс (УМК).

Учебно-методический комплекс в современных условиях вариативности, дифференцированности и стандартизации образования становится важным средством методического обеспечения учебного процесса в единстве целей, содержания, дидактических процессов и организационных форм. Учебно-методический комплекс является эффективным пособием для изучения студентами иностранного языка и проведения их самостоятельной работы, что обеспечивается модульным построением учебных курсов. Являясь одной из форм новых инновационных технологий, он должен помочь студентам неязыковых специальностей вузов в обучении иностранным языкам.

ВВЕДЕНИЕ

В соответствии с новой типовой программой по иностранным языкам для высших учебных заведений неязыковых специальностей 2008 г. курс «Английский язык» рассчитан на 152 часа практических занятий в течение двух семестров на первом курсе.

В ходе этого курса вы должны овладеть навыками понимания прочитанного на английском языке и уметь высказываться и поддерживать беседу по любой теме, изученной в рамках курса. Для овладения этими навыками вы должны усвоить около 500 лексических единиц технической терминологии.

Данный УМК построен по принципу блочно-модульного подхода, что предполагает тематическое членение материала, текущий контроль за качеством овладения материалом, акцентирование внимания на вопросах, вызывающих у студентов особые сложности, максимальную поддержку и помощь в процессе освоения материала.

Центральной единицей учебно-методического комплекса выступает учебный модуль (УМ). Данный УМК состоит из нескольких учебных модулей (УМ), соответствующих основным разделам учебной программы. Логика выделения учебных модулей соответствует логике преподавания учебного курса. При этом учитываются временные затраты студента на проработку и усвоение раздела.

Различные учебные модули (и сам УМК) могут компоноваться в новые УМК, в том числе поли- и междисциплинарные, или входить составными частями в другие УМК.

В структуру УМК, помимо учебного плана, тестов и заданий для контроля, пяти приложений, списка рекомендованной литературы, включены четыре модуля, которые организованы по тематическому принципу. Тематика и характер учебных материалов, представленных в УМК, обеспечивают формирование у студентов профессионального словаря, а также навыков чтения и говорения в рамках профессиональной тематики. Каждый модуль состоит из 3 – 5 элементов, которые, в свою очередь, представляют самостоятельные единицы. Каждый элемент имеет свою тематическую направленность и состоит из следующих блоков:

- I. Vocabulary Work.
- II. Reading Comprehension.
- III. Comprehension and Word Study.
- IV. Speaking Practice.
- V. Writing Section.

Одной из целей проверки умений и навыков учащихся по чтению, наряду с проверкой понимания смыслового содержания, является проверка умения учащихся достичь такого понимания в период времени, приближенный к реальным речевым ситуациям, в которых носитель языка сталкивается с необходимостью извлечения смысловой информации из письменного текста на английском языке. Хочется надеяться, что это издание может оказать значительную помощь в достижении этой цели, так как каждый модуль содержит тексты с заданиями на смысловое восприятие прочитанного текста. Кроме того, задания направлены на проверку не только понимания, но и умения правильно перевести английский текст. Лексические упражнения помогут студентам, так же как и другим читателям, уточнить свои представления о семантико-синтаксической соотнесенности структур русского и английского языков.

Тексты для чтения, включенные в данное пособие, представляют собой богатый материал из английских и американских оригинальных источников по разным темам. Особенностью данного пособия является подход к чтению не только как к источнику информации, но и как к способу совершенствования монологической речи в процессе чтения.

После текста приводятся вопросы, которые не требуют его пересказа, а вызывают собственное рассуждение. Благодаря этому к концу темы обучающиеся обсудят значительный ряд проблем, приобретая при этом устойчивые навыки общения на английском языке.

Лексические единицы выделяются как в тексте, так и в словарном списке, и закрепляются в упражнениях. Эти слова и словосочетания предназначены для «активного словаря» обучающихся, то есть для того, чтобы ими пользоваться в речи. Упражнения имеют целью научить правильно употреблять отобранный словарь, приводимый в списке, и развить навыки устной и письменной речи. Ряд упражнений направлен на дальнейшую тренировку в употреблении отобранных языковых явлений (парафраз, перевод, составление собственных примеров и др.).

Пособие завершают полезные как для учебного процесса, так и для практической самостоятельной работы материалы:

- Expressions most commonly used in letters concerning transport documents.
- Sample letters.
- Useful phrases.
- Glossary.
- Definition list.

Формы контроля

Изучение всего курса завершается экзаменом, который включает в себя:

1. Письменный перевод текста профессионально-ориентированного характера со словарем (1600 печатных знаков за академический час).
2. Передачу содержания текста для общего ознакомления (1500 печатных знаков за 10 минут) на родном или иностранном языке.
3. Монологическое сообщение по изученному материалу применительно к знакомым типовым ситуациям. Объем высказывания – до 15 фраз.
4. Ситуативно-обусловленную беседу с преподавателем (8 – 10 реплик). Перечень тем, выносимых на экзамен для устного собеседования:
 - About myself.
 - Novopolotsk. Polotsk State University.
 - Belarus. Great Britain.
 - My future profession.
 - Logistics and its functions.
 - Sales forecasting.
 - Distribution.
 - Transportation management.
 - Selecting a carrier and routing.

Кроме того, программа предусматривает текущий и промежуточный контроль в устной форме и в виде тестирования в зависимости от требуемого уровня усвоения, а также семестровый зачет, который носит накопительный характер.

Нормы оценки

1. Оценка перевода

Уровни	Баллы	Чтение
I. Низкий (рецептивный)	0	Отсутствие перевода или отказ от него
	1	Перевод текста на уровне отдельных словосочетаний и предложений при проявлении усилий и мотивации
	2	Неполный перевод текста (менее 90 %). Допускаются грубые искажения в передаче содержания. Отсутствует правильная передача характерных особенностей стиля переводимого текста

Продолжение табл.

Уровни	Бал- лы	Чтение
II. Удовлетвори- тельный (рецептивно- репродуктивный)	3	Неполный перевод (90 %). Допускаются грубые смысловые и терминологические искажения. Нарушается правильность передачи характерных особенностей стиля переводимого текста
	4	Полный перевод. Допускаются грубые терминологические искажения. Нарушается правильность передачи характерных особенностей стиля переводимого текста
III. Средний (репродуктивно- продуктивный)	5	Полный перевод. Допускаются незначительные искажения смысла и терминологии. Не нарушается правильность передачи стиля переводимого текста
	6	Полный перевод. Отсутствуют смысловые искажения. Допускаются незначительные терминологические искажения. Нарушается правильность передачи характерных особенностей стиля переводимого текста
IV. Достаточный (продуктивный)	7	Полный перевод. Соблюдается точность передачи содержания. Отсутствуют терминологические искажения. Допускаются незначительные нарушения характерных особенностей стиля переводимого текста
	8	Полный перевод. Отсутствуют смысловые и терминологические искажения. В основном соблюдается правильная передача характерных особенностей стиля переводимого текста
V. Высокий (продуктивный, творческий)	9	Полный перевод. Отсутствие смысловых и терминологических искажений. Правильная передача характерных особенностей стиля переводимого текста
	10	Полный перевод. Отсутствие смысловых и терминологических искажений. Творческий подход к передаче характерных особенностей стиля переводимого текста

2. Оценка понимания при чтении

Уровни	Бал- лы	Чтение
I. Низкий (рецептивный)	0	Отсутствие ответа или отказ от ответа
	1	Понимание менее 30 % основных фактов и смысловых связей между ними
	2	Понимание 30 % основных фактов и смысловых связей между ними
II. Репродуктив- ный)	3	Понимание менее 50 % основных фактов и смысловых связей между ними
	4	Понимание 50 % основных фактов текста и смысловых связей между ними

Окончание табл.

Уровни	Баллы	Чтение
III. Средний (репродуктивно-продуктивный)	5	Понимание большинства основных фактов текста, смысловых связей между ними и отдельных деталей текста
	6	Понимание всех основных фактов текста, смысловых связей между ними и 50 % деталей текста
IV. Достаточный (продуктивный)	7	Понимание всех основных фактов текста, смысловых связей между ними и 70 % деталей текста
	8	Понимание всех основных фактов текста, смысловых связей между ними и 80 % деталей текста
V. Высокий (продуктивный, творческий)	9	Понимание всех основных фактов текста, смысловых связей между ними и 90 % деталей текста
	10	100-процентное понимание основных фактов текста, смысловых связей между ними и деталей текста

3. Оценка письменных тестов

Шкала перевода в десятибалльную систему в соответствии с Приложением к постановлению Министерства образования Республики Беларусь от 1.04.2004 г. №22:

100 – 95 % правильных ответов	10 баллов
94,8 – 90% правильных ответов	9 баллов
89,6 – 83 % правильных ответов	8 баллов
82,6 – 75 % правильных ответов	7 баллов
74,6 – 65 % правильных ответов	6 баллов
64,7 – 50 % правильных ответов	5 баллов
49,7 – 35 % правильных ответов	4 баллов
34,7 – 20 % правильных ответов	3 баллов
19,7 – 10 % правильных ответов	2 баллов
9,7 – 1,8 % правильных ответов	1 баллов
1,4 – 0 % правильных ответов	0 баллов

Наименьшая положительная оценка – 4 балла выставляется при правильном выполнении не менее 2/3 заданий. Отсутствие работы или отказ от выполнения соответствуют оценке 0 баллов.

MODULE 1

УЭ-1

ABOUT LOGISTICS

I. Vocabulary Work

1. *To check or build up your vocabulary on this subject, look at the words and word combinations listed on this page.*

consumption [kən'sʌm(p)ɪn] <i>n</i>	– потребление, расход
cost [kɒst] <i>n</i>	– цена, стоимость
customer ['kʌstəmə] <i>n</i>	– заказчик, покупатель, клиент
demand [dɪ'ma:nd] <i>n</i>	– спрос, потребность
inventory ['ɪnvəntəri] <i>n</i>	– товары / предметы, внесенные в инвентарь
forecast ['fɔ:kə:st] <i>n</i>	– прогноз
freight [freɪt] <i>n</i>	– фрахт, груз; перевозка грузов
freight traffic	– грузооборот
management ['mænɪdʒmənt] <i>n</i>	– управление, умение справляться (с работой)
to manufacture [ˌmænju'fæktʃə] <i>v</i>	– производить, изготавливать, обрабатывать
to purchase ['pɜ:tʃəs] <i>v</i>	– покупать, закупать, приобретать
reduction [rɪ'dʌkʃn] <i>n</i>	– снижение, уменьшение, сокращение
schedule ['ʃedju:l] <i>n</i>	– список, перечень, график
to stock [stɒk] <i>v</i>	– снабжать; иметь в наличии, иметь в продаже
superior [su'piəriə] <i>adj</i>	– высший, лучший, превосходный
warehouse ['weəhaus] <i>n</i>	– товарный склад

2. *Match the word combinations in column A with their Russian interpretation in column B.*

- | | |
|---------------------------------|-------------------------------------|
| 1. internal demand, home demand | a) удовлетворять спрос |
| 2. retarded demand | b) способствовать увеличению спроса |
| 3. poor demand | c) пользоваться спросом |
| 4. continuous demand | d) уровень спроса |

- | | |
|---|-------------------------------------|
| 5. active demand | e) регулирование спроса |
| 6. demand fluctuations | f) структура спроса |
| 7. supply-demand balance | g) соотношение спроса и предложения |
| 8. to meet demand | h) сокращение спроса |
| 9. demand conditions | i) сдвиги в спросе |
| 10. regulation of demand, management of demand, demand management | j) равновесие спроса и предложения |
| 11. demand shifts | k) колебания спроса |
| 12. fall in demand | l) эластичный спрос |
| 13. to enjoy demand | m) внутренний спрос |
| 14. to boost demand | n) замедленный спрос |
| 15. expected demand | o) небольшой спрос |
| 16. consumer demand | p) оживленный спрос |
| 17. market demand | q) потребительский спрос |
| 18. elastic demand | r) ожидаемый спрос |
| 19. supply-demand situation | s) непрерывный спрос |
| 20. pattern of demand | t) рыночный спрос |

3. Match the words given below with their definitions:

management, freight, demand, inventory, cost, consumption, customer, warehouse

1. willingness and ability to purchase goods and services
2. the price paid or required for acquiring, producing, or maintaining smth, usually measured in money, time, or energy
3. a person who buys
4. the skilful or resourceful use of materials, time, etc.
5. expenditure on goods and services for final personal use
6. a place where goods are stored prior to their use, distribution, or sale
7. the amount or value of a firm's current assets that consist of raw materials, work in progress, and finished goods; stock
8. goods for transport

4. Using a dictionary if necessary, explain the difference between the following items:

a client and a customer

management and administration

goods and inventory
to stock and to sell
demand and permission
a schedule and a diagram
a warehouse and depot ['depəu]

5. Complete the sentences, using the correct word or phrase from those you have seen above. To help you, the first letter of each word is given. Translate the sentences.

1. L... – the science of planning, organizing and managing activities that provide goods or services.
2. Many of our c... have asked us to implement our recommendations using our experienced project m... team.
3. His work focuses on transportation negotiations and procurement, value analysis, f... and audit management for all modes of domestic or international transport.
4. Lower production c..., ready access to labor, and eager markets, especially in Mexico, China, Eastern Europe and India have fueled a move for the USA to near-shore and off-shore manufacturing.
5. To remain competitive, today's "virtual manufactures" must deliver ever higher service levels and lower costs for demanding c... .
6. Working at all levels from the strategic to the day to day logisticians help clients find new ways of managing the flow of m... through their procurement and d... networks, warehousing and transport operations.
7. Logistics is the integration of the different aspects of a business to ensure smoother f... .

6. Study the following definitions. Be sure you remember all of them. Then ask your partner to name the definitions to check how many of them you can recognize.

1. Logistics is the art and science of obtaining and distributing materials and product in the proper place and in proper quantities.
2. Materials management. A term is often used interchangeably with logistics.
– The grouping of management functions supporting the complete cycle of material flow, from the purchase and internal control of production materials to the planning and control of work-in-process to the warehousing, shipping and distribution of the finished product.

3. To logist – to perform logistics functions or processes, the act of planning, organizing and managing activities that provide goods or services. (Eg. She logisted the last operation. I will logist the next operation. I am logisting the current operation. We logist the operations. The operations are well logisted.)
4. Logistic – of or pertaining to logistics.
5. Logistical – of or pertaining to logistics, logistics-like.
6. Logistics Functions – planning, procurement, transportation, supply and maintenance.
7. Logistics Processes – requirements determination, acquisition, distribution, and conservation.
8. Cradle-to-Grave logistics – logistics planning, design, and support which takes into account logistics support throughout the entire system or product life cycle.

II. Reading Comprehension

1. *Read and translate the following text. Use a dictionary if necessary.*

LOGISTICS

Logistics means having the right thing, at the right place, at the right time.

Logistics has seen a revolution in recent years, becoming a topic of critical importance in business today. Demands for cost reduction and service improvement, as well as freight traffic and transportation management services have demonstrated that superior management of materials function is vital to the survival of a firm. Logistics lies at the heart of the great changes sweeping through today's business environment. The competitive pressures for higher quality, quicker response time, superior service, and total customization can only be met through more intelligently run material management. This subject is about the fundamental essence of a firm - how its services are delivered to customers. It involves such tactical issues as daily order scheduling, statistical quality and quantity control, and inventory control.

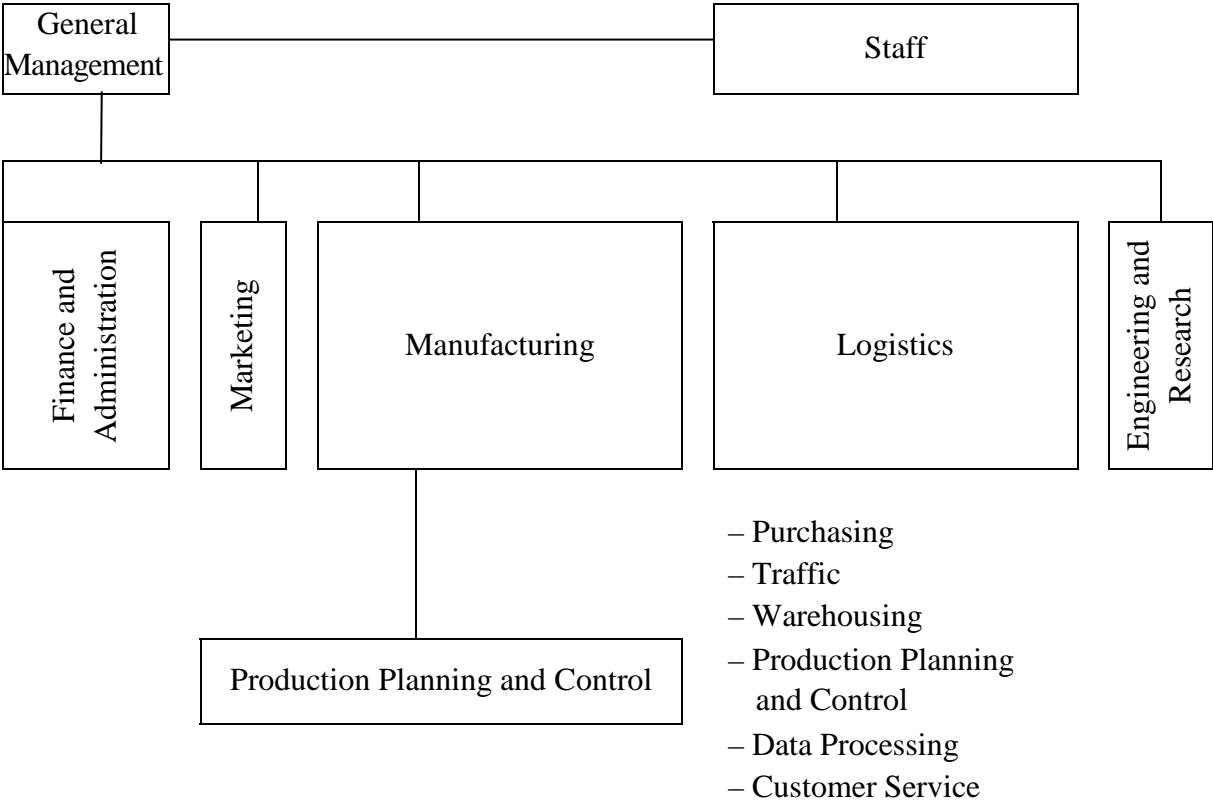
As the variety of products increases, the problems of forecasting, purchasing, stocking, and distribution increase exponentially. While demand for an entire product line is forecast able with some accuracy, individual item demands vary widely. The more items in the product line, the more difficult is the forecasting, purchasing, and distribution.

Logistics has become so important in the order fulfillment process that the functions it encompasses have increased and its hierarchical position in the organization has been raised.

Meanwhile, there is wide divergence of opinion about many aspects of logistics: where the function should be placed, what its responsibilities are, and whether it should be centralized or decentralized. While the final choice must always relate to the needs of the specific firm in question, the high cost of materials equates the material management function with the main functions of the organization. A partial organization chart reflects the place of logistics.

Exhibit 1

Organization Chart Showing Logistics Functions



Note the peculiar position of production planning and control. This area is crucial to manufacturing. As such, it may be assigned organizationally to logistics, but functionally to manufacturing, and physically located in the manufacturing area. To sum up everything written above, logistics is the process of planning, implementing, and controlling the efficient, cost effective flow and storage of raw materials, in-process inventory, finished goods and related information from point of origin to point of consumption for the purpose of meeting customer requirements.

2. Answer the following comprehension questions:

1. What is logistics?
2. How business environment necessitated the appearance of logistics as a science?
3. What functions does logistics encompass?
4. Does the significance of logistics in a company's structure increase or weaken nowadays?
5. Which key words can you name to describe logistics?
6. What is the place of logistics in a company's organization? Who is responsible for materials management?

When you have answered the questions, find a partner in your group. Compare your answers and swap the information.

III. Comprehension and Word Study

1. Name the sentence which best reveals the main idea of the text.

1. There is wide divergence of opinion about many aspects of logistics.
2. The peculiar position of production planning and control is crucial to manufacturing.
3. Logistics becomes a topic of critical importance in business today.

2. Complete the text below by filling each gap with one of the following words.

Inventory, supplies, field, sell, run, production, logisticians, responsible
--

LOGISTICS MANAGEMENT

The term “logistics” originates from the ancient Greek “logos” – “ratio, word, calculation, reason, speech, oration”.

Logistics is considered to have originated in the military's need to supply themselves with arms, ammunition and rations as they moved from their base to a forward position. In ancient Greek, Roman and Byzantine empires, there were military officers with the title “Logistikas” who were 1 for financial and supply distribution matters. Later, with the movement of troops came the need to move 2 for the troops. The people who procured supplies, contrived ways to transport supplies, and distributed supplies throughout the troops were the 3 .

Logistics management has been an integral part of military strategic management for decades. This field is now becoming more and more prevalent in the business arena with the increasing need to make businesses 4 more efficiently. Logistics management delivers many solutions and systems to improve 5 and reduce operation costs of businesses across many sectors.

Logistics management is the management of goods that people 6. If you plan to open a store of any kind that has inventory, you will need some sort of logistics management.

Logistics management integrates the management of your goods transportation, 7, warehousing, material handling and packaging. Most store owners hire a third party to handle all of their logistics management.

The need for logistics management has increased over the centuries and presently, logistics management is common in just about every 8 of business.

3. Go through the following statements and say if they correspond to the text. Put a tick next to the correct statements.

1. Logistics management is used as an integral part of military strategic management only.
2. Logistics functions can be performed by one person in a company.
3. Logistics deals mainly with distribution of goods.
4. Logistics management is not connected with production planning and control.
5. If one tries hard, it is possible to forecast individual item demands with some accuracy.
6. Logistics has seen a revolution in recent years, becoming less significant in a firm's organization structure.
7. The final purpose of logistics is to meet seller requirements.

4. Give Russian interpretation of the following English sentences. Try not to look up any words, but work from memory.

1. Since 1987 our company has been providing innovative services for moving your shipments.
2. The number of companies involved in satisfying consumer demand while reducing the management control on daily logistics operations has increased lately.
3. Logisticians provide direction and support in driving improved profitability, improved customer service and increased supply chain flexibility.

4. If you ask a logistics consultant for help, the results are simple – you will gain strategically practical advice with a guaranteed return on investment.
5. Our logistics consultants have a wide and varied range of logistics skills and experience, gained both within highly competitive manufacturing and retail environments.
6. Logistics management is that part of the supply chain which plans, implements and controls the efficient, effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customer and legal requirements.
7. Some experts distinguish supply chain management with logistics while others consider the terms to be interchangeable.

5. *Translate the words, choose one from each line to complete the sentences below. (There is one extra word line).*

1. transportation; transporting; transport; transportable; transporter
2. involve; involved; involvement; involving
3. efficient; efficiency; efficiently
4. manage; management; manager; managed; managing
5. operate; operated; operating; operation; operational; operative
6. delivery; deliver; delivering; delivered; deliverance
7. require; requirement; required; request

1. The _____ of any business entity would come with a lot of hard work, time, money and effort.
2. In many cases, the response of an organization to difficult times _____ some manner of cost cutting.
3. Delivery performance depends greatly on how well the entire supply chain is _____.
4. If a company with its own _____ facilities decides to employ external warehouse specialist, this would be an example of third party logistics.
5. The best possible balance between cost and performance should be striven for _____.
6. Many people do not really stop to think about the role that ... companies play in the overall success of any enterprise.

6. *a) Read and translate the following text using a dictionary if necessary. Then look through the words and word combinations in the box and match them with those in italics in the text.*

a) topic	b) to make better	c) guarantee	d) factory	e) to finish
f) to get	g) to provide	h) amount	i) a group of similar objects	

PRODUCTION LOGISTICS

1 This term is used for describing logistic processes within an industry.
2 The purpose of production logistics is *1) to ensure* that each machine and
3 workstation is being *2) fed* with the right product in the right quantity and
4 quality at the right point in time. The *3) issue* is not the transportation itself,
5 but to streamline and control the flow through the *4) value* adding processes
6 and eliminate non-value adding ones. Production logistics can be applied in
7 existing as well as new *5) plants*. Manufacturing in an existing plant is a
8 constantly changing process, existing as well as in new *5) plants*. Machines are
9 exchanged and new ones added, which gives the opportunity to *6) improve* the
10 production logistics system accordingly. Production logistics provides the
11 means to *7) achieve* customer response and capital efficiency. Production
12 logistics is getting more and more important with the decreasing *8) batch*
13 sizes. In many industries (e.g. mobile phone) batch size one is the short term
14 aim. This way even a single customer demand can be *9) fulfilled* in an efficient
15 way. Track and tracing, which is an essential part of production logistics – due
16 to product safety and product reliability issues – is also gaining importance
17 especially in the automotive and the medical industry.

- b) Quite often a word has more than one meaning and choosing the appropriate meaning from a dictionary may not be easy unless the whole context is clear to you. Which do you think is the meaning of the following words and expressions in the text.*

to describe (line 1) a) to pronounce
b) to give a representation
c) to draw a line or figure

point (line 4) a) a dot
b) a location
c) a pin
d) a specific condition
e) a moment

- flow
(line 5) a) a continuous stream
 b) the advancing of the tide
 c) the amount of liquid that flows in a given time
- plant
(line 7) a) a living organism
 b) a factory or workshop
 c) mobile mechanical equipment for construction, road-making
- means
(line 11) a) the medium, method or instrument
 b) resources or income
 c) considerable wealth
- capital
(line 11) a) the seat of government of a country
 b) material wealth
 c) the capitalist class
 d) very serious, fatal
- single
(line 14) a) existing alone
 b) unique or individual
 c) an unmarried person
 d) a gramophone record

7. Look at the three website advertisements for value-added services. Then complete the table.

Maxwell Express Logistics

Warehousing is just one of the integrated logistics services we provide. Here are some value-added services we can offer:

Pick and pack	Returns processing	
Literature fulfillment	Credit processing	... and much more!

Sichuan International Logistics

Our logistics team at Sichuan International Logistics has the experience and expertise to provide our customers with value-added services that complement their basic warehouse operations. Our services include:

Kitting	Packaging services
Import / export cargo customs clearance	Export packing and crating

GLX Worldwide Logistics

We provide value-added services which complement and enhance all kinds of logistics operations. Our services go far beyond the basic distribution and warehousing services usually offered. GLX value-added logistics services include:

- Polybagging and shrink-wrapping
- Bundling / unbundling
- Recycling
- Labelling

	payment	documentation	product assembly	packing / packaging	other services
Maxwell Express Logistics					
Sichuan International Logistics					
GLX Worldwide Logistics					

8. *Three people describe how IT (information technology) has changed their jobs. Complete their statements with words from the box.*

RFID • enter • track • mobile phone • device • digital • GPS-based • tag

1. **Customer**

Tracking shipments is a lot easier with SMS-Fast Track. Now I can use my _____¹ to find out where my shipment is. I just have to _____² my air waybill number on my mobile and wait a few seconds. Then I get a reply with the details of my consignment’s current status. It’s such a great idea!

2. **Truck driver**

All our trucks are equipped with a _____³ truck support system now. For me that’s a great help as I can always use maps that show me exactly where I am and where I have to go. Obviously, it’s also useful for the company. They can _____⁴ my vehicle at any time, see the route I’m taking and where I make stops. And what’s very handy for me – the system also comes with a _____⁵ camera so I can take photos if there’s a problem while I’m on the road.

3. **Manager at a trailer storage yard**

I work at a trailer yard where trailers filled with packaged goods are kept until they go out to the customers. The site is very large and we have four different areas for trailer storage. Until the new _____⁶ tag system was introduced, it could easily take a couple of hours to find the trailer we wanted. Now it's a matter of minutes to locate the vehicle we're looking for. All we have to do now is put the _____⁷ on a trailer and use a mobile _____⁸ to identify it. It really saves us a lot of time.

IV. Speaking Practice

1. *Read the interview below, give its Russian interpretation.*

- A. There are so many people discussing Logistics functions in the corporate setting. It's obvious. Mr. Braun, are you ready to explain the reason of it?
- B. Well, this is attributed to the fact that a company's material management system plays a huge role towards corporate success.
- A. It's well-known that logistics has been used throughout history. Military campaigns sparked the first need for logistics management. But what about business?
- B. Logistics as a business concept evolved only in the 1950s. This was mainly due to the increasing complexity of supplying one's business with materials and shipping out products in an increasingly globalized supply chain, calling for experts in the field who are called Supply Chain Logisticians.
- A. Am I right to define it roughly as having the right item in the right quantity at the right time at the right place for the right price in the right condition to the right customer?
- B. You are right, well done. Logistics is the science of process and incorporates all industry sectors.
- A. So much it encompasses! Is it possible to state the final aim of logistics?
- B. Well, I'd say, the goal of logistics work is to manage the fruition of project life cycles, supply chains and resultant efficiencies.

- A. What about people and their personal touch? One would not say it is easy to manage all you've just mentioned.
- B. It's not easy at all. A logistician is a professional logistics practitioner. Professional logisticians are often certified by professional associations. Some universities and academic institutions train students as logisticians, by offering undergraduate and postgraduate programs. As for personal characteristics, a logistician is supposed to be well-organized sober-minded, intent, level-headed, practical, rational and... oh, yes, logical.
- A. One more thing to add a logistician should have computer brains. Well, and what are the main functions of this computer?
- B. The main functions of a qualified logistician include inventory management, purchasing, transportation, warehousing, consultation and the organizing and planning of these activities. Logisticians combine a professional knowledge of each of these functions so that there is a coordination of resources in an organization.
- A. As there are so many functions of logistics, I'd suppose there should be some subdivision within business logistics itself. Am I right?
- B. Yes, you are. To put it briefly, in business, logistics may have either internal focus (inbound logistics), or external focus (outbound logistics) covering the flow and storage of materials from point of origin to point of consumption. And one more thing to say here: there are two fundamentally different forms of logistics. One optimizes a steady flow of material through a network of transport links and storage nodes. The other coordinates a sequence of resources to carry out some project.
- A. Mr. Braun, thank you very much for the profound lecture on logistics you gave us.
- B. You are welcome. And thank you for being good company.

2. Speak about logistics, its definition, functions, significance.

What is business logistics?

What is production logistics?

Make a close-to-the-text retelling of the contents.

V. Writing Section

1. *Read the words to the text “Green Logistics” and their translation. Try to memorize these words so that to be able to grasp profoundly the main idea and the details of the text below.*

to sustain	– поддерживать
waste	– потери, убыток; излишняя трата
impact	– влияние
disposal	– продажа; расположение; управление
agenda	– повестка дня
retailer	– розничный торговец
van	– фургон
vehicle	– транспортное средство
to rush	– нестись, мчаться
vastly	– значительно, очень
to emit	– испускать (тепло, свет), выделять
to label	– прикреплять / наклеивать ярлык
fill	– достаточное количество (чего-л.); сытость
load	– груз; партия груза на вагон, судно и т.п.
to emulate	– устранять, исключать; уничтожать

GREEN LOGISTICS

The word of the moment is “sustainability”. Sustainable transport, sustainable waste management, sustainable warehousing; we’ve heard them all. But really it’s about sustainable business because, as we all know, rising energy costs have a direct impact on the bottom line. So what do supply chain managers need to do to ensure that their business can thrive in the years ahead when energy becomes more expensive and Government legislates to drive us towards reducing emissions?

Modern supply chains have become more and more complex with many interdependencies between the various parties. Managers have to be concerned with reducing the energy use of buildings, the relative merits of various modes of transport, the design of packaging and the costs of waste disposal, to name just a few. Each of these can place conflicting demands on the supply chain processes. And to stay in business we have to satisfy our customers who are continually expecting better service and, rightly or wrongly, greater choice and faster response. There is no easy answer to dealing with these problems but what

is clear is that sooner or later we will have to think about supply chain development in a completely new way, where energy use and environmental considerations are the driving forces. Green logistics and sustainable supply chains are now moving right to the top of the agenda. Could it be that customer choice and speed of response will have to give away as we move into this new world-order?

The culture of “I want it now and I want it cheap” on the part of consumers is just in time stock management principles demanded by manufacturers and retailers has resulted in some very inefficient logistics practices – lots of small delivery vans and full vehicles rushing around the country trying to satisfy every whim regardless of its environmental impact. There is plenty of research evidence to show that although general traffic has not grown as fast as the overall economy in recent years, van traffic has vastly increased. Also there is evidence that vehicle fill is not improving as much as it should given the focus of attention it has received.

So what is to be done? As you might expect there is no single solution. It will require some or all of the following measures to make an impact:

- Education – the majority of consumers are totally unaware of the environmental impact of the decisions they make and so need to be told the carbon impact of the choices they make through labelling and clearly presented information.
- Government – needs to develop a clear transport policy that encourages efficient behaviour which generally means minimising movement, maximising the size of vehicles being used and maximising their fill.
- Manufacturers and retailers – need to give more priority to ordering in full vehicle loads. Where this is not possible consolidation centres and the like should be used to bulk up loads. This will increase stock holding but reduce carbon so long as it does not lead to increased waste.
- Product range – consumers seem to like retailers increasingly larger and larger ranges but this creates inefficiencies. The likes of Aldi and Lidl have shown that customers can still be attracted to stores with much smaller ranges and this is a pattern that other retailers will do well to emulate.

Write down the answer to the question: What purpose did the author of this article pursue while writing it?

CUSTOMER SERVICE LEVEL

I. Vocabulary Work

1. *To check or build up your vocabulary on this subject, look at the words and word combinations listed on this page.*

airfreight ['eəfreɪt] <i>n</i>	– воздушные грузоперевозки
assortment [ə'sɔ:tmənt] <i>n</i>	– ассортимент; сортировка
to assume [ə'sju:m] <i>v</i>	– предполагать; допускать; брать на себя
brand [brænd] <i>n</i>	– фабричная марка
channel of distribution	– порядок / способ / система распределения
crucial ['kru:ʃl] <i>adj</i>	– решающий, критический
customer ['kʌstəmə] <i>n</i>	– заказчик, покупатель, клиент
customer service level	– уровень обслуживания (качество обслуживания потребителей)
to deliver [dɪ'lɪvə] <i>v</i>	– доставлять
dependable [dɪ'pendəbl] <i>adj</i>	– заслуживающий доверия
to ensure [ɪn'ʃʊ:] <i>v</i>	– обеспечивать, гарантировать
to estimate ['estɪmeɪt] <i>v</i>	– оценивать
extras ['ekstrəz] <i>n</i>	– дополнительные товары, дополнительное оборудование
extra costs	– дополнительная стоимость; дополнительные издержки (затраты, расходы)
goods [gudz] <i>n</i>	– товары, изделия
grocer ['grəʊsə] <i>n</i>	– торговец продуктов питания
to highlight ['haɪlaɪt] <i>v</i>	– выдвигать на первый план; придавать большое значение
inventory ['ɪnvəntəri] <i>n</i>	– инвентарь; товары, внесенные в инвентарь
merchandise ['mɜ:tʃəndaɪz] <i>n</i>	– товары
perspective [pə'spektɪv] <i>n</i>	– перспектива; виды на будущее
to provide [prə'vaɪd] <i>v</i>	– снабжать, обеспечивать
rough handling	– небрежное обращение

sales [seɪlz] <i>n</i>	– объем продаж, объем сбыта, товарооборот
savings ['seɪvɪŋz] <i>n</i>	– сбережения
to store [stɔː] <i>v</i>	– снабжать, наполнять, запасать; хранить на складе; вмещать
target ['tɑːɡɪt] <i>n</i>	– цель, мишень; задание; контрольная цифра
timely ['taɪmlɪ] <i>adj</i>	– своевременный
trade-off ['treɪdɒf] <i>n</i>	– компромисс, взаимные уступки
ultimately ['ʌltɪmətlɪ] <i>adv</i>	– в конечном счете, в конце концов
warehouse ['weəhaʊs] <i>n</i>	– товарный склад; пакгауз; большой магазин

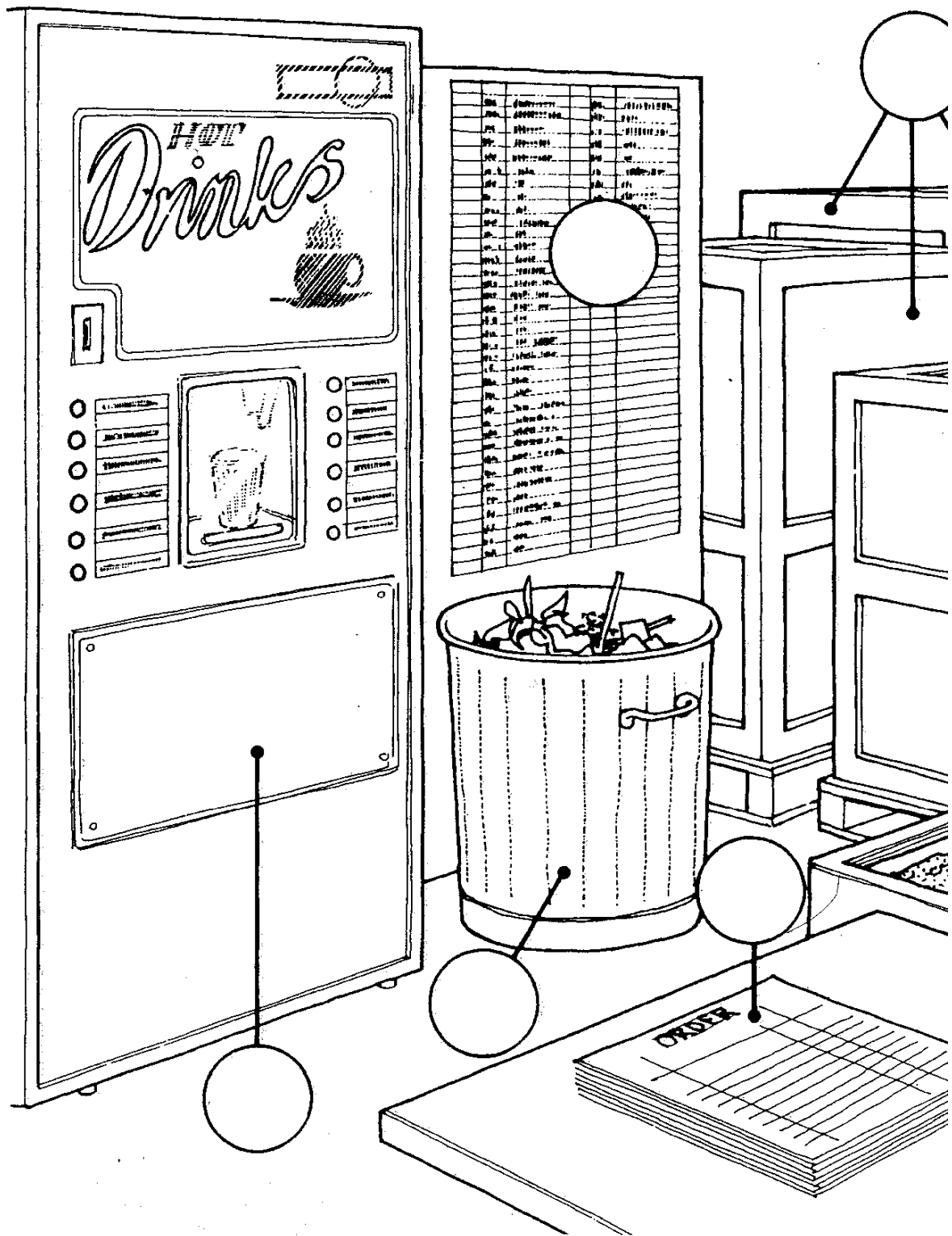
2a. Look at the pictures of warehouse equipment. Match the pictures (a-f) with the words (1-6).



- | | |
|-------------------------------|--------------------------|
| 1. hand pallet-truck | <input type="checkbox"/> |
| 2. tote bin | <input type="checkbox"/> |
| 3. fork-lift truck (CB truck) | <input type="checkbox"/> |
| 4. roll-cage pallet | <input type="checkbox"/> |
| 5. (Euro pallet or UK) pallet | <input type="checkbox"/> |
| 6. trolley | <input type="checkbox"/> |

2b. Choose from the words in the box and write the numbers in the correct place. The first has been done for you.

1. shelving	4. stock list	7. labels	10. forklift truck
2. packing area	5. waste bin	8. stencil	11. orders
3. containers	6. packing	9. packers	12. coffee machine





3. Study the following words. Make sure you can clear up the difference:

Economy

1. Экономика страны

Economy of some countries has had a deep crisis over the past years.

2. Экономия

One should take care of domestic economy.

Economic – экономический, относящийся к экономике

In 1998 we had an economic crisis in Russia.

Economical – экономный

Small cars are more economical to run.

To economize – экономить

We can't economize on healthy food.

Economics – наука и учебный предмет

Economics is a very important subject

4. Give English interpretation of the following Russian sentences.

1. Мы изучаем экономику в университете.
2. Автомобильные компании борются за экономичный автомобиль.
3. Многие экономисты критикуют плановую экономику за дефицит и недостаток конкуренции.
4. Экономическая ситуация в этой стране очень серьезная.
5. Не следует экономить на фруктах.

5. Choose the synonyms from columns B and C to the word in column A.

A	B	C
1. to ensure	1. storeroom	1. trademark
2. merchandise	2. to supply	2. depot
3. warehouse	3. to carry	3. to guarantee
4. trade-off	4. reliable	4. catalogue
5. to estimate	5. to consider	5. trustworthy
6. to provide	6. commercial goods	6. to value
7. to deliver	7. list	7. commodities
8. brand	8. to assure	8. to transfer
9. dependable	9. interchange	9. to furnish
10. inventory	10. trade name	10. compromise

6. *Read and give Russian equivalents to the adverbs in bold type.*

full	= exactly, very	nearly	= almost
fully	= completely	last	= after all others
hard	= intently, with effort	lastly	= finally
hardly	= scarcely	wide	= fully; off target
free	= without cost	widely	= to a large extent
freely	= willingly	easy	= gently and slowly
late	= not early	easily	= without difficulty
lately	= recently	sure	= certainly
near	= close	surely	= without doubt

7. *Underline the correct item, then explain the difference in meaning.*

1. Simon told everyone he would pass the exam easy / easily, so he was embarrassed when he came last / lastly in the class, with 20%.
2. "I am sure / surely happy to meet you", said the reporter to the respected singer.
3. When he was almost full / fully recovered from his illness the doctor told him to take it easy / easily and said that he would be able to return to work shortly.
4. He was found near / nearly the scene of the murder with a knife in his hand, it is not surprising he was accused.
5. Although he arrived an hour late / lately he tried hard / hardly to make up for lost time.
6. Lately / Late she has been getting all her clothes freely / free from the fashion company.

8. *Arrange the given words to make up a sentence.*

1. to, new, began, we, discuss, programs.
2. economist, theory, the, famous, formulated, economic, Smith, his.
3. physical, students, year, not, last, optics, did, study.
4. every, central, country's, watches, data, carefully, economic, bank.
5. two, there, forms, are, of, organizations, economic.

9. *Several English words are often formed from the same root. Make new words from the root words below to complete the sentences.*

produce

Henry Ford began the mass production of the automobile.

Looking out of the window is not a very productive way to spend your time.
Since the new equipment was installed, productivity has risen by 26% complete.

compete

1. We work on very small profit margins so our prices are very _____.
2. Our recent technological breakthrough has given us a leap over our _____.
3. The fall in sales revenues resulted from increased _____ from the Far East.

economy

4. Leading _____ are predicting that inflation will rise to over 2% by the end of the year.
5. Did you study _____ when you were at University?
6. The New Honda does nearly fifty miles to the gallon. It's a very _____ car to run.

advertise

7. There's an _____ in the paper. It's for your job.
8. We can't print this article. Our _____ won't like it.
9. Which _____ agency do you work for?

direct

10. He resigned because he was unhappy about the _____ the company was going in.
11. I'd like you to meet Mrs Gardener – she's the new Sales _____.
12. I don't know the telephone number. You'll have to look it up in the _____.

10. a) From the sentences given below form interrogative sentences;

b) put general question to each sentence;

c) put special questions to the underlined words.

1. There are many different ways to determine wealth.
2. The study of the world economy is essentially a macroeconomic survey.
3. Monitory policy is managed by each country's central bank.
4. The basic idea of international trade is simple.
5. In the interlinked global economy, consumers are given opportunity to buy the best products at the best prices.
6. Trade deficits and surpluses are balanced by payments that make up the difference.

11. a) Read and translate the following text. While reading, write out the numbers you'll come across.

THE GREAT BRITISH BATH

British people spend a year of their lives in the bath according to a survey by Graham, a leading bathroom supplier. More than half read in the bath, a third drink coffee, almost a third sing, a quarter consume alcohol, around a seventh make phone calls and nearly a sixth use the time to clip their tone nails.

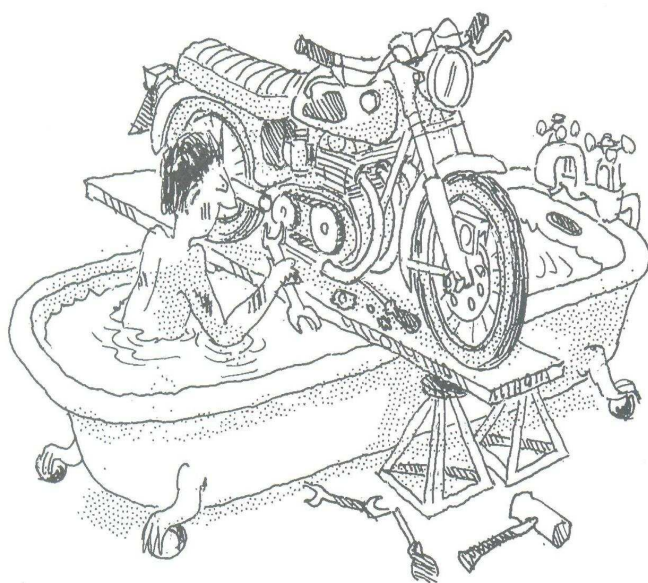
The Graham Bath Report published today indicates that three out of five people prefer baths to showers and that having a bath is an important form of relaxation for many people. 53% of the 2,500 people surveyed like to listen to music in the bath and over two thirds say they dream. Some tackle crosswords, and some practice yoga or meditation. One person in five says they watch television from their bath, four percent claim to have sexual intercourse and a few go to sleep.

On the more practical side, just under two thirds of the people wash their hair, a tenth use the bath to wash their dogs and others share their baths with pet rabbits and cats (particularly Persians). But for others, the bath is a place of recreation. 4% play with their children's toys.

b) Complete the following table of statistics. Fill in the missing percentage using figures from the box.

68 %	62 %	60 %	52 %	30 %	25 %	20 %	14 %	10 %
------	------	------	------	------	------	------	------	------

What the nation does at bath time:



Read	_____
Drink coffee	<u>31%</u>
Sing	_____
Drink alcohol	_____
Talk on the phone	_____
Clip their toe-nails	<u>16%</u>
Prefer baths to showers	_____
Listen to music	<u>53%</u>
Dream	_____
Watch TV	_____
Have sex	<u>4%</u>
Wash hair	_____
Wash the dog	_____
Play with children's toys	<u>4%</u>

c) Re-phrase these statistics using fractions in your answer.

Example: 31 % drink coffee in the bath.

Just under a third drink coffee in the bath.

1. 25 % drink alcohol.

2. 53 % listen to music.

3. 20 % watch TV.

4. 60 % prefer baths to showers.

5. 10 % wash the dog.

6. 62 % wash their hair.

7. 30 % sing.

12. Numbers

Cardinal numbers

These numbers are often confused. Notice that if we pronounce them singly, the stress changes.

16, 60	<i>sixteen, sixty</i>
17, 70	<i>seventeen, seventy</i>

In British English we say *and* before the tens in large numbers. This is left out in US English.

465	<i>four hundred (and) sixty-five</i>
701	<i>seven hundred (and) one</i>

A comma is often written to separate the thousands in numbers over 999.

3,986	<i>three thousand nine hundred and eighty-six</i>
-------	---

We sometimes say *a* instead of *one* in large numbers.

1,000,000 *a million*

British and US English differ in the pronunciation of these very large numbers.

1,000,000,000 *a thousand million* (British English)

a billion (US English)

1,000,000,000,000 *a billion* (British English)

a trillion (US English)

However, many British companies are now adopting the US usage, so if in doubt, check.

Some British newspapers have started to adopt the European term *milliard* to refer to a thousand million, but many British people are still unfamiliar with the term.

Long numbers

In long numbers such as phone, fax, bank account, or credit card numbers, we pronounce the figures individually.

720844 *seven two oh, eight double four*

We generally group the numbers in threes, rather than in twos as is common in Europe.

seven two oh / eight double four

Money

Although the money signs are written in front of the numbers, we generally say them after the numbers.

FF56 *fifty-six French francs*

\$4m *four million dollars*

¥92bn *ninety-two billion yen*

Do not make this common mistake:

~~Ninety two billions of yen~~

We pronounce years in two halves.

1996 *nineteen ninety-six*

But we pronounce the year two thousand whole.

2001 *two thousand and one*

Dates

In British English *the* and *of* are spoken but not written.

25th April 1954

The twenty-fifth of April, nineteen fifty-four or *April the twenty-fifth, nineteen fifty-four*

In US English the date is generally written with the month first and the date second. *The* and *of* are not usually used in the spoken form.

May 16 1996

May sixteenth, nineteen ninety-six

This can lead to misunderstandings when dates are given in figures only.

10.12.1995

The tenth of December nineteen-ninety-five (British English)

October twelfth, nineteen ninety-five (US English)

Times

A simple way to tell the time is to say the numbers.

7.30	<i>seven thirty</i>
3.45	<i>three forty-five</i>
1.20	<i>one twenty</i>

Alternatively, you can say:

Half past seven, a quarter to four, twenty past one

In US English, you can choose between two different prepositions.

Half past / after seven, quarter to / of four, twenty past / after one

We do not usually use the twenty-four hour clock unless we are talking about plane or train timetables.

14.00	The meeting is at two o'clock
	The train leaves at fourteen hundred hours

Fractions

$\frac{1}{2}$	<i>a half</i>
$\frac{3}{4}$	<i>three-quarters</i>
$1\frac{2}{3}$	<i>one and two-thirds</i>

Decimal fractions

In British and US English, a point is used when writing decimals, not a comma as is common in Europe.

6.9 *six point nine*

0 is pronounced ‘oh’ after the point and ‘nought’ before the point in British English and ‘zero’ or ‘oh’ in US English.

8.07 *eight point oh seven (British English)*

eight point zero seven (US English)

0.6 *nought point six (British English)*

point six (US English)

The numbers after the point are pronounced individually.

24.35 *twenty-four point three five*

Measurements

62 km *sixty-two kilometers*

14 ½ cm *fourteen and a half centimeters*

6m x 9m *six meters by nine meters*

Temperatures were traditionally measured in the Fahrenheit scale. Although the Celsius or centigrade scale is now officially in use, the Fahrenheit scale is still used informally for non-scientific purposes in Great Britain and the United States.

92°F *ninety-two degrees Fahrenheit*

– 4°C *minus four degrees Celsius / centigrade*

Sums

15 + 6 = 21 *fifteen plus / and six equals twenty one*

32 – 24 *thirty two minus / take away / less / subtract
twenty four*

6 × 8 *six multiplied by eight / times eight*

28 ÷ 7 *twenty-eight divided by seven*

5² *five squared*

√9 *the square root of nine*

Sports results

'Zero' in US English is usually pronounced *oh* or *nought* in British English. But in sports results, it can also be pronounced *nil* or *love*.

Football:

Real Madrid three; Ajax Amsterdam nil.

Tennis:

And it's Becker to serve with the score at fifteen love.

13. Choose the correct way of pronouncing the numbers in these sentences.

1. The government have announced a 1,5% reduction in interest rates.
 - a) 'one point five'
 - b) 'one comma five'
2. Have you seen the film '2001 – A Space Odyssey'?
 - a) 'twenty oh one'
 - b) 'two thousand and one'
3. Give me a ring. My number's Oxford 932811.
 - a) 'nine-three two eight double one'
 - b) 'ninety-three, twenty-eight, eleven'
4. The reception area in the new building will be 10m x 15m.
 - a) 'ten metres times fifteen'
 - b) 'ten metres by fifteen'
5. Fritz Gross joined the company in 1947.
 - a) 'nineteen hundred and forty-seven'
 - b) 'nineteen forty-seven'
6. In some countries higher earners pay out $\frac{2}{3}$ of their salaries in tax.
 - a) 'two-third'
 - b) 'two-threes'
7. Our tax year ends on April 30.
 - a) 'April the thirtieth'
 - b) 'April thirty'
8. Nicaragua's GNP is approximately \$2,000,000,000.
 - a) 'two million thousand dollars'
 - b) 'two thousand million dollars'

9. The optimum operating temperature for this equipment is -8°C .
a) 'below eight degrees centigrade'
b) 'minus eight degrees centigrade'
10. The world cup final ended in a 0 – 0 draw.
a) 'nil – nil'
b) 'zero – zero'

14. Read and write the following figures in full.

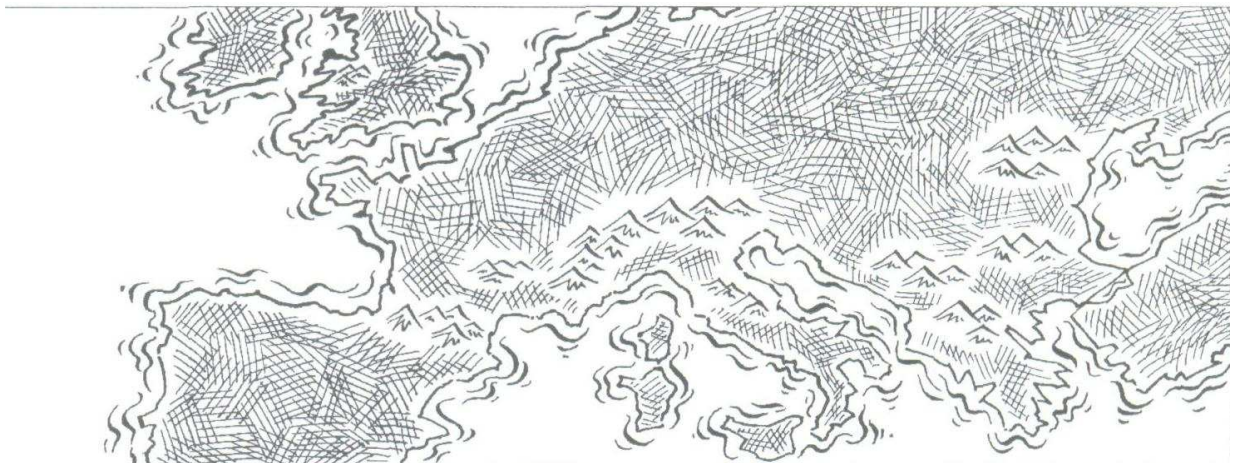
Example: 333 – three hundred and thirty-three.

- a) 35; 700; 268; 40931; 1175.
b) 1954; 1961; с 1954 по 1960; 1812; 2005.
c) $\frac{1}{4}$; $\frac{3}{7}$; 2,58; 8,07; 0,6; 5^2 .
d) 90%; 1см; 140км/ч; 29°C .

15. Just for fun.

Follow these instructions and find the mystery country.

1. First you have to choose a number – any number you like between one and nine.
2. Now you multiply the number by nine.
3. If the number you have ended up with has only one digit, you do nothing. But if it has more than one digit, you add them together.
4. Now you have to match the number up to a letter of the alphabet. So A is one, B is two, and so on.
5. Now think of a European country that begins with that letter. Write it down.



16. Now see how quickly you can find the answer to this rather long sum. The answer is at the back of the book. (Key section)

Four add two, divide by three, subtract one, multiply by eight, take away four, times three, plus two, minus four, halved, equals what?

17. Now think about the number 2. Read the text. How much of the language would change if Daniel found himself a third girlfriend?

Well, take my friend, Daniel. He has **two** girlfriends. He likes **both** of them and they **both** like him. He plays tennis – mixed **doubles** – with **one of them**, and goes **pairs** – skating with **the other one**. They look very much like **each other**; **the one** could be **the other's double**. Obviously, he can't marry **both** of them but he could, he thinks, be happy with **either** of them. Unfortunately, **neither** of them knows about the other girl in his life. So far he hasn't proposed to **either** of them. I don't think he wants to be a part of a **married couple** yet, anyway. Almost as a protest, he hasn't even got a matching **pair** of socks.

18. Study the following phraseological units and their translation.

<i>Two's a company, three's a crowd</i>	Третий – лишний
<i>One for all and all for one</i>	Один за всех и все за одного
<i>To put two and two together</i>	Сделать правильный вывод
<i>To be on all fours</i>	Стоять на четвереньках
<i>To be at sixes and sevens</i>	Быть смущенным, растерянным, не в ладу с чем-то
<i>Nine times out of ten</i>	Практически постоянно
<i>Dressed (up) to the nines</i>	Быть одетым с иголки
<i>Ten to one</i>	Десять к одному
<i>Twelve good men and true</i>	Двенадцать присяжных заседателей в суде

<i>Sixty-four-thousand-dollar question</i>	Самый важный и сложный вопрос
<i>To be on cloud nine / to be on the seventh cloud with happiness</i>	Быть на седьмом небе от счастья
<i>It takes two to tango</i>	Один в поле не воин
<i>It takes two to make a dream come true</i>	Только вдвоем можно воплотить мечту в жизнь

II. Reading Comprehension

1. *Read and translate the following text. Use a dictionary if necessary. Read the text very carefully so that to grasp both the main idea and the details added.*

CUSTOMER SERVICE LEVEL

The physical distribution customer service level – including fast and reliable delivery – is critical to many business customers.

FROM CAIRO, EGYPT TO CAIRO, ILLINOIS, WE DELIVER ON TIME 99.7% OF THE TIME.

Whether you get it after it, after it and wedge it if you're going to eat it at the house. Because a lot of times you'll be a late dinner, it's not unusual.

At Prince Castle, we take whatever steps to ensure the safe shipping path through our 270+ carriers and distribution channels. We work. Because understanding what the completed service looks and what the rest.

So let anything, and ease of movement. High quality products from a single source are.

Prince Castle Inc. is a Division of **PRINCE CASTLE INC.**

Supplying Foodservice Leaders the World Over.

It's midnight. Do you know where your product is?

Whether you harvest, process, distribute or sell it, product storage and distribution aren't the kind of problems you want to keep you up at night.

Our fully computerized inventory system keeps track of your product from the time it's delivered. Electronic data interchange can give answers in an instant.

Our National Quality Standards mean extra rest, too.

They ensure you get what you want, when you want it, at all 50 of our warehouses nationwide.

For all the advantages that are Americold, call us. And get a good night's sleep.

AMERICOLD
The Americold Advantage.

Choosing the right channel of distribution is crucial in getting products to the target market's place. But that alone is usually not enough to ensure that products are available at the right time and in the right quantities.

Let's look at logistics through a customer's eyes.

Customers don't care how a product was moved or stored – or what some channel member had to do to provide it. Rather, customers think in terms of the physical distribution **customer service level** – how rapidly and dependably a firm can deliver what they – the customers – want. Marketing managers need to understand the customer's point of view.

What does this really mean? It means that Toyota wants to have enough windshields delivered to make cars *that* day – not late, so production stops *or* early, so there are a lot of extras to move around or store. It means that business executives who rent cars from Hertz want them to be ready when they get off their planes. It means you want your Lay's potato chips to be whole when you buy a bag at the snack bar – not crushed into crumbs from rough handling in a warehouse.

Logistics is – and should be – a part of marketing that is “invisible” to most consumers. It only gets their attention when something goes wrong. At that point, it may be too late to do anything that will keep them happy.

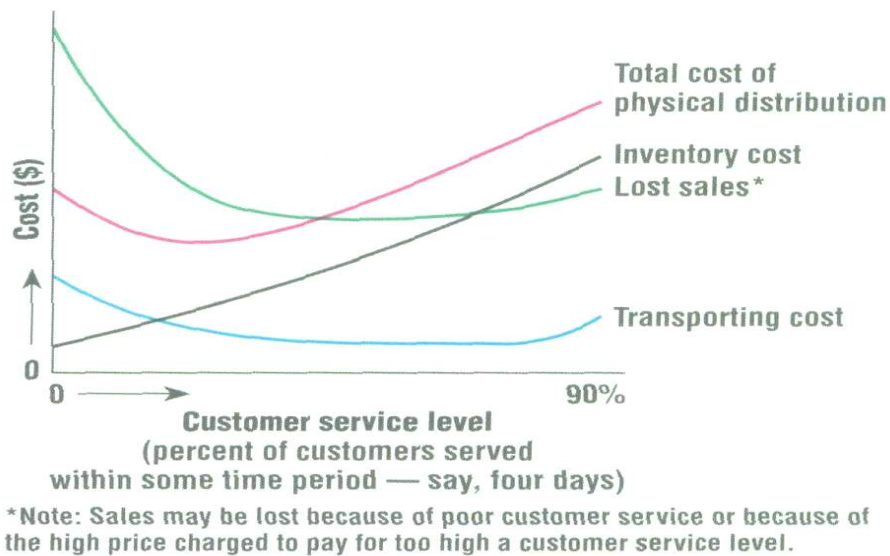
Most customers would prefer very good service at a very low price. But that combination is hard to provide because it usually costs more to provide higher levels of service. So most physical distribution decisions involve trade-offs between costs, the customer service level, and sales.

If you want a new Compaq computer and the computer store where you would like to buy it doesn't have it on hand, you're likely to buy it elsewhere; or if that model Compaq is hard to get you might just switch to some other brand. Perhaps the first store could keep your business by guaranteeing a two-day delivery of your computer – by using special airfreight delivery from the factory. In this case, the manager is trading the cost of storing a large inventory for the extra cost of speedy delivery – assuming that the computer is available in inventory *somewhere* in the channel. In this example, missing one sale may not seem that important, but it all adds up. In fact, Compaq Computer, which recently became the number one producer of PCs, estimates that it lost between \$500 million and \$1 billion in sales 1994 because its computers weren't available when and where customers were ready to buy them. With lost sales like that, you can see why Compaq is working hard to reevaluate the trade-offs it's been making.

Exhibit 1 illustrates trade-off relationships like those highlighted in the Compaq example. For example, faster – but more expensive – transportation may reduce the need for a costly inventory of computers. There is also a trade-off between the service level and sales. If the service level is too low – if products are not available on a timely and dependable basis – customers will buy elsewhere, and sales will be lost. Alternatively, the supplier may hope that a higher service level will attract more customers or motivate them to pay a higher price. But if the service level is higher than customers want or are willing to pay for, sales will be lost.

The important points is that many trade-offs must be made in the PD area. The trade-offs can be complicated. The lowest-cost approach may not be best – if customers aren't satisfied. A higher service level may make a better strategy.

Exhibit 1 Trade-Offs among Physical Distribution Costs, Customer Service Level, and Sales



Split the text into parts and think up appropriate titles for each one.

What single word explains the central idea of each part?

Find the topic sentence in each part, then list the details which support it.

2. *Answer the following comprehension questions.*

1. Can the right channel of distribution ensure that products are available at the right time and in the right quantities?
2. Do companies spend a lot of money on physical distribution activities?
3. Are there any ways to reduce distribution costs?
4. How do you understand the phrase: logisticians need to understand the customer's point of view?
5. What do customers more often prefer: a good service or a low price?
6. What can possibly happen if the service is higher than customers want to pay for?
7. Is the lowest – cost approach the best in the physical distribution concept?

When you have answered the questions, find a partner in your group. Compare your answers and swap the information.

III. Comprehension and Word study

1. *Make whole sentences joining the given parts of them.*

1. Logistics costs are very important ...
 2. More effective approaches in the distribution area ...
 3. Faster – but more expensive – transportation ...
 4. Customers don't care how ...
 5. Logistics is ...
 6. Most customers would prefer ...
 7. Most physical distribution decisions involve ...
 8. The supplier may hope that a higher service level will attract more customers or ...
- a) ... trade-offs between costs, the customer service level, and sales.
 - b) ... may reduce the need for a costly inventory service.
 - c) ... motivate them to pay a high price.
 - d) ... have the potential to save firms.
 - e) ... very good service at a very low price.
 - f) ... to both firms and consumers.
 - g) ... a part of marketing that is “invisible” to most consumers.
 - h) ... a product was moved or stored.

2. *Choose one variant (a, b, c) to complete the sentences according to the text. There is necessary one best answer.*

1. In countries where physical distribution systems are inefficient, _____ face shortage and inconvenient waits for the products they need.
a) customs b) consumers c) logisticians
2. If the service level is too _____ customers will buy elsewhere, and sales will be lost.
a) low b) high c) timely
3. Missing one _____ may not seem that important, but it all adds up.
a) sail b) sale c) trade-off
4. If you want a new computer and the computer store where you would like to buy it doesn't have it _____ , you're likely to buy it elsewhere.
a) by hand b) out of hand c) on hand

5. Customers think in terms of the physical distribution customer service level-how rapidly and _____ a firm can _____ what they – the customers – want.
a) distributional, require b) efficient, move c) dependably, deliver
6. This store can keep your business by guaranteeing two-day _____ of your goods.
a) delivery b) sales c) distribution
7. By using special _____ delivery from the factory you can trade the cost of storing a large inventory.
a) shortage b) warehouse c) airfreight
8. The lowest-cost approach may not be best if customers aren't _____.
a) satisfied b) delivered c) dependable.

3. *Underline the subject group and translate the given sentences.*

1. Production and operations managers are responsible for producing the goods that business needs to sell.
2. Materials requirements planning is a computerized forecasting and scheduling system used by firms involved in assembly operations.
3. Consumer buying behavior is actually a complex mix of thought, decision and action.
4. An American business enterprise system operates within limits set by law and government.
5. A management information system combines procedures and computers to decision makers with regular, timely information.

4. *Find the word the translation of which is given at the beginning of each line.*

- | | | | |
|-----------------|-------------------------------|---|-----------------------|
| 1. distribution | a) распределение | b) доставка | c) логистика |
| 2. inventory | a) поставка | b) техника | c) товары |
| 3. trade-off | a) компромисс | b) сбережения | c) цель |
| 4. to provide | a) продавать | b) покупать | c) обеспечивать |
| 5. sales | a) магазины | b) объем продаж | c) продавцы |
| 6. timely | a) временно | b) своевременный | c) надежно |
| 7. extra cost | a) дополнительные
издержки | b) стоимость
дополнительных
услуг | c) завышенная
цена |

5. *Find the odd word. (Mind the parts of speech, word meanings and usage).*

- | | | |
|-----------------|------------------|-------------------|
| 1. a) inventory | 2. a) ultimately | 3. a) to estimate |
| b) goods | b) timely | b) to count |
| c) things | c) physically | c) to deliver |
| d) sales | d) mainly | d) to calculate |
-
- | | | |
|-----------------|-------------------|----------------------------|
| 4. a) to assume | 5. a) merchandise | 6. a) logistics |
| b) to suppose | b) extras | b) physical distribution |
| c) to think | c) inventory | c) supply chain management |
| d) to store | d) buyers | d) channel of distribution |

6. *Fill in the gaps with a suitable derivative from the word given in brackets.*

Two recently (1. to develop) systems have had a major impact in the areas of material management and inventory (2. to control). Just-in-time (JIT) inventory control permits manufacturers to carry less inventory by using only (3. to supply) who agree to deliver just enough items at the last moment to keep production moving. The Japanese, who (4. invention) the system, call it “kanban”. A problem with JIT is that a machine breakdown can be very (5. to cost) in terms of sales since is no stock of finished goods is maintained. Materials requirement planning (MRP) is a computerized forecasting and scheduling system used by firms involved in assembly (6. to operate). Logistics manager uses MRP to plan the sequential ordering of parts and materials for (7. to manufacture). JIT and MRP are systems that save time and money.

Competition among (8. native) is more intense than ever. One result has been improved productivity. Methods such as JIT and MRP, combined with advanced strategic planning techniques, are pushing up (9. to produce) levels on a global scale. U.S. productivity is not increasing fast enough. The solutions are better management, attention to quality control, and improved education and (10. to train).

7. *Match the beginnings of the sentences (1-6) with the endings (a-f) to make definitions of more key terms.*

- | | |
|---|--------------------------|
| 1. Lead time is the time | <input type="checkbox"/> |
| 2. Procurement is | <input type="checkbox"/> |
| 3. A retailer is a business | <input type="checkbox"/> |
| 4. Customer order cycle time is the time | <input type="checkbox"/> |
| 5. A wholesaler is | <input type="checkbox"/> |
| 6. JIT – just in time is a concept | <input type="checkbox"/> |

- a) customers are prepared to wait for the delivery of their order.
- b) of reducing inventories by co-ordinating the delivery of materials just before they are needed.
- c) it takes to produce and supply a product.
- d) an intermediary between manufacturers and retailers which buys in large quantities and resells in smaller quantities.
- e) that buys products from wholesalers or manufacturers and resells them to the ultimate consumer.
- f) the purchasing of goods (materials, parts, supplies, equipment) required to run an enterprise.

8. a) Translate the following words.

Production, manufacturing, mass production, Just-in-Time (JIT), Materials Requirements Planning (MRP), productivity.

b) Match the terms listed above with their correct definition.

- 1. A system for decreasing inventory by using suppliers who agree to deliver the fewest possible items at the latest possible moment to keep production moving smoothly.
- 2. The total process by which a company produces finished goods or services.
- 3. The actual processes of making products out of materials and parts: literally, creating something by the work of one's hands.

c) Complete the following sentences from the list of words in part A.

- 1. A computerized forecasting system used to plan ordering of parts and materials for manufacturing is _____ .
- 2. _____ is the rate at which goods and services are created.
- 3. Rapid manufacture of large quantities of goods accomplished through division of labour, specialization and standardization is _____ .

9. A Spanish courier company receives a quotation for packing labels and consignment notes. Put the words or phrases into the correct order to make sentences. The first parts have been done for you.

Dear Ana

- 1. **Please find attached** / for three new products / your request / our quotation / according to.
- 2. **Our prices** / annual consumption figures / the basis of / your forecast of / are calculated on.

3. **As requested** / pallets to / we will deliver on / Barcelona or Madrid.
4. **For a** / we can offer you / of 2.5% / contract term of / a discount / at least two years.
5. **In the attached** / all prices / have been listed in / your requirements / quotation sheet / columns according to.
6. **If you have** / me know / any further questions / please let.
7. **We look** / hearing from / forward to / you soon.

Regards
Enrique

QUOTATIONS

When giving a customer a quotation it is necessary to include details on a number of things e.g. prices, discounts, and delivery terms.

Here are some useful phrases for quotations:

Prices

Please find attached our quotation for ...

We are pleased to quote as follows.

We can quote you a gross / net price of ...

The prices quoted above include ...

We can offer you a price of ... per ...

Discounts

We can offer you 10% off the retail price.

We allow a 2% cash discount for payment within 30 days.

Our prices are subject to a 25% trade discount off net price.

We grant a trade / quantity / cash discount of ... % on our list prices.

If your order exceeds 2,000 items, we can offer you a further 10% discount.

Delivery

Delivery can be effected immediately after receipt of order.

As requested, we will deliver on pallets to ...

We would be able to deliver within 10 days of receipt of order.

10. Match the beginnings (1-6) with the endings (a-f) of the sentences.

- | | |
|-------------------------------------|--------------------------|
| 1. For orders exceeding 500 pieces, | <input type="checkbox"/> |
| 2. We grant a cash discount | <input type="checkbox"/> |
| 3. The prices quoted | <input type="checkbox"/> |
| 4. As requested, we | <input type="checkbox"/> |
| 5. Our prices are subject | <input type="checkbox"/> |
| 6. The net price | <input type="checkbox"/> |

- a) will deliver on pallets to Rotterdam.
- b) to a 25% trade discount off net price.
- c) we grant a discount of 5%.
- d) of this article is £25.00.
- e) above include transport charges.
- f) of 3% on our list prices.

11. Give a customer a quotation by email based on the following details.

GPS system 'Road Navigator TX-2300'

Price: \$975.00

more than 10 items: additional 8% discount

price includes 15% VAT

delivery within 6 days of purchase order

12. Read the following short passage and its interpretation on the right. There are 5 mistakes (Vocabulary use) in the English part. Find the mistakes and correct them.

**Оптимизация планирования
закупок товаров при ограниченном
бюджете**

Известно, что основными проблемами при планировании закупок товаров являются ошибки прогнозирования продаж, нерегулярность и случайность спроса, ограниченные финансовые ресурсы и, как правило, большая номенклатура закупаемой продукции. Это требует совершенствования моделей и алгоритмов планирования,

**Optimization of Purchasing
Planning with a Limited Budget**

It is known that basic problems of purchasing planning are errors of sales broadcasting, an irregular and random questionnaire, limited financial resources and, as a rule, large nomenclature of purchase products. Therefore, it needs to increase models and algorithms of planning, application of the

применения методик, ориентированных на автоматизацию расчетов и активное использование современных информационных систем интегрированного типа (ИИС). Мы проанализировали возможности ИИС обеспечивать полномасштабный учет ресурсов компании, а также учет наличия и движения товаров, на основе которого можно оперативно, по мере необходимости, решать задачи бюджетирования закупок, ранжирования и группировки товаров по любому комплексу учетных параметров, прогнозирования продаж на плановый период по каждой номенклатурной позиции.

techniques focused on automation of calculations and active use of modern integrated information systems (IIS). We have analysed opportunities if IIS that can open a full-scale account of resources of a company, and also an account of goods availability and movement on the basis of which it is possible to operatively solve, as required, problems of purchasing budgeting, ranging and groupings of goods on any complex of registration parameters, sales forecasting for the purchased period in each nomenclature position.

13. Put the words in the right order to form a question and answer the questions you'll get.

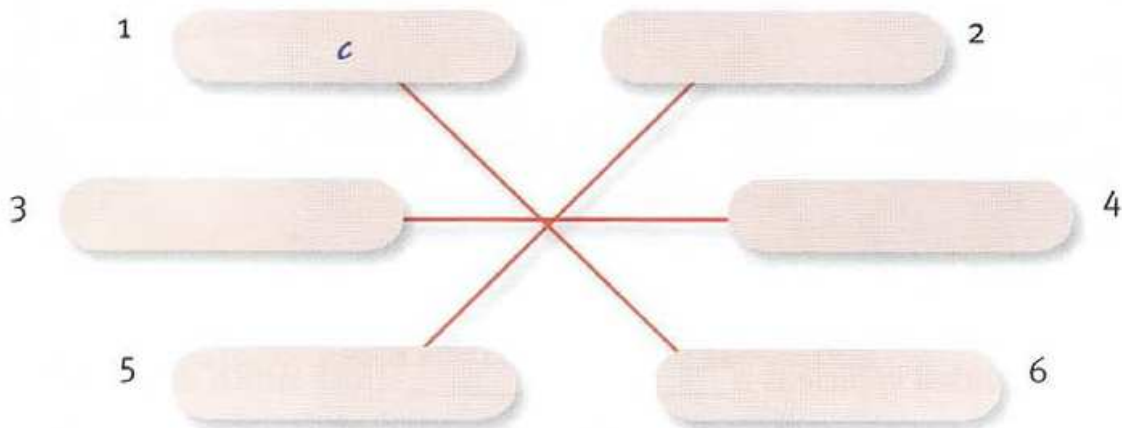
1. logistics, main, what, of, the, is, aim?
2. aspects, the, for, customers, important, physical, what, of, distribution, are, most?
3. vary, firm, to, from, firm, do, costs, logistics?
4. logisticians, company, does, need, every?
5. control, systems, the, what, developed, areas, of, recently, the, inventory, material, and, management, in, two, are?

14. Complete the sentences using the correct active or passive form of the verbs in brackets.

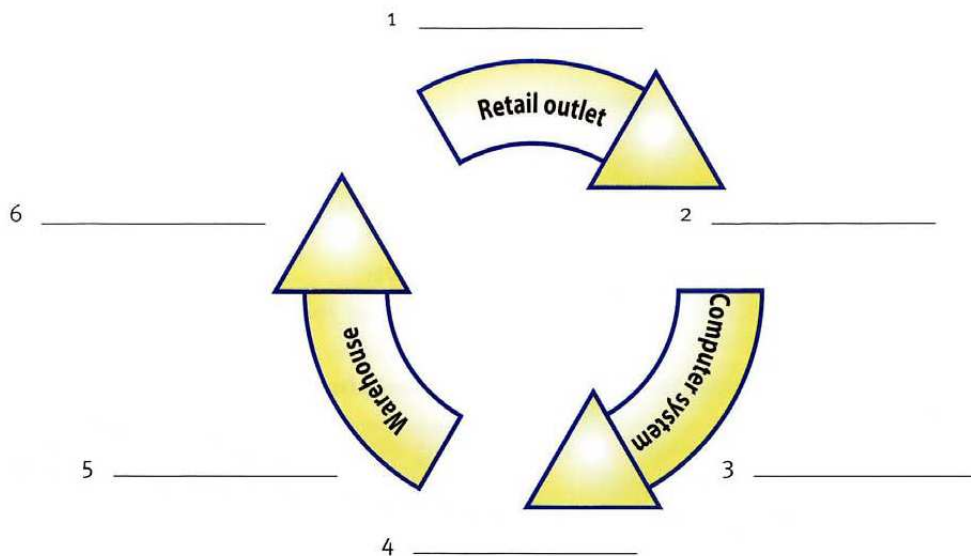
- a) After the unit load _____ (check), it goes into automated storage.
- b) As soon as an appropriate location _____ (identify) by the warehouse management system, a put-away instruction _____ (must, issue).
- c) After the vehicle driver _____ (report) to the gatehouse, the vehicle documentation _____ (check) by staff.
- d) Then the packages _____ (process) i.e. they _____ (may, label) with bar codes.

- e) The goods _____ (check) on unloading.
- f) After that, staff _____ (direct) the driver to an unloading bay or a parking area.

Now put the steps in the goods receiving process in the correct order 1-6.



15. Put the processes described in the presentation about CRP in the correct order.



- a) Orders are generated based on data received from cash register.
- b) Goods are delivered to the retail outlet.
- c) System is activated at the point of sale.
- d) Orders are sent to the warehouse.
- e) Orders are processed.
- f) Sales information is transferred to the CRP computer system.

IV. Speaking Practice

1. Give details to expand an idea into a paragraph.

1. The target markets place requires physical distribution decisions.
2. Logistics costs are very important to both firms and consumers.
3. Customers don't care how a product was moved or stored.
4. Most customers would prefer very good service at a very low price.
5. Many trade-offs must be made in the physical distribution area.

2. Ask your partner some questions about logistics. Note the answers and report to the group.

3. Make a close-to-the-text retelling of the contents.

V. Writing Sections

1. Translate the following text. Use a dictionary if necessary. Give the answer to the question: What helps keep Coke's distribution on target?

COCA-COLA

If you want a Coca-Cola, there's usually one close by – no matter where you might be in the world. And that's no accident. The top marketing executive for the best-known brand name in the world states the objective simply: "To make Coca-Cola available within arm's reach of desire".



In order to meet that objective, Coke works with many and various channels of distribution. But that is merely the start. Think about what it takes for a bottle, can, or cup of Coke to be there whenever you're ready. In warehouses and distribution centers, on trucks, and at retail outlets, Coke handles, stores, and transports over 200 billion servings of soft drink a year.

Getting all of that product to consumers could be a logistical nightmare, but Coke does it effectively and at a low cost. As a point of comparison: a can of Coke at the store costs about the same as it costs you to have the post office deliver a letter.

Fast information about what the market needs helps keep Coke's distribution on target. In the United States, computer systems show Coke managers exactly what's selling in each market; that allows Coke to plan inventories and deliveries. Coke also operates a 24-hour-a-day communications center to respond to the 2 million requests it gets from channel members each year. Orders are processed instantly – so sales to consumers at the end of the channel aren't lost because of stock-outs. And Coke products move efficiently through the channel. In Cincinnati, for example, Coke has the beverage industry's first fully automated distribution center. Forklifts were replaced with automatically guided vehicles which speed up the product flow and reduce labor costs.

Coke's strategies in international markets rely on many of the ideas that have worked very well in the United States. But the stage of market development varies in different countries, so Coke's emphasis varies as well. To increase sales in France, for example, Coke must first make more product available at retail stores; so Coke is installing thousands of soft drink coolers in French supermarkets. In Great Britain, Coke wants to have more inventory even closer to the point of consumption – in consumers' homes. So Coke is urging retailers to carry multipacks and larger packages. In Japan, by contrast, single-unit vending machine sales are very important – so Coke uses a small army of truck drivers to constantly restock its 750,000 vending machines, more per capita than anywhere else in the world. In less-developed areas, the place system is not always so sophisticated. In the Philippines, for example, it's difficult for delivery trucks to reach some small shops in crowded areas. Instead, riders on bicycles equipped with sidecars make deliveries.

Coke is also working to increase fountain drink sales in international markets. As part of that effort, Coke equips restaurants and food outlets with Coke dispensers. Once a Coke dispenser is installed, the retailer usually doesn't have room for a competitor's dispenser. And when a consumer wants a fountain drink, Coke isn't just “the real thing”, it's the only thing. That's why Coke has been installing 1,500 fountain dispensers a year in Taiwan – and that is why its fountain drink sales are growing 60 percent a year.

Some people think Pepsi is beating Coke in the “cola wars” because Pepsi's ads get so much attention. But as this case suggests, who wins the competition will depend on whole marketing strategies – including Place – not just promotion.

JUST FOR FUN

BRAIN FOOD

A regular customer at a local store notices that the owner is very intelligent.

“Tell me, what makes you so smart?” the customer asks.

“Fish heads”, says the owner. “If you eat enough of them, you’ll be absolutely brilliant!”

“And do you sell them here?” asks the customer.

“Only \$5 each”, says the store owner.

The customer quickly buys three. A week later, he comes back to the store and complains that the fish heads taste terrible and that he’s not any smarter.

“You haven’t eaten enough of them”, replies the store owner, so the customer buys ten more fish heads. The next day, he returns and he’s really angry.

“Hey!” he says. “You’re selling me fish heads for \$5 each. I just found out I can buy the whole fish at the market for \$2! You’re cheating me!”

“You see?” says the store owner. “You’re smarter today!”

SUPPLEMENTARY UNIT 1

Using the supply chain to increase sales

This unit describes how Procter & Gamble is using its supply chain not only to improve profits but also to increase sales growth.

BEFORE YOU READ

1. Discuss these questions.

1. In what ways do you think a company producing consumer products can use its supply chain to increase sales growth?
2. What are the benefits to retailers if their suppliers have efficient supply chains?
3. How can deliveries to the distribution centre of a retailer be made more efficient?

READING

1. Read the article and choose the statement that expresses the ideas in the article most accurately.

1. Suppliers need to reduce their supply-chain costs because of increased transport costs.
2. By reducing supply-chain costs, Procter & Gamble (P&G) is achieving higher profits.
3. P&G is using its supply chain to increase sales growth.

ADDING VALUE WITH THE SUPPLY CHAIN

by Jonathan Birchall

1 **A** As the manager in
2 charge of the world's largest
3 supply chain. Keith Harrison
4 believes the time has come to
5 give the business of logistics
6 more credit. The Head of
7 Global Product Supply at
8 Procter & Gamble believes
9 the search for a competitive
10 edge will focus more on
11 supply-chain efficiency as
12 retailers and suppliers battle



13 huge increases in raw material and energy costs. 'Today you have road
14 congestion, you have freight costs, driver shortages, capacity issues.
15 Working capital is at a premium. Competition among retailers and vendors
16 is higher. All of this is putting pressure on having a more efficient supply
17 chain. This is more critical than it has been before'.

18 **B** Since his appointment in 2001. Mr Harrison has been at the
19 forefront of efforts to drive costs from P&G's supply chain, helping the
20 company meet its long-term sales and earnings growth targets, in spite of
21 surging input costs. But he says P&G has also been looking increasingly
22 over the past three years at ways to turn improvements in the supply chain
23 into top-line sales growth. 'We're trying to make the supply chain into a
24 growth engine for the company', he says. 'A lot of the time, supply-chain
25 management is reactive, or passive, cost control. But we think there's also
26 an opportunity for us also to use the supply chain to create top-line growth
27 as well as bottom-line performance'.

28 **C** An effective supply chain helps manufacturers by reducing a
29 retailer's 'out-of-stocks', which in turn prevents lost sales. Those sales also
30 benefit the retailer, while efficient delivery of products to meet demand can
31 also reduce the costs of holding inventory to the retailer.

32 **D** P&G is telling retailers that it should be rewarded for the benefits
33 its supply chain delivers. 'If I do something with my supply chain to reduce
34 my customer's inventories, I want more than just the "supplier of the year"

35 award', he says. 'How do we get that value that we've created at least
36 partially reinvested in growing our business? Do we get sharper pricing,
37 better features, more display, better shelving?'

38 **E** As an example of the potential benefits, Mr Harrison gives the
39 example of a pilot project with Wal-Mart in the US, whose worldwide
40 stores account for 15 per cent of P&G's overall sales. The two established a
41 cooperative relationship in the late 1980s, starting with Wal-Mart's decision
42 to allow P&G and other suppliers access to the customer sales data collected
43 by its Retail Link computer system.

44 **F** Over the past 12 months, a P&G factory in Missouri has been
45 using live sales data from stores not to forecast demand but to schedule
46 replenishment deliveries on a store-by-store basis for a single test product.
47 Rather than shipping the required volume to a distribution centre, where it is
48 then divided up for each store, the shipments are instead prepared at the
49 factory for the right store. When the goods arrive at the Wal-Mart
50 distribution centre, they are moved directly from P&G's truck to the
51 appropriate Wal-Mart truck, with no time in storage. 'It is assembled for a
52 store, and it is just flowing through the system', says Mr Harrison.

53 **G** Kevin O'Marah, a logistics consultant at AMR Research,
54 believes P&G is the first consumer goods company to use the Retail Link
55 data in this way.

2. *Read the article again and answer these questions.*

1. What is Keith Harrison's job, and when did he start it?
2. How big is P&G's supply chain?
3. What pressure are retailers and suppliers under?
4. What is one thing that P&G is trying to do with its supply chain?
5. What else is P&G trying to do with its supply chain?
6. How does supply-chain management usually operate in a company?
7. How can a supplier's effective supply chain help retailers?
8. What does P&G want from its customers if it improves its supply-chain performance and reduces their out-of-stocks and inventory levels?
9. How important a customer is Wal-Mart for P&G?
10. What kind of co-operation do Wal-Mart and P&G have?
11. Is P&G the only company to have access to Wal-Mart's Retail Link data?
12. What is special about P&G's Missouri factory?

VOCABULARY

1. Find words or phrases in the article which fit these meanings.

1. something that gives a company an advantage over others (paragraph A)
2. fight against (paragraph A)
3. extremely valuable and rare, which a lot of people want (paragraph A)
4. in the leading position (paragraph B)
5. rapidly increasing (paragraph B)
6. the way goods are arranged in a store so they are easily seen by customers (paragraph D)
7. a test done on a small scale to see how something works (paragraph E)
8. information about sales, which is current or in real time (paragraph F)
9. replacement of what has been used or sold (paragraph F)
10. put together in a certain way (paragraph F)

2. Use the words and phrases in the box to complete the sentences.

cost control	freight costs	growth targets
inventory	replenishment deliveries	road congestion
sales data	vendors	working capital

1. To keep costs down, it is important for retailers to keep their _____ levels as low as possible.
2. If retailers carry too much stock, they will use a lot of their _____.
3. A more cost-effective way to operate is to schedule _____ on a just-in-time basis.
4. If suppliers have live access to a customer's _____, they can prepare deliveries specially for each store.
5. Suppliers are also known as _____.
6. Delivering goods by truck now takes longer in many countries due to increased _____.
7. With rising oil prices, _____ are also going up.
8. A traditional aim of supply-chain managers is _____, keeping costs down.
9. P&G is using its supply chain to meet sales _____.

3. Complete the chart.

noun	verb	noun	verb
shipment	_____ 1	investment	_____ 6
distribution	_____ 2	replenishment	_____ 7
growth	_____ 3	storage	_____ 8
improvement	_____ 4	competition	_____ 9
delivery	_____ 5	manufacturer	_____ 10

4. Choose the best explanation for each phrase from the article.

1. ‘ ... *capacity issues*’. (line 14)
 - a) problems about the company’s expertise
 - b) problems about production volumes
2. ‘ ... *input costs*’. (line 21)
 - a) costs of materials purchased by a company
 - b) costs of manpower employed by a company
3. ‘ ... *top-line sales growth*’. (line 23)
 - a) increased sales turnover
 - b) better sales of the most profitable products
4. ‘ ... *a growth engine* for the company ... ’ (lines 23-24)
 - a) something that will make the company bigger
 - b) something that will help the company increase sales
5. ‘ ... *bottom-line performance*’. (line 27)
 - a) better sales of poor performing products
 - b) better profitability
6. ‘ ... *sharper pricing* ... ’ (line 36)
 - a) more competitive prices
 - b) more risky prices

5. We often use the passive form of the verb to describe a process.

Put the verbs in brackets into the correct form of the passive.

Rather than shipping the required volume to a distribution centre, where it _____ then _____¹ (divide) up for each store, the shipments _____ instead _____² (prepare) at the factory for individual stores. So, when the goods arrive at the Wal-Mart distribution centre, they _____³ (move) directly from P&G’s truck to the appropriate Wal-Mart truck, with no time in storage. It _____⁴ (assemble) for a store, and it is just flowing through the system.

SPEAKING PRACTICE

1. Imagine you are the supply-chain manager at a consumer goods manufacturer like P&G. Hold a meeting with your customer, a large supermarket chain. Argue for things such as sharper pricing and better display of your products in return for reducing the customer's costs of holding inventory levels because of the efficiency of your supply chain.
2. Give a presentation to the board of your company to explain how using your customers' live sales data can help reduce their inventory levels and at the same time increase sales of your company's products.

SUPPLEMENTARY UNIT 2

The importance of good supplier relationships

This unit looks at the importance of choosing good suppliers for an efficient supply chain.

BEFORE YOU READ

1. *Discuss these questions.*

1. In your view, what are the three most frequent causes of difficulties in supply chains?
2. Do you think it is better to manage the sourcing of components and materials internally (in house) or through external suppliers? Is it the same for all types of products and materials?
3. Many companies use 'just-in-time management', a system which has material and parts arriving just before they are needed.
 - a) Why has it become so popular?
 - b) What are the risks for the supply chain?
 - c) What can be done to minimize them?

READING

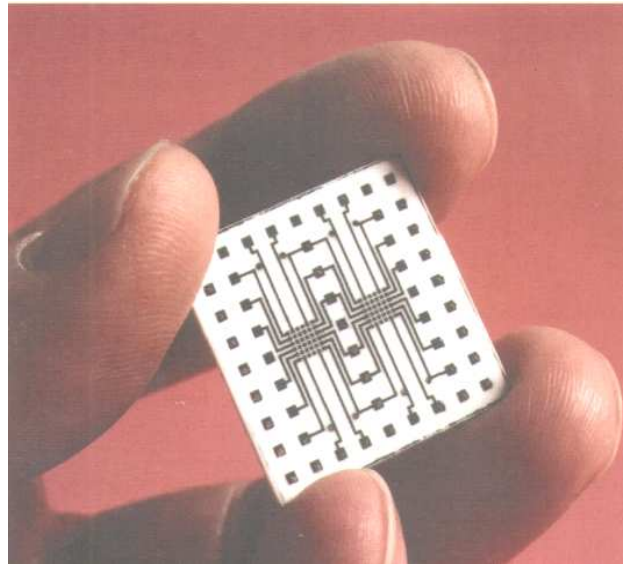
1. *Read the article and answer these questions.*

1. What action did Apple take that caused such a lot of disagreement in the computer world?
2. According to the writer, what are the three most frequent sources of problems in the supply chain?
3. What two trends have made it even more important for companies to avoid delays with supplies?
4. In order to produce high-quality products, what must companies look for in their suppliers?
5. The writer mentions two strategies that companies can choose for sourcing materials and components. What are they?
6. When companies source components through supplier companies, what should they do to increase the chances of success?

AN ALLIANCE THAT CAN SUPPLY A COMPETITIVE EDGE

by Morgen Witzel

1 **A** In 2005, Apple
2 Computers announced an end
3 to its relationship with IBM as
4 supplier of microprocessors
5 for its desktop computers. The
6 naming of Intel, the world's
7 biggest semi conductor
8 company, as its replacement
9 caused controversy within the
10 industry. How well would
11 Apple manage the transition



12 to the new supplier, a process that could take anything up to two years?
13 Would the company be able to achieve the benefits it expected from the new
14 relationship? Most observers were confident that the answer would be yes
15 to both questions, but the move also had serious risks.

16 **B** The developments at Apple are a sharp reminder of the
17 importance of good suppliers, and developing strong relationships with
18 them, in order to ensure continuity and consistency of supply. When supply
19 chains fail to work efficiently, the entire business faces problems.

20 **C** Difficulties with the supply chain typically relate to three
21 issues: cost, quality and timeliness. The first issue is critical: companies
22 organize their supply chains in order to reduce the costs of materials and
23 components as far as possible. But the others – timeliness and quality – can
24 also be extremely important.

25 **D** Given the widespread use of just-in-time management in
26 industrial production, even short delays in the supply of critical components
27 can cause knock-on delays in the production process, in turn reducing
28 profits. Time is also important to customers. Increasingly, they demand that
29 companies respond faster to their needs. Companies that can respond more
30 quickly than the industry average can expect to be twice as profitable as
31 their competitors. They can also expect to grow up to three times more
32 quickly. Obviously, none of this can happen if the company's own suppliers
33 are not equally timely.

34 **E** As for quality, good products can be created only from good
35 materials and components, so choosing suppliers who are committed to high
36 quality is vital. If companies cannot source good-quality components and

37 have them delivered on time, their own products will be late to market and
38 have defects. When this happens, any advantage in terms of price will
39 quickly disappear.

40 **F** In order to establish control in all three areas, managers have
41 two main options for managing the supply process. The first is to manage as
42 much of it as possible in house or through wholly owned subsidiaries. The
43 second is to source components and materials through the market, using
44 supplier companies.

45 **G** Buying components and materials from independent suppliers
46 has become the preferred solution for many companies. But for this to work,
47 it is necessary to build strong partnerships with suppliers. According to
48 Hakan Hakansson, professor at Sweden's University of Uppsala, the most
49 important element in any supply-chain relationship is commitment among
50 those involved. Suppliers and customers must be open with each other and
51 trust each other for the system to function efficiently.

Reading Comprehension.

1. Read paragraphs D-G of the article again and answer these questions.

1. What are the potential consequences for companies when there are short delays in the supply of critical components?
2. According to the writer, what are the potential benefits for a company that can respond to customer needs faster than its competitors?
3. What are the consequences for companies that fail to source good-quality components and have them delivered on time?
4. According to Hakan Hakansson, what three qualities are important for making partnership between companies and their suppliers work?

VOCABULARY

1. Match these words and phrases from the article (1-10) with their meanings (a-j).

- | | |
|--------------------|--|
| 1. controversy | a) relationships between companies who work together |
| 2. transition | b) faults or imperfections |
| 3. continuity | c) happening at exactly the right time |
| 4. consistency | d) strong belief and willingness to do something |
| 5. timeliness | e) continuing over time without interrupts or problems |
| 6. knock-on delays | f) always being of the same standard |

- | | |
|-----------------|--|
| 7. defects | g) a strong disagreement |
| 8. subsidiary | h) a change from one situation to another |
| 9. partnerships | i) a company owned by a larger company |
| 10. commitment | j) when a delay causes several other delays, one after the other |

2. Find words or phrases in the article with a similar meaning.

1. whole (paragraph B)
2. are connected with (paragraph C)
3. very important (paragraph C)
4. extensive (paragraph D)
5. react (paragraph D)
6. obtain (paragraph E)
7. owned completely (paragraph F)
8. honest and not secretive (paragraph G)
9. work (paragraph G)

3. Find two expressions in Exercise 1 that are used to talk about timing.

4. Find three other expressions in paragraphs D and E of the article that refer to timing.

5. Think of at least two other words or phrases you can use to describe a delivery that was late.

6. Use words and phrases from Exercise B to complete this description.

Because our main supplier failed to deliver *o.....t.....*¹, there were serious *k.....-o.....d.....*² at each stage of the manufacturing process. The result was that the new Rimo X₉ was *l.....t.....m.....*³. In company like ours, *t.....*⁴ is of critical importance, so we must take action. Unless they can guarantee more *t.....*⁵ deliveries in future, we will need to find an alternative supplier.

7. Match the adjectives (1-8) with the nouns (a-h) to make expressions from the article.

- | | |
|---------------|---------------------------------|
| 1. serious | a) subsidiary |
| 2. strong | b) delays |
| 3. entire | c) relationships / partnerships |
| 4. widespread | d) quality |

- | | |
|----------------------------|---------------|
| 5. short / knock-on | e) business |
| 6. critical / good-quality | f) use |
| 7. high | g) risks |
| 8. wholly owned | h) components |

8. *Complete these sentences using verbs from the box in the correct form.*

build	cause	have	respond	source
-------	-------	------	---------	--------

- Late deliveries of materials and components can _____ knock-on delays at each stage of the production process.
- Companies will be more profitable if they are able to _____ to customer needs quickly.
- Companies that only _____ components and materials from one supplier are putting themselves at risk.
- _____ good relationships with your suppliers is critical for ensuring consistent supplies.
- Nearly 25 per cent of the products in the last delivery _____ defects.

9. *Find two more phrases in this extract from the article which are used to make comparisons.*

Companies that can respond **more** quickly **than** the industry average can expect to be twice as profitable as their competitors. They can also expect to grow up to three times more quickly.

10. *Use similar phrases to write your own sentences making the case for just-in-time manufacturing.*

- -er / more ... than
- twice / three / four times as ... as
- three / four times more ...

SPEAKING PRACTICE

- What are the benefits and risks of sourcing materials and components through a network of suppliers? What steps can be taken to minimise the risks? Write a short report summarising your views.
- What practical steps can a company take to build strong relationships with its suppliers?
- Write an e-mail to a supply company. You have noticed a small increase in the number of defects in its last two orders. You are also concerned that the last order was late and are worried about the potential impact it could have on your ability to meet orders if this continues.

MODULE 2

УЭ – 1

SALES FORECASTING

I. Vocabulary Work

1. *To check or build up your vocabulary on this subject, look at the words and word combinations listed on this page.*

complementary [ˌkɒmplɪ'mentəri] <i>adj</i>	– дополнительный, добавочный
consumption [kən'sʌm(p)ʃn] <i>n</i>	– потребление, расход
data ['deɪtə] <i>n</i> (pl.) (употр. как sing)	– данные, факты, сведения
to decline [dɪ'klaɪn] <i>n</i>	– уменьшаться, спадать
duration [dju'reɪʃn] <i>n</i>	– продолжительность
estimate ['estɪmət] <i>n</i>	– оценка; смета, калькуляция
to forecast ['fɔ:kə:st] <i>v</i>	– предвидеть, предсказывать
impact ['ɪmpækt] <i>n</i>	– влияние
income ['ɪnkʌm] <i>n</i>	– доход (обыкн. годовой); заработок
judgement ['dʒʌdʒmənt] <i>n</i>	– рассудительность; взгляд, мнение
to match [mætʃ] <i>v</i>	– соответствовать
peak [pi:k] <i>n</i>	– высшая точка, максимум
sale [seɪl] <i>n</i>	– продажа, сбыт; (pl.) распродажа
salespeople ['seɪlz, pɪ:pl] <i>n</i> (pl.) (собр.)	– продавцы
sample ['sɑ:mpl] <i>n</i>	– образец
to shift [ʃɪft] <i>v</i>	– перемещать; менять(ся)
sophisticated [sə'fɪstɪkeɪtɪd] <i>adj</i>	– сложный
stock [stɒk] <i>n</i>	– запас, инвентарь; ассортимент (товаров)
to yield [jɪ:ld] <i>v</i>	– давать (плоды, доход)
variable ['veəriəbl] <i>n</i>	– переменная величина

2. *Choose the synonyms from the second and third columns to the words in the first one.*

1. to forecast	1. maximum	1. influence
2. impact	2. specimen	2. representative

3. sample	3. to move	3. to suit
4. to yield	4. to predict	4. the highest point
5. peak	5. supply	5. reserves
6. to shift	6. effect	6. to plan in advance
7. stock	7. to supply	7. to change for another or others
8. to match	8. to fit together	8. to give forth

3. Complete the sentences choosing between the verbs in each of the pairs. Mind the correct tense form.

to forecast / to foresee
to shift / to move
to match / to suit
to yield / to supply

1. _____ soon or we'll lose the order.
2. That dress _____ you.
3. Who will _____ their needs?
4. The shirt _____ your shoes well.
5. The shares _____ three per cent.
6. No detergent can _____ these stains.
7. He did not _____ that. It was a real surprise, if not magic.
8. It is possible _____ probable future weather conditions calculated from meteorological data.

4. Pick out the words and word combinations matching the definitions. There is one word too many:

certainty; time-series analysis; planning function; forecasting; variable costs; policies; programmed decisions; sample survey, strategic planning.

1. Costs that vary with changes in production. For example, as the number of units produced increases, the amount of material used also increases. Thus, the cost of material used to produce a product would be an example of variable costs.
2. A statistical technique for analyzing the relationship between a specified variable and time.
3. An important element of the planning function that must make two basic determinations: 1) what level of activity can be expected during the planning period and 2) what level of resources will be available to support the projected activity.

4. All managerial activities that lead to the definition of objectives and to the determination of appropriate means to achieve those objectives.
 5. Guidelines for managerial action that must be adhered to at all times. (The purpose of ... is to achieve consistency and direction and to protect the reputation of the organization).
 6. A condition in which the decision maker knows the outcome of carrying out each alternative under consideration.
 7. Routine and repetitive decisions for which the organization has developed a procedure.
 8. Collection of data from a limited number of units that are assumed to be representative of the entire group.
5. *Complete the text below by filling each numbered gap with one of the following words. Before fulfilling the task, make sure you know all of them.*
- decisions, planning, forecast, sales, approaches, marketing, logistician

COMPANY SALES FORECASTS

A firm may wish to forecast company sales of a specific item (such as regular-size Tide), a brand (Tide), a product line (Procter & Gamble detergents), or total company sales (all Procter & Gamble sales).

Forecasts at the item level are generally most useful for 1 related to production scheduling and to the transportation of goods to distributors. Forecasts are the highest level of aggregation, company sales, are most useful for overall company financial 2 . From a marketing strategy and planning perspective, the most important forecasts are those that focus on brand 3 or product-line sales because 4 decisions are most often designed to influence sales at these levels of aggregation. However, not all forecasting 5 are equally useful for marketing decision making. That is, even when brand or product-line sales are being forecasted, the 6 work usefulness of the forecast will depend on the type of approach used to develop the 7 . When one concern is simply to get the best estimate of expected sales, time-series analyses are generally used.

6. *There are many ways to describe changes. This test looks at several alternatives.*

DESCRIBING TRENDS

A. Choose words from the box which are the opposite to each of the following words.

decline	decrease	escalate	expand	fall
get worse	go down	improve	peak	

rise / fall

increase / _____

go up / _____

climb / _____

shrink / _____

deteriorate / _____

get better / _____

collapse / _____

hit bottom / _____

B. Match each word or phrase (1-9) to one of the graphs below (a-i).

Look at the line between the two crosses.

1. decline to nothing

6. recover

2. collapse

7. increase steadily

3. stay the same

8. fluctuate

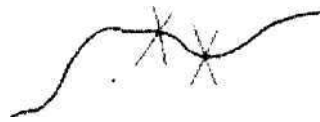
4. reach a peak

9. rise slightly

5. edge down



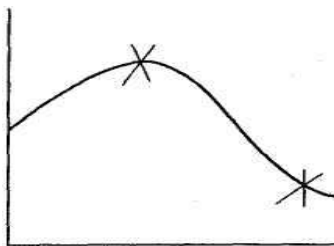
a



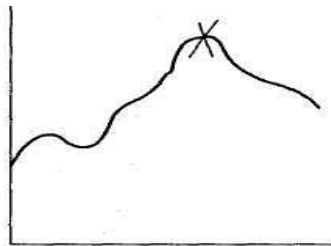
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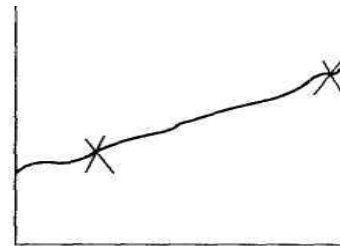
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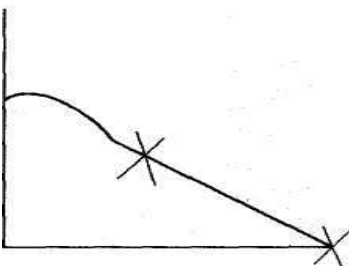
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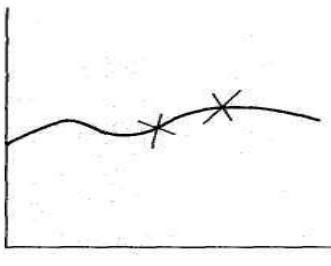
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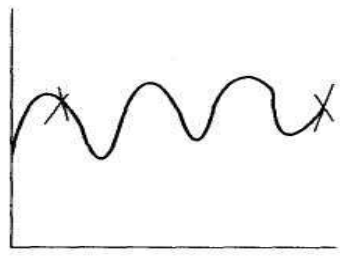
f



g



h



i

1	2	3	4	5	6	7	8	9
g								



Notice the use of prepositions after verbs to indicate trends, e.g. *increase, rise, go up, decrease, fall, drop, go down.*

- increase *by* more than 20 per cent the remuneration payable (difference)

- increase *to* £ 40,000 the remuneration payable (final level)

Note: **remuneration** means financial reward, or payment, e.g. **remuneration package**. A remuneration package may consist of a basic salary plus various **perks** (additional rewards) such as accommodation, car, insurance, holidays, transport costs, etc.

II. Reading Comprehension

1. *Read and translate the following text. Use a dictionary if necessary.*

SALES FORECASTING

Sales forecasts are estimates of future levels of demand. These market measurements can have a tremendous impact on all functional areas of an organization because they are used in making a number of different decisions.

Logisticians currently use four methods to forecast future events.

1. Hunches. Estimates of future sales can be based on past sales data, comments by salespersons and customers, and instinctive reaction to the general state of affairs. This approach is relatively cheap and usually effective in firms whose market is stable or at least changing at a predictable rate.

2. Market survey. Estimates of future sales can be based on the opinions customers express to the organization's salespeople. More sophisticated statistical sampling techniques yield more refined information; the forecaster can specify both the range of projected sales and the degree of confidence in the estimates.

3. Time-series analysis. Estimates of future sales can be based on the relationship between sales and time. The movement of sales over time is affected by at least three factors: seasonal, cyclical, and trend. This means that a firm's sales can vary in response to seasonal factors, to cycles common to

business activity generally, and to trends of long duration. The management of a brewery knows that peak sales occur during the summer months. But it also is aware of the cyclical nature of beer consumption, as beer drinkers shift to liquor when their incomes increase and shift back when their incomes decline. For long-term planning, the manager also must know something about the trend in beer consumption. Consumer preferences change with time and with the introduction of new products.

4. Econometric models. These allow a forecaster to evaluate the impact of a number of variables on sales. Even though these techniques are the most sophisticated of the methods, they offer no hope for the elimination of all uncertainty; management judgment is still needed. The econometric approach begins with the identification of those variables that effect the sales of the firm's products. Among the obvious variables are price, competing products, and complementary products. Variables such as the age of existing stocks of the goods, availability of credit, and consumer tastes are less obvious.

Measurements of these variables are obtained for previous years and matched with sales of the product for the same years.

No perfect method exists for forecasting future sales. Hunches, market surveys, time-series analysis, and econometric models provide estimates that may or may not be reasonable, and they can be no better than the information that goes into them. As technological breakthroughs in information processing occur, we can expect sales forecasts to become more accurate and consequently be better guides for planning. At present, however, forecasting requires a great deal of managerial judgment.

2. Answer the following comprehension questions.

1. What is the basis for saying that planning is the essential logistical function?
2. Why is it important when forecasting future events to utilize both qualitative (e.g., hunches, gut feeling, experiences) and quantitative (e.g., time series) methods? Are there occasions when one method is clearly superior to the other?
3. Explain why planning systems should be revised?
4. Which methods of forecasting are currently used by logisticians?
5. Which method would you use in your work and why?
6. Which factors in your opinion influence the accuracy of forecasting most: education, experience, intuition, others?

III. Comprehension and Word Study

1. Find the words and expressions in the text that mean:

1. information
2. to be influenced by
3. to change
4. to know
5. to rise
6. to deteriorate
7. flawless
8. a lot of
9. to happen
10. before going
11. to be hopeless
12. omitting

2. Combine the words from the column on the left with the suitable words from the column on the right adding an article or preposition where necessary. (Reproduce the context in which these word combinations were used).

to forecast reaction	impact
to change	measurements of variables
to evaluate	estimates
to obtain	forecasting
to provide	past sales data
to be applicable	predictable rate
to be based	general state of affairs
	future events
	time
	consumption

3. Point out parts of the text which mean the same as the sentences below.

1. Future sales forecasting is possible with the help of past sales data.
2. Logistician personal estimates are of some importance while forecasting sales volume.
3. Customers express their opinion to the organization's salespeople.
4. In the future sales forecast will be more accurate.
5. Price is never stable.
6. The movement of sales depends on many factors.

4. In this exercise you must choose the word or phrase which best completes each sentence. Indicate a, b or c against the number of each item 1 – 10 for the word or phrase you choose.

1. In _____ the implications of a sales forecast, logisticians should be fully aware of both the sensitivity of forecast results to slight changes in forecast assumptions or techniques and the costs of forecasting.
a) forecasting
b) shifting
c) evaluating
2. If several techniques give essentially the same results, the _____ of a forecast should be greater.
a) reliability
b) responsibility
c) representation
3. To be useful in planning, _____ should be stated in measurable terms and should relate to significant organizational performance determinations.
a) activities
b) objects
c) objectives
4. Statistical forecasts are less reliable when forecasting _____ by sales territory or customer segment.
a) supply
b) demand
c) offer
5. Company sales forecasts _____ be developed at more than two levels.
a) cannot
b) have
c) should
6. As a general rule, time-series analysis is most useful when market forces are _____ within the forecasting horizon.
a) relatively stable
b) not stable
c) unpredictable
7. When environmental changes can be expected to create a shift in the historical pattern of sales, then time-series analysis is likely to prove _____.
a) sophisticated
b) satisfactory
c) unsatisfactory

8. Logisticians should sometimes rely on the judgment-based _____ of field sales personnel to develop detailed forecasts.
- a) estimates
 - b) calculations
 - c) numbers and figures
9. All the planning in the world does not help an organization realize objectives if plans cannot be _____ .
- a) forecasted
 - b) implemented
 - c) shifted
10. The most sophisticated approach of sales volume forecasting is _____ .
- a) econometric models
 - b) hunches
 - c) market survey

5. *Match the columns of the table below. To enrich your vocabulary translate all the words you come across in this exercise.*

MARKET MOVEMENTS

go down fall decline drop	affect favorably
rise raise jump go up	fluctuate
remain stable hold firm equilibrium	decrease
erratic movements	increase
grow extend	contract
shrink dwindle	expand
deteriorate get worse	remain steady
improve get better	affect adversely

6. Change the words in brackets to complete the sentences below.

1. Profit could be described as the _____ between the value of the business at the part of a trading period and the value of the business at the end of that period. (differ)
2. He did not want to make a _____ immediately. (decide)
3. It is a legal _____ that proper financial records are kept and the basic principle is to record every single transaction. (require)
4. Generally I do not have difficulty in making _____. (decide)
5. We have a team of 15 people who are responsible for making sure that the quality and _____ of the products are as high as possible. (reliable)
6. I definitely think we should speed up the _____ of Plan A. (implement)
7. He took part in this _____. (move)
8. First of all, we have to _____ who should be in the chair. (decision)
9. He is the only person here who can _____ the situation properly. (analysis)
10. We must _____ for the next stage of the project. (planning)

7. Fill in the missing words in the table.

	Verb	Personal noun	General noun	Adjective
1	manage			
2			analysis	
3				organizational
4		decision-maker		
5			production	
6				competitive
7			logistics	

- 8. In this exercise you'll find an English passage and its Russian translation. One of the sentences in English version is correct. All the others have mistakes in them. Change the sentences so that they are all correct.**

Каждый человек должен регулярно следить за окружающей обстановкой для того, чтобы собирать информацию о происхо-	Every person have to examine the environment in order to gather information about changes, opportunities and problems arising.
--	--

дящих изменениях, воздействию на него этих изменений и о возникающих проблемах. Человек должен быстро реагировать на изменения и добиваться восстановления стабильности. Процесс определения личных и организационных задач, поиск правильных решений относятся к планированию.

Рациональный процесс принятия решений состоит (1) в исследовании ситуации. Это означает собственно выявление проблемы, диагностику причин и идентификацию целей, которые предстоит выполнить. На втором (2) этапе выявляются альтернативные решения, но их пока не оценивают. На третьем (3) этапе сопоставляют между собой существующие альтернативы и выбирают лучшую из них. В результате (4) предстоит внедрить разработанный план, проследить за его внедрением и сделать необходимую корректировку.

His or her responses must be quick and must result in a return to stability. The process of determining the personal or an organizational objectiveness and deciding how to achieve them constitutes planning.

The rational decision-maker process is (1) to investigation the situation. That is to define the problem, to diagnose causes, to identify decision objectives. The third (2) stage is to develop alternatives, but not to evaluate already. The third (3) stage is to evaluation alternatives and to select the good ones of the available. And firstly (4) one should implement his plan, to monitor implementation and make necessary adjustments.

9. Sales forecasting is based on a variety of estimates, depending on the product or service concerned and the market involved.

Below is part of a report by Michelle Cardot, the Marketing Manager of Fastrail Ltd. Put the five parts of the report in the correct order.

SALES FORECASTING

1. The sales forecaster interviews sales staff, sales managers and senior management. Talking with experts and analyzing figures from previous years helps to show trends, the relationship between price and demand, and any seasonal variations. The forecaster also considers the effects of advertising, or changes in the market. For example, if new competition arrives or old competitors disappear.

2. Sales forecasting

Sales forecasting is an attempt to estimate the level of regular business. It includes existing contracts, the typical volume of sales to regular customers, typical volume of non-regular business and an estimate of the volume of new business.

3. Sales volume will be affected by the effectiveness of advertising and other promotional activities, the quality of the sales force, past sales volume and any seasonal influences.
4. Pricing policy is affected by market conditions, competition, economic climate, industrial conditions and organizational cost structure.
5. Factors affecting sales forecasting include pricing policy and sales volume.

10. FORECASTS

Choose from the words in the box to complete the sentences. The first has been done for you.

net	market	loss	cash-flow	capital
sales	overheads	expenditure	gross	profit

1. The forecast which predicts how much money will be gained by a business is called the profit forecast.
2. The forecast which predicts how much money will be lost by a business is called the _____ forecast.
3. The forecast which predicts how much money will be received or spent by a business is the _____ forecast.
4. The forecast which predicts where most sales will be made, and what their value will be, is the _____ forecast.
5. The forecast which predicts how much the company will sell is the _____ forecast.
6. The forecast which predicts how much money will be spent by the company is the forecast of _____ .
7. The forecast which predicts how much money is needed to start up a business or to increase its wealth is the _____ forecast.
8. The forecast which predicts how much money the company will earn before tax is paid is the _____ profit forecast.

9. The forecast which predicts how much money the company will earn after tax is paid is the _____ profit forecast.
10. The forecast which predicts how much money the company will have to spend on salaries, heating and lighting, rent, etc., is the forecast of _____ .

IV. Speaking Practice

1. *Read the beginning of the following dialogue and proceed on your own using the key words as props: supply, demand, forecast methods, risks, costs.*

David Hook is in Minsk, Belarus. He wants to set up a new branch of Whitegate Computer Services in Minsk. He is at business meeting now. A Belarussian business associate Igor Savich asks him a few questions.

I. Savich: So, Mr. Hook, tell us exactly what products you want to sell here.

D. Hook: Well, we want to sell not only our computers with our software programmes but we also want to sell our services. We have the technology and know-how to help any business create software programmes that specifically fit their needs. If they need an accounting programme or a supply or demand forecast programme we can help.

I.: O, I see. Can you dwell on this programme a bit now?

D.: Well, supply is an amount or quantity of the product that you have in stock. Demand is the quantity of your product that consumers will buy. A supply and demand forecast programme would help you analyse the existing market and current trends in the market. It would then give you a prediction as to how large the demand for your product will be and subsequently how large your supply will have to be.

I.: Ok. Thank you. It is very clear now. I have another question then.

2. *Comment on the following.*

A manager is overheard saying, "Plan? I never have time to plan. I live from day to day just trying to survive".

3. *Several companies are experimenting with programs that shift most of the responsibility for planning to the lower levels of the organizations. Discuss possible advantages and disadvantages to be realized from such programs.*
4. *The U.S. Hispanic population has recently been increasing at four times the rate of the overall population growth. As a bottler of sugared colas, you know that the Hispanic market consumes 65 percent more colas per capita than general population. How would this information be useful to you in determining the market potential for soft drinks? Would it affect your decision to use either time series or multiple methods in your sales forecast? Why?*
5. *In an industry sales forecast is needed for each of the following products, for which product will a time-series approach be the most appropriate?*
 - a) *Automobiles*
 - b) *Laundry detergent*
 - c) *Baby food*

Extend your answer to the volume of independent monologue utterance.

6. *Experiential Exercises.*

THE IMPORTANCE OF THE PLANNING FUNCTION

Purpose

The purpose of this exercise, which requires some out-of-class homework to prepare the answers, is to emphasize the importance of planning in organizations in various industries.

The Exercise in Class

1. *Every person in the class should be assigned the same organization from the following list and answer these questions:*
 - a) What events in the organization's environment should be considered in developing a strategic plan for the successful achievement of objectives?
 - b) How likely are important events to occur? That is, what is the probability of an event (e.g., energy shortage, shortage of qualified job candidates, increase or decrease in demand, increase or decrease in competition)?

- c) How can managerial planning improve the organization's chances of surviving the occurrence of positive and/or negative events cited in your answer to b)?

The organizations for the exercise:

General Motors Corporation	Taco Tico, Inc.	Wells Fargo & Co.
Standard Brands Paint Company	Pacific Stereo	Revlon, Inc.
Walt Disney Company	Levi Strauss & Co.	Honeywell, Inc.
General Mills, Inc.	Sears, Roebuck & Co.	Volvo North America Corporation

2. *After each student completes the first part of the exercise, the teacher will form groups of four to six students. Each group will be assigned a different organization from the preceding list.*
3. *Your group should answer questions a, b, and c and report your answers to the class.*

The Learning Message

This exercise will show that some organizations need planning more than others because of the events they must deal with in the environment.

USING THE ELEMENTS OF PLANNING IN YOUR OWN LIFE

Purpose

The purpose of this exercise is to apply the elements of planning to your own life.

The Exercise in Class

Every person in the class should apply the four major elements of planning to a personal situation and answer the following questions:

1. What one important *objective* would you like to achieve in the next six months? It may be a personal objective pertaining to weight loss, exercise, caloric intake, diet, grade point average, major purchase, or personal relationship. Or it may be a professional objective such as a promotion, pay raise, or income level. Make sure you adhere to such criteria as time frame and measurement, discussed in the chapter.

2. What specific *actions* (strategies and tactics) do you intend to undertake to achieve your objective?
3. What *resources* will be required for you to achieve your objective? Remember to also include nonmonetary resources such as time, effort, and other people.
4. How do you intend to *implement* the actions you have decided to take to achieve your objectives?

The teacher will randomly select members of the class to present their plans. Other members of the class should make sure the presenters have adhered to the basic elements of planning discussed in the module.

The Learning Message

The purpose of the elements of planning is to provide a blueprint for management action. This exercise should illustrate the benefits of formal planning (for individuals as well as for organizations).

ARE YOU RECEPTIVE TO CHANGE?

Purpose

The purpose of this exercise is to help students determine how open- or closed-minded they are to change.

The Exercise in Class

1. Take a few minutes and complete the questionnaire in Exhibit 1. Circle one response for each question that best reflects your opinion. There are no right or wrong answers.
2. Go to Exhibit 2 for the scoring format. Add your score up and answer the question: Are you open- or closed-minded? Compare your scores with others in the class. How do your results match your self-image of your willingness to accept change?

Exhibit 1 Questionnaire: Are You Receptive to Change?

Statement	Agree Very Much	Agree in General	Agree Somewhat	Disagree Somewhat	Disagree in General	Disagree Very Much
1. The main thing in life is for a person to want to do something important.	1	2	3	4	5	6
2. Most people don't care about others.	1	2	3	4	5	6
3. Most ideas found in the press are worthless.	1	2	3	4	5	6
4. Compromising with Russia is dangerous.	1	2	3	4	5	6
5. Our way of living and doing business is proven and should be the world model.	1	2	3	4	5	6
6. I would love to become a famous person like Einstein.	1	2	3	4	5	6
7. The United States and the former Soviet Union countries have nothing in common.	1	2	3	4	5	6
8. Freedom of speech is generally great, but some restrictions should be placed on radical groups.	1	2	3	4	5	6
9. I become very angry when a person refuses to admit he or she is wrong.	1	2	3	4	5	6
10. I would like to find someone to tell me how to solve my personal problems.	1	2	3	4	5	6
11. It is best to reserve judgment about what's going on until one hears the opinions of respected people.	1	2	3	4	5	6
12. Most people don't know what's good for them.	1	2	3	4	5	6

Exhibit 2

Scoring Format: Are You Receptive to Change?

Response	Number of Responses ×	Weight =	Score
(1) Agree very much	_____	+ 3	_____
(2) Agree in general	_____	+ 2	_____
(3) Agree somewhat	_____	+ 1	_____
(4) Disagree somewhat	_____	- 1	_____
(5) Disagree in general	_____	- 2	_____
(6) Disagree very much	_____	- 3	_____

Total score

Interpretation: A high score indicates a tendency to resist change because of fixed or rigid attitudes. A rigid person is called closed-minded. The most rigid person would have the highest score: +36. A totally open-minded person will score a -36.

The Learning Message

Resisting change is almost a fact of life. The way a person thinks indicates how resistant to change he or she will be when faced with changes in structure, technology, and personnel. This exercise provides some insight into a person's openness toward change.

V. Writing Section

1. Read the words to the text and their translation. Try to memorize them. It will definitely help you grasp the main idea the details in the following text.

error	– ошибка
value	– стоимость, цена; оценка; величина, значение
excess	– избыток, превышение
to delay	– отсрочивать, задерживать
shipment	– груз, партия товара

to outweigh	– превосходить, перевешивать
revenue	– годовой доход
assumption	– предположение, допущение
layoff	– приостановка / сокращение производства
price cut	– снижение цен
cash	– деньги; наличные деньги
capital	– состояние, капитал
obsolescence	– устаревание
goodwill	– ценность фирмы (определяющаяся ее клиентурой, репутацией)
overtime	– плата за сверхурочную работу
capacity	– мощность; производительность
to bottleneck	– создавать затор / пробку

2. Translate the following text. Use a dictionary if necessary.

THE COSTS OF FORECAST ERRORS

If a sales forecast has a large standard error (a wide range of possible values), logisticians should consider the costs of overestimating and underestimating demand. There are different kinds of consequences associated with overestimating and underestimating company sales. For some firms, the cost of holding excess inventory may be extremely high (perhaps because the product is perishable) while the amount of sales lost because of delayed shipments is very low (perhaps because the company has loyal customers). Accordingly, if a firm is in that situation, logistical management will be more willing to risk underestimation than overestimation. This is because the cost of excess inventory resulting from excess production will outweigh the lost revenue from an inadequate level of production. To illustrate the point, assume that a logistician has been given a company sales forecast of 200.000 units with a standard error of 10.000 units. In using this information, the logistician may choose to plan around a level somewhat lower or higher than 200.000. But, if the cost of holding excess inventory may be very high and the costs of overestimation are greater for that firm, logisticians will probably want to base decisions on a forecast that is more conservative than 200.000 units.

In sum, logisticians must recognize that sales forecasts are only estimates and are based on certain assumptions. By being aware of these assumptions and the nature of the risks associated with forecast errors, logisticians should be able to make better judgments on how to use the forecast.

Possible Results of Company Sales Forecast Errors
Results of Overestimation

Excess capacity wading to layoffs, loss of skilled labor.

Price cuts or additional marketing expenses to move product.

Distributor ill will because of excess distributor inventories.

Inventory costs:

Cash flow problems and cost of capital tied up in finished goods, components, raw materials.

Technical obsolescence or damage.

Storage or warehousing cost.

Results of Underestimation

Lost sales or customer goodwill.

Overtime costs.

Costs of expediting shipments.

Reduced quality control due to reduced maintenance of machinery at full production capacity.

Production bottlenecks due to lack of materials and parts.

3. Read the text once again. Find the topic sentence, then list the details that support it.

4. Explain the following notions in writing:

- Time-Series Analysis
- Variables
- Forecast

5. Give English interpretation of the following Russian passage.

Очень часто в отчетах или других рабочих документах бывает необходимо описать существующие тенденции. Для того, чтобы проиллюстрировать свои выводы, люди используют графики и таблицы. В таблицах информация представлена в легко доступной форме. Ключ к пониманию таблиц состоит в том, чтобы прочесть ее название и текст в колонках. Эти пояснения плюс сноски, если они есть, помогут вам разобраться в том, что означают цифры в таблицах. Сами по себе без пояснений цифры ничего не означают.

SUPPLEMENTARY UNIT

Managing changes in demand

This unit looks at the challenge of dealing with unexpected increases in demand and suggests ways companies can manage it.

BEFORE YOU READ

1. Discuss these questions.

1. What can cause temporary increases in demand for retail products? Which are predictable, e.g. a national holiday period? Which are unpredictable, e.g. unexpected popularity of a new toy or gadget?
2. What are the consequences if a company isn't able to deal with sudden changes in demand for its products, e.g. product shortages, obsolete stock?
3. What can a company do to make sure its supply chain can handle variations in demand?

READING

MAKE SURE YOU HAVE YOUR CHRISTMAS STOCK IN



by Alison Maitland

A Every year at Christmas, much-advertised products disappear from the shelves long before most people have done their Christmas shopping, leaving consumers disappointed and frustrated.

B Forecasting the right quantity of a product and getting it to the right place at the right time is a tough challenge for businesses, especially when the item is new. 'It is the exciting products that are hard to forecast', says Martin Smith. Head of the Manufacturing Industries Practice at PA Consulting.

C The continuation of pre-Christmas sell-outs, despite the use of sophisticated forecasting tools, has led to suspicions that companies ration the supply or even withhold 'must-have' goods to create interest among consumers. PA Consulting's Martin Smith thinks this is unlikely. 'If

18 companies run out of stock, it won't help them maximise the profits they can
19 make from a new product'.

20 **D** But Yossi Sheffi, Director of Massachusetts Institute of
21 Technology's Centre for Transportation and Logistics, says it is not unusual
22 for companies to announce expected shortages when launching a new
23 product. 'People want more of something that scarce. Most manufacturers
24 will give newspapers these stories because they increase demand and help
25 future sales'.

26 **E** But the danger is that actual shortages, especially in the period
27 up to Christmas, will alienate customers, as well as lose potential sales.
28 Another risk of running out of a 'must-have' product is that when supplies
29 start again, the fashion may have passed. This can leave companies with
30 unwanted stock.

31 **F** Getting stock levels right is not so much about perfecting
32 forecasts as about building flexibility into the supply chain. Where possible,
33 that means broadening the supply base so that manufacturers can step up
34 production quickly in different locations, and use components from different
35 sources.

36 **G** According to Professor Sheffi, one example of this kind of
37 multi-sourcing is Hewlett-Packard. HP makes Deskjet printers for North
38 America in plants in Vancouver and Singapore. Vancouver is more flexible
39 and closer to the market, but more costly. So HP gives stable, high-volume
40 production to Singapore and uses Vancouver to meet temporary surges in
41 demand.

42 **H** Agreeing flexible contracts with suppliers is another solution
43 that enables companies to increase or decrease production rapidly. Jabil
44 Circuit, a US electronic manufacturing services company, requires suppliers
45 to be able to boots deliveries by 25 per cent with a week's notice, and by
46 100 per cent with four week's notice.

47 **I** Forecasting can be made more accurate by collecting together
48 predictions of customer demand across a wide region rather than responding
49 on a store-by-store basis, according to Professor Sheffi. By using common
50 components in different products, companies can also put together their
51 forecasts for these products to give a more accurate picture of demand for
52 the parts.

53 **J** A responsive supply chain depends on good communication
54 between all its participants. In companies that do this well, there is a free
55 flow of information, says Professor Sheffi. 'For example, Toyota displays
56 continuous production reports in its plants, and Dell updates managers
57 hourly on production'.

VOCABULARY

1. *Match these words and phrases from the article (1-10) with their meanings (a-j).*

- | | |
|-----------------------|---|
| 1. forecasting | a) cause to dislike |
| 2. sell-outs | b) not easy to find or obtain |
| 3. ration | c) sourcing from a lot of different suppliers |
| 4. withhold | d) predicting future demand |
| 5. run out (of) | e) control the supply of something |
| 6. scarce | f) when products have sold so well that there are none left |
| 7. alienate | g) information given in advance about when something is happening |
| 8. must-have products | h) use up all of something |
| 9. multi-sourcing | i) products that everybody wants |
| 10. notice | j) deliberately keep something back |

2. *Find five words from Exercise 1 used for talking about product shortages.*

3. *Organise the words from Exercise 1 into three groups: nouns, verbs and adjectives.*

4. *Which word in Exercise 1 has the same meaning as in short supply?*

5. *Complete these sentences using words from Exercise 1.*

1. By creating the impression that 'must-have' products are _____, companies hope to increase interest and push up demand.
2. When launching new products, there is a suspicion that companies like Apple deliberately _____ or even _____ stock as a way of stimulating demand.
3. The risk of _____ _____ of stock is that customers will get frustrated and buy a competitor's product.
4. Product shortages can quickly result in empty shelves and complete _____ - _____.
5. Because sales were higher than expected, the new LX40 was _____ _____ _____ until production could be increased.

6. *Find words in the article with the same meaning to replace the words in italic in these guidelines.*

1. It's important that you are able to increase or *reduce*^a production *quickly*^b, so make sure you negotiate flexible contracts.

2. When choosing suppliers, make sure they are able to *increase*^a deliveries to meet sudden *increases*^b in demand.
3. *Extending*^a your supply base is also a good idea. It will enable you to *increase*^b production *fast*^c in different locations and use components from different sources.

7. Think of at least two other.

1. nouns for expressing the idea of an increase or decrease.
2. verbs for expressing the idea of increasing or decreasing something.
3. adverbs for describing the rate or speed of change.

8. Find adjectives in the article which mean the same as these words.

1. correct (paragraph B)
2. difficult (paragraph B)
3. advanced (paragraph C)
4. real (paragraph E)
5. nearer (paragraph G)
6. expensive (paragraph G)
7. exact (paragraph I)
8. shared (paragraph I)
9. quick to react (paragraph J)
10. unrestricted (paragraph J)

9. Find another noun in paragraph I which means forecasts.

10. Complete these sentences using the prepositions in the box.

at	by	from	in	in	of	on	to	to	up	with
----	----	------	----	----	----	----	----	----	----	------

1. Forecasting demand correctly and getting products _____^a the right place _____^b the right time are challenges all companies face.
2. Manufacturers need sophisticated forecasting tools to predict unexpected increases _____^a demand, especially _____^b the period _____^c Christmas.
3. Make sure suppliers have the capacity to handle increased demand as part _____ normal service.
4. Choose flexible suppliers, for example those who are able to increase deliveries _____^a 25 per cent, _____^b just a few week's notice.
5. Increase your supply base so that you buy components _____ different sources.
6. Forecasting demand correctly depends _____ having the right forecasting tools.

Reading Comprehension.

1. *Read the article and choose the best option to complete each statement.*

1. Forecasting demand is especially difficult for *all products at Christmas / new products that become very popular.*
2. According to the write, shortages of ‘must-have’ products are common at Christmas because manufacturers *underestimate demand / deliberately restrict stock to get interest.*
3. The writer *doesn't see / sees* product shortages as a serious risk for companies.
4. The best way for ensuring companies have the right stock levels to meet demand is *more accurate forecasting / making their supply chains more flexible.*

2. *The article offers four main solutions for dealing with increases in demand. In what order are they mentioned?*

- a) Better communication of information between everyone in the supply chain
- b) Supplier contracts with guarantees to increase production at short notice
- c) Increasing the number of suppliers
- d) More accurate forecasting for a better picture of demand for components

3. *Read the article again and answer these questions.*

1. According to the article, what are three risks for companies associated with product shortages?
2. Why does Hewlett-Packard have two different plants for making Deskjet printers for the US market?
3. How much advanced warning must Jabil Circuit give its suppliers if they need to increase production by a) 25 per cent? b) 100 per cent?
4. What actions do Toyota and Dell take to make sure information on production levels is available to others in the supply chain?

SPEAKING PRACTICE

1. Use information from the article and your own ideas to prepare a set of guidelines for minimising risks caused by temporary surges in demand.
2. Act out a meeting to negotiate prices with a supplier. You need them to be able to step up production at short notice.
3. Do you agree that running out of a well-publicised electronic gadget or a ‘must-have’ toy or game will damage a company and result in lost customers? Why? / Why not? Find examples to support your view.

DISTRIBUTION

I. Vocabulary Work

1. *To check or build up your vocabulary on this subject, look at the words listed on this page.*

agent ['eɪdʒənt] <i>n</i>	– агент, представитель, посредник
to appeal [ə'pi:l] <i>v</i>	– обращаться (к), прибегать (к); привлекать
to boost [bu:st] <i>v</i>	– поднимать; рекламировать; способствовать росту, популярности
broker ['brəukə] <i>n</i>	– маклер, посредник
competitive [kəm'petətɪv] <i>adj</i>	– конкурентоспособный, конкурентный
delivery [dɪ'lɪvəri] <i>n</i>	– поставка; доставка
distribution [ˌdɪstrɪ'bju:ʃn] <i>n</i>	– распределение, распространение
layout ['leɪaʊt] <i>n</i>	– расположение, план; разметка, разбивка; показ, выставка
to manufacture [ˌmænju'fæktʃə] <i>v</i>	– производить, изготавливать, перерабатывать
order ['ɔ:də] <i>n</i>	– заказ
outlet ['aʊtlet] <i>n</i>	– рынок сбыта, торговая точка
to pitch [pɪtʃ] <i>v</i>	– придавать определенную окраску, рассказывать (басни), выставлять на продажу
to purchase ['pɜ:tʃəs] <i>v</i>	– покупать, закупать
retail ['ri:teɪl] <i>n</i>	– розничная продажа
to ship [ʃɪp] <i>v</i>	– перевозить, отправлять груз любым видом транспорта
showroom [ˈʃəʊru:m] <i>n</i>	– выставочный зал; демонстрационный зал для показа образцов товара
smooth [smu:ð] <i>adj</i>	– гладкий, ровный; беспрепятственный
to solicit [sə'lsɪt] <i>v</i>	– просить, упрашивать, выпрашивать
supermarket ['su:pə,ma:kɪt] <i>n</i>	– крупный продовольственный магазин
superstore ['su:pəstɔ:] <i>n</i>	– розничный магазин с большой площадью торгового зала
target ['tɑ:ɡɪt] <i>adj</i>	– плановый; <i>n</i> – цель

timely ['taɪmlɪ] <i>adj</i>	– своевременный
transaction [træn'zækʃn] <i>n</i>	– сделка
transportation [ˌtræns'pɔː'teɪʃn] <i>n</i>	– перевозка, транспортирование
warehouse ['weəhaʊs] <i>n</i>	– товарный склад; большой магазин
wholesale ['həʊlseɪl] <i>n</i>	– оптовая торговля

2. Match the word combinations in column A with their Russian interpretation in column B.

- | | |
|---------------------------|--|
| 1. Marketing Channel | a) универсальный магазин |
| 2. market coverage | b) продажа не через магазин |
| 3. exclusive distribution | c) охват рынка |
| 4. selective distribution | d) обработка заказа |
| 5. sales branch | e) эксклюзивное распространение |
| 6. department store | f) магазин товаров повседневного спроса |
| 7. discount store | g) торговый филиал |
| 8. speciality store | h) канал сбыта |
| 9. convenience store | i) розничный магазин, торгующий по сниженным ценам |
| 10. nonstore retailing | j) “домашний магазин” |
| 11. in-home selling | k) выборочное распространение |
| 12. order processing | l) магазин любительских товаров (например, особых деликатесов) “престижных” товаров, товаров для узкого круга покупателей, предметов роскоши |

3. Translate the following word combinations.

- marketing – marketing channel – marketing channel functions
- physical – physical distribution – physical distribution activities
- material – material handling – material handling activities
- warehouse – warehouse space – warehouse space usage
- inventory – inventory management – inventory management function
- channel – channel members – channel members transactions

4. Fill in the gaps in the sentences below using the words on the list. Try not to look up the words, but work from memory.

distributors, distribution, sale, size, respond, wants, retail, organization, customers, delivery

Sales and _____ 1 _____ programs include all activities that involve direct personal contact with final buyers or with wholesale or _____ 2 _____ distributors. Principally, these activities focus on three functions:

- communicating individually – tailored sales messages;
- providing customer service – information or assistance regarding product features, order states, or complaints for individual _____ 3 _____ ;
- coordinating the scheduling and methods of product _____ 4 _____ .

These activities are of paramount importance in executing a marketing strategy when individual buyers or distributors have highly complex and varied needs and _____ 5 _____. In such circumstances, personal interaction is critical to properly understand and _____ 6 _____ to each customer's buying situation or problem.

Although the range of activities involved in sales and distribution programs seems rather broad, in reality these activities are all a part of the sales function in a typical _____ 7 _____. Salespeople may find that the various terms associated with the frequency and _____ 8 _____ of product shipments are often as important as product quality or list price in making a _____ 9 _____ .

These same basic activities take place whether a firm is selling direct to final buyers or to _____ 10 _____ or both.

5. Fill in the gaps with a suitable derivative from the word given in brackets.

Channels may have an intensive pattern of (1. to distribute) (in which a relatively large number of distributors exist for a given area) or a selective pattern of distribution (in which only a few distributors exist for a given area). At the extreme, a distributor may be (2. designation) the exclusive representative in an area. In general, the more functions a distributor is (3. expectation) to perform, the more likely an exclusive or selective pattern for (4. to hold) large inventories, for offering service, and for aggressive promotion. Selective distribution has other advantages for a (5. to supply) as well. When a firm has fewer distributors, the selling costs, delivery costs, and cost of monitoring distributor (6. to perform) are usually lower. These advantages (7. existence) because fewer sales personnel are needed and because fewer points of (8. to deliver) (normally with more economically sized loads) are (9. requirement).

6. Find the odd word.

- | | | |
|-------------|-------------------|-----------------|
| 1. a) agent | 2. a) to purchase | 3. a) spend |
| b) broker | b) to buy | b) manufactured |
| c) merchant | c) to sell | c) purchased |
| d) sale | d) to acquire | d) delivered |

- | | | |
|-------------------|---------------------|----------------|
| 4. a) competitive | 5. a) supermarket | 6. a) to raise |
| b) timely | b) superstore | b) to increase |
| c) smooth | c) warehouse | c) to boost |
| d) economically | d) department store | d) to lessen |

II. Reading comprehension

1. *Give Russian interpretation of the text. Try to do it first without consulting a dictionary. Then read it again with a dictionary if necessary and make certain you understand both the main facts and the details added.*

THE OVERVIEW OF DISTRIBUTION

A **marketing channel (channel of distribution)** is made up of organizations whose transactions create a link between producers and final customers. The specific individuals and organizations that connect producer and consumer are called **marketing intermediaries**. Their function is to create place, time, and possession utility. The efficiency of the market exchange process depends on smooth working channels of distribution. The two principal types of intermediaries are wholesalers and retailers.

The marketing channels for *industrial products* are shorter than for *consumer products*: instead of relying on intermediaries, the producer of industrial products provides most of the utility directly to the customer (example: manufacturers of machinery providing factory training to customer's employees).

Sometimes it is more efficient to combine two or more marketing channel functions under a single management. In this process, called **vertical integration**, one organization in the channel takes over another – or even arranges to control the entire channel. A **vertical marketing system (VMS)** is a planned distribution channel: all intermediaries are under a single manager. A VMS may improve the efficiency of a distribution channel.

The number of outlets a manufacturer will employ to make a product available to a market is the level **market coverage**. Using all available outlets for distribution is **intensive distribution**. Convenience goods are intensively distributed. In **selective distribution**, outlets are chosen from among many available. Higher priced items such as audio equipment and furniture are selectively distributed. Infrequently purchased items such as a Rolls Royce are usually found in only a single outlet in a specific area. This is, obviously, **exclusive distribution**.

Wholesaling activities are carried out by wholesalers, intermediaries who sell to industrial users, retailers, or other wholesalers. Sixty percent of all products pass through wholesalers. Wholesalers provide important services, including ownership, credit, risk assumption, promotional assistance, market information, product assortment, and local and long-distance shipping. A wholesaler who buys products and then resells them is a **merchant wholesaler**. Sixty percent of wholesale sales are by merchant wholesalers. Manufacturer-owned **sales branches**, like merchant wholesalers, buy products and resell them. They also provide inventory, promotion, credit, and delivery services. **Agents** are wholesalers who work for a buyer or a seller on commission only. The function of a **broker** is to bring together a buyer and a seller on a temporary basis.

Retailing is the most familiar point in the distribution process. **Retailing** involves selling goods and services to the final consumer for household and personal use. There are approximately 2 million retail businesses in the U.S. Types of retail stores include department stores, discount stores, specialty stores, supermarkets, superstores, convenience stores, warehouse showrooms, catalog showrooms, and warehouse clubs. Selling goods and services outside of stores is called nonstore retailing. Door-to-door sales and home television shopping are examples of **in-home selling**. An even more extensive type of nonstore retailing is **direct marketing**, including direct mail and catalog sales, telephone soliciting, and radio and television pitches for items obtainable only by dialing a special number. Finally, **vending machines** provide 24-hour-a-day access to common convenience items such as candy, gum, soft-drinks, newspapers, and coffee.

Retailing is highly competitive. Careful planning greatly improves a store's chances for success. There are five factors to consider in retail planning. (1) Where to locate the store to take advantage of both auto and pedestrian traffic flows. (2) The design, or atmosphere of the store's physical space. What combination of exterior, interior, and overall layout features will appeal to the target market? (3) Should the retailer try to boost sales volume by adding new, unrelated products to the existing product mix? This practice, called **scrambled merchandising**, is increasingly popular among retailers. (4) The **wheel of retailing** is a theoretical model of how retail stores begin, grow, expand, begin to lose their competitive edge, and become vulnerable to new competitors. (5) Advances in *technology*, particularly in computerization, enable retailers to improve efficiency, protect against loss through theft, lower labor costs, and get quicker access to timely, accurate information.

In order to deliver possession, place, and time utility, products must be physically moved through marketing channels from producer to customer. **Physical distribution** activities include: (1) Setting customer **service standards** as specific, measurable goals. (2) Shipping products to customers by truck, rail, air, water or pipeline. (3) **Warehousing** activities include receiving goods from producers, storing them safely, recording quantities delivered and on hand, and coordinating shipments to customers. (4) Receiving and preparing customer orders for shipment. (5) **Materials handling**: finding ways to use warehouse space more efficiently, and to minimize the number of operations required to warehouse a product. (6) **Inventory management**.

Learning Objectives

1. To define the term **marketing channel** and identify the two major types of marketing intermediaries.
2. To explain how marketing channels are integrated vertically.
3. To define **wholesaling** and describe the functions wholesalers perform.
4. To define **retailing** and outline the activities retailers perform.
5. To discuss the major considerations in retail planning.
6. To explain the role of physical distribution and identify its components.

2. Check your understanding of the subject – matter by answering these questions.

1. What is a marketing channel?
2. What are the two major types of marketing intermediaries?
3. What does the term “vertical integration” mean?
4. What is the essence of wholesaling?
5. Which functions do wholesalers perform?
6. What is the essence of retailing?
7. Can you outline the activities retailers perform?
8. What are the major considerations in retail planning?
9. What is the role of physical distribution?
10. What are the components of physical distribution?

When you have answered the questions, find a partner in your group and swap the information.

III. Comprehension and Word Study

1. Get sure you remember the following words and word combinations.

transportation, warehouse showroom, convenience store, atmosphere, wholesaling, in-home selling, specialty store, service standard, physical distribution, supermarket, retailing, exclusive distribution, agent, contractual VMS, department store, selective distribution, materials handling, order processing.

Now complete the following sentences from the list of the words above.

1. _____ refers to the physical handling of products during transportation and warehousing.
2. A _____ is a large retailer organized into separate departments and offering a full line of services and wide product mix.
3. A marketing channel in which organizations' relationships are formalized through legal agreements is a _____.
4. _____ refers to nonstore retailing activities that involve personal contact with consumers in their homes.
5. A wholesaler hired by a buyer or seller on a permanent basis and paid commissions is a(n) _____.
6. A _____ is a specific, measurable goal relating to physical distribution activities.
7. _____ refers to the marketing activities of intermediaries who sell to retailers, industrial users, and wholesalers.
8. A retailer that carries only particular lines of products is a _____.
9. The design of a store's physical space is its _____.
10. The market coverage in which one outlet is used in a specific geographic area for distributing a product is called _____.
11. The marketing activity of _____ is involved in selling products to final consumers for personal or household use.
12. _____ refers to the receipt and preparation of an order for shipment.
13. A retail store carrying a large inventory that deals in volume and provides limited service is a _____.
14. _____ includes those activities that involve the movement of products through marketing channels from manufacturer to consumer.

15. _____ refers to market coverage in which only some of the available outlets are used for distributing a product.
16. A large, self-service retailer, that stocks a wide variety of groceries and a limited assortment of nonfood products is a _____.
17. _____ involves shipping goods to customers by rail, air, truck, water, and pipeline.
18. A small retail store in a convenient location and open for long hours is a _____.

2. *Decide whether the following statements are true or false. Provide evidence from the text to support your answer.*

1. _____ Another term for marketing intermediary is channel of distribution.
2. _____ A function of marketing intermediaries is to create possession, time, and place utility.
3. _____ In general, channels of distribution for consumer products are longer than for industrial products.
4. _____ A vertical marketing system (VMS) relies on independently managed marketing intermediaries.
5. _____ The term “market coverage” refers to the number of intermediaries between a producer and a specific target market.
6. _____ A manufacturer seeking maximum control over the distribution of its product would choose a corporate VMS over a contractual VMS or an administered VMS.
7. _____ Merchant wholesalers make up about 60 percent of all wholesalers.
8. _____ One of the functions of a wholesaler is to assume part of the customer’s risk.
9. _____ Compared to most retailers, the department store carries a relatively narrow range of products.
10. _____ Hypermarkets require customers to pay membership fees.
11. _____ Store location is not a problem for retailers who use intensive distribution to cover the market.
12. _____ A store’s layout is part of its atmosphere.
13. _____ The wheel of retailing model predicts an inevitable cycle of failure for all retail businesses that enter the market as low-price, low-cost, low-status stores.
14. _____ Pipelines transport the narrowest range of products.
15. _____ The primary goal of inventory management is to minimize the cost of holding stocks of unsold product.

3. ***Focus on essential details choosing the right alternatives (a, b, c or d) for each of the 15 sentences below. There is definitely one best answer.***

1. The organizations whose transactions link producer and consumer are called
 - a) channels of distribution.
 - b) wholesalers.
 - c) marketing intermediaries.
 - d) middle-men.
2. Most marketing intermediaries fall into which of the following categories?
 - a) producers and retailers
 - b) agents and brokers
 - c) wholesalers and retailers
 - d) producers and wholesalers
3. Marketing intermediaries are necessary because
 - a) consumers do not trust producers.
 - b) for the most part, it is inefficient for producers to sell directly to consumers.
 - c) they have many years experience delivering utility.
 - d) they eliminate many of the money-losing intermediate stages in the distribution process.
4. In a _____, marketing intermediaries are linked through binding legal agreements.
 - a) contractual VMS
 - b) administered VMS
 - c) limited VMS
 - d) corporate VMS
5. Which of the following usually operate under a contractual VMS?
 - a) supermarket chains
 - b) professional partnerships
 - c) services
 - d) franchises
6. Compact disks, microwave ovens, and convertible sofas are distributed at what level of market coverage?
 - a) exclusive distribution
 - b) selective distribution
 - c) intensive distribution
 - d) administered distribution
7. Approximately _____ percent of all products are handled by wholesalers.
 - a) 15
 - b) 25
 - c) 40
 - d) 60
8. All of the following statements about wholesalers are true except
 - a) retailers have direct contact with producers through wholesalers.
 - b) wholesalers deliver utility to customers that producers might be unable

or

unwilling to provide.

c) wholesaling is a growing component of distribution.

d) wholesalers absorb inventory costs for manufacturers.

9. Sending catalogs to potential customers is a form of
- a) direct marketing.
 - b) in-home selling.
 - c) convenience selling.
 - d) warehouse selling.
10. Which of the following stores would most likely rely on competition?
- a) department stores.
 - b) convenience stores.
 - c) discount stores.
 - d) specialty stores.
11. Elements of a store's atmosphere would include all but which of the following?
- a) the level of lighting
 - b) how merchandise is displayed
 - c) the product mix
 - d) the width of the aisles
12. An example of a planned shopping center is a
- a) catalog showroom.
 - b) hyperstore.
 - c) mall.
 - d) warehouse club.
13. The wheel of retailing suggests that a retail business's long-term success can be threatened by
- a) higher operating costs.
 - b) technological advanced.
 - c) scrambled merchandising.
 - d) adding low status merchandise to its product mix.
14. _____ transportation accounts for the majority of dollars spent on transporting products in the U.S.
- a) rail
 - b) pipeline
 - c) air
 - d) truck
15. Setting service standards helps a distributor do all but which of the following?
- a) meet customer expectations
 - b) beat the competition
 - c) offer fewer services to customers
 - d) meet performance goals for delivering goods to customers

4. Read the text describing warehouse areas and label the areas with words from the list.

sortation • marshalling and dispatch • receiving • collation and value-added services • back-up storage • order picking

First of all, there is the _____¹ area. That's where all incoming goods arrive and documentation is checked and recorded. Goods are often unpacked or repacked here to make their format more suitable for warehouse handling.

The _____² area holds most of our warehouse inventory.

In the _____³ area the goods are selected in the right quantities, that means the quantities required by the customer. Here we also break bulk. That means, for example, after receiving goods in large quantities (e.g. pallets), we need to pack them in smaller separate units for the customer.

In the _____⁴ area we deal with smaller order sizes. Sometimes several orders have been batched together to simplify the picking process and now need to be sorted down to individual orders.

After picking, the goods are consolidated and made ready for dispatch. Depending on the customer's requirements the goods may be packed into cartons or cases or they are wrapped (i.e. stretch-wrapping or shrink-wrapping). Some warehouses also provide special services such as labeling. This part of warehouse operations is called _____⁵.

The final stage in warehouse operations is the _____⁶ area. The goods are brought together to form vehicle loads and are then loaded onto vehicles for onward dispatch.

5. Match the warehouse areas (1-5) to the activities that take place in them (a-e).

- | | |
|--------------------------------|--------------------------|
| 1. dispatch | <input type="checkbox"/> |
| 2. collation | <input type="checkbox"/> |
| 3. reserve storage | <input type="checkbox"/> |
| 4. order picking and sortation | <input type="checkbox"/> |
| 5. receiving | <input type="checkbox"/> |

- a) goods are brought together for loading and transport
- b) where the goods are kept until required
- c) the goods are selected and put together in the units required by the customer

- d) complete orders are packed and wrapped
- e) the goods are prepared for warehouse operations

6. Match the verbs (1-8) from the text in exercise 1 to the correct definitions (a-h).

- 1. label
- 2. repack
- 3. handle
- 4. select
- 5. batch
- 6. sort
- 7. wrap
- 8. load

- a) put goods on a pallet or vehicle
- b) provide specific information on the product itself or the packaging
- c) deal with
- d) pick or choose
- e) put several things together
- f) pack in special material for protection
- g) put into new units or formats
- h) arrange in a special way or order

THE PASSIVE

When describing processes, the passive voice is often used with modal verbs such as *can*, *must*, *may*, *should*, etc.

*The forks **can be raised** by a simple pump action.*

*This system **must be fitted** with detectors.*

Or we can use the passive in other tenses e.g. the present perfect tense.

*After the goods **have been checked**, they go into back-up storage.*

*The unloading **has been completed**.*

7. a) *First skim the following text. You will probably come across a number of words you don't know. Don't stop to look up these words, but try to understand the main points of the text. Then read it again very carefully. Try to grasp both the central idea and the details. Use a dictionary if necessary.*

MASON COMMUNICATIONS

Mason Communications Inc. is a community newspaper chain, with fifteen publications in five states and a total circulation of over 3.3 million. Mason's product line includes general news publications, classified advertising tabloids, special advertising supplements; in addition, approximately 25% of the firm's printing plant capacity is used for general printing on a contract basis.

Four generations of Mason family managers have worked to secure the company's control over a substantial part of the distribution process. The firm owns its own forests, operates a pulp and paper mill, prints and binds its own papers, and owns its own fleet of trucks. Three wholesalers who specialize in newspapers and magazines distribute the company's publications. Its newspapers and supplements can be found in supermarkets, convenience stores, newsstands, and in street corner vending boxes. Because of its long relationship with its wholesalers and retailers, and because of the high profit margins they realize on Mason publications, the company's marketing suggestions are taken very seriously.

b) To check your understanding of the detail choose one of the variants (a, b, c or d) for each of the 5 items below.

1. The marketing channel for Mason Communications products
 - a) is basically the same as for industrial products.
 - b) is the shortest type of channel.
 - c) is an example of complete vertical integration.
 - d) includes marketing intermediaries.

2. What would be the appropriate level of market coverage for Mason's newspapers, and classified supplements?
 - a) exclusive distribution
 - b) intensive distribution
 - c) extensive distribution
 - d) selective distribution

3. Which of the following types of wholesalers to distribute its publications does Mason probably use?
 - a) a limited-line merchant wholesaler
 - b) agent
 - c) sales branch
 - d) general merchandise wholesaler

4. Mason publications are most likely distributed to retailers by which of the following transportation modes?
- | | |
|-------------|----------|
| a) air | c) truck |
| b) pipeline | d) water |

8. Replace the italicized words in these sentences by their equivalents from the text “Mason Communications”.

- I’ll go more early *to obtain* some good seats.
- This year our company hopes to get a high *benefit* from the international sales.
- This company owns *a number of* trucks.
- He likes to read *periodicals with colour photographs issued every week*, but it is hardly possible to make him read a single book.
- These goods are *spread throughout this area* very well, so there is no point in trying to sell them here.

9. Match the following terms with their correct definition.

Marketing Intermediary, Sales office, intensive distribution, warehousing, superstar, Marketing channel (channel of distribution), broker, vertical integration, warehouse club, direct marketing, inventory management, vertical Marketing System (vMS), catalog Showroom, market coverage, nonstore retailing, merchant wholesaler, scrambled merchandising, sales branch, discount store.

- Combining two or more functions of a marketing channel under one management. _____
- A wholesaler who brings together buyers and sellers on a temporary basis. _____
- The number of outlets in which a product is sold. _____
- A giant retail outlet that stocks food and nonfood items as well as most other products purchased routinely. _____
- Retailing that takes place outside of stores; can be in-home selling, direct marketing, and vending machines. _____
- A manufacture-owned wholesaler, that takes title to products, assumes the risks of ownership, and provides services. _____
- Adding unrelated products to a firm’s existing product mix. _____

8. A group of interrelated organizations that directs the flow of products from producers to ultimate consumers; also called channel of distribution.

9. A marketing intermediary that takes ownership of goods and the risks associated with ownership. _____
10. The receiving, storing, and shipping activities involved in the physical distribution of goods. _____
11. A large discount retail store offering members a broad range of name-brand merchandise at low prices. _____
12. The process of developing and maintaining stocks of products that customers need and want. _____
13. A marketing channel in which all intermediaries are under one manager to improve distribution. _____
14. Nonstore retailing that uses nonpersonal media to introduce products to consumers, who then purchase the products by mail, telephone, or computer. _____
15. A retailer offering a wide variety of general merchandise at low prices and with minimum services. _____
16. Market coverage in which all available outlets are used for distributing a product. _____
17. A manufacture-owned sales force that sells products without maintaining an inventory. _____
18. A form of warehouse showroom where customers select products from catalogs sent to customers' homes or available in the store.

19. An individual or organization in a marketing channel that provides a link between producers, or other channel members, and final consumers.

10. a) Read the words and find their Russian equivalents in the right column.

- | | |
|------------------|----------------------------------|
| 1. to distribute | a) грузить; перевозить груз |
| 2. effect | b) снабжение, обеспечение |
| 3. to ship | c) поставлять |
| 4. to borrow | d) ускорять; быстро выполнять |
| 5. to supply | e) конкурировать; состязаться |
| 6. to satisfy | f) действие, воздействие; эффект |
| 7. provision | g) одалживать |
| 8. to expedite | h) распределять, распространять |
| 9. to compete | i) удовлетворять |

b) Now fill in the gaps in the text with the derivatives of the words from the first column.

LOGISTICAL APPEALS

In recent years, the cost of holding inventory has risen sharply because of an increase in the number of models and lines offered and because of the higher cost of _____ money. Accordingly, logistical appeals have become increasingly _____ in dealing with distributors and industrial buyers. These appeals include providing fast processing of orders, _____ frequent delivery, and offering _____ delivery.

On-time delivery has become a key competitive advantage in most industries. In Europe, for instance, Nissan guarantees its dealers a 10-day delivery, and Caterpillar delivers replacement parts within 72 hours 99.7 percent of the time. For direct response companies like Dell Computers, on-time delivery is a key element of their _____ strategy. Dell's promise of product _____ within 5 days of an order and a 20-day delivery has been a key factor in their being rated first in their industry in customer _____ .

Additionally, some manufacturers offer inventory-management appeals. For example, a buyer may guarantee a _____ that it will buy a minimum amount of a product over the course of a year. In exchange, the seller is responsible for providing very quick delivery (often within 24 hours) and also inherits the inventory-holding cost burden.

The primary effect of logistical appeals, therefore, is to help buyers or _____ reduce the amount of inventory they carry.

IV. Speaking Practice

1. Check if you can meet the learning objectives of the unit.

1. Define the term **marketing channel** and identify the two major types of marketing intermediaries.
2. Explain how marketing channels are integrated vertically.
3. Define **wholesaling** and describe the functions wholesalers perform.
4. Define **retailing** and outline the activities retailers perform.
5. Discuss the major considerations in retail planning.
6. Explain the role of physical distribution and identify its components.

V. Writing Section

1. *Translate the following text. Use a dictionary if necessary.*

THE PAYOFF OF CONTROLLING RECESSION EFFECTS ON DELIVERY PERFORMANCE

Most companies do not pay attention to controlling recession effects on delivery performance when they should, so as to ensure customer and client retention once recession has passed.

The term recession refers to the economic phenomenon of a nation's gross domestic product, or GDP, declining for at least two consecutive quarters of the fiscal year. This represents a time of low profits and zero growth, or more often negative growth, for a lot of businesses and organizations, both big and small. Most organizations, if not all, have to design new business strategies and implement effective measures if they want to minimize recession effects. Controlling recession effects on delivery performance, for example, requires much more than just blind cost cutting and laying off of employees.

Delivery performance depends greatly on how well the entire supply chain is managed, right from the procurement of raw materials up to delivery to retailers or end users. Recession can affect most of the step in the supply chain, if not all, making it a truly difficult task to keep delivery performance at acceptable levels during periods of recession. But, in fact, keeping delivery performance high can mean the difference between going under and being able to go strong through a period of depression.

On the surface, this might not seem to make any sense. When costs are high and demand is low, as in periods of crisis, wouldn't it be better to drastically cut back on production and thus on operating expenses? Keeping a delivery system working smoothly is a costly ordeal, after all, both in terms of financial and labor costs. During difficult times, when every penny counts, it seems reasonable to cut back as much as possible and spend as little as possible, doesn't it?

Such policies may prove effective in the short term, at least in terms of minimizing immediate losses, but in the long term, they may prove more harmful than helpful to a company. Most cutbacks and layoffs compromise a large part of the company's delivery performance, and this decrease in performance will surely be noticed and disliked by clients and customers. When recession recedes and the economy more or less gets back on track, the poor performance of a company during the recession may end up costing them a lot in terms of customer satisfaction and retention.

On the other hand, if a company tries its best to maintain or even improve its delivery performance during tough times, it further adds to its reputation. Customers and clients will appreciate the company's devotion to service, and will show this appreciation by staying with the company through and after the

crisis period. In this sense, recession periods are times of trial for most companies, during which their actions and performance will either raise or lower their reputation.

How, then, should a company go about controlling recession effects on delivery performance? Essentially, the company should realize that cutting back on costs should not be the be-all, end-all solution. Instead, these cutbacks should be considered with care, in particularly paying attention to their probable effects on delivery performance. The best possible balance between cost efficiency and performance should be striven for.

2. Answer the following questions in written form. Put your answers in your own words.

1. In a sentence (or two), what are *marketing channels* and why are they essential?

2. What is an “vertically integrated” marketing channel?

3. What are some of the functions *wholesalers* perform?

4. What are some of the functions *retailers* perform?

5. Describe two or three factors that you think are especially important in retail planning.

VI. Supplementary Tasks

1. *Using the chart below make up a dialogue with your partner; who is going to extend his business. The following phrases may come handy.*

2. *Speak about advantages and disadvantages of different forms of distribution channels.*

What do you think ... ?	}	Asking for opinions
Would you like to comment here?		
What are your views on?		
I'm convinced that ...	}	Giving opinions
I feel quite sure that ...		
It's perfectly clear to me that ...		
From financial point of view ...		
I'm inclined to think that ...		
I tend to favour the view that ...		
I'm in complete agreement.	}	Agreement
I couldn't agree more.		
Precisely.		
Exactly!	}	Disagreement
I disagree completely.		
On the contrary.		
That's not how I see it.		
I would not say that.	}	Expressing reservations and doubts
I agree up to a point but ...		
I see your point but ...		
I suppose you are right but ...	}	Neutral suggestions
I recommend that we should.		
I would suggest that we ...	}	Tentative suggestions
It might be a good idea to ...		
Have you thought of ___ing ...		
What about ___ing ...		
We could always ...		

FORMS OF DISTRIBUTION CHANNELS

Source Intermediaries or "Middlemen"	Advantages	Disadvantages
<i>Distributors</i>		
Buy and resell goods. Accept orders and payment. Assume warranty responsibility. May offer customer training.	Handle cultural, commercial, and technical problems. If delivery in United States, payment in dollars, standard terms. Simple handling of product defects.	Among the most costly sources; buyer pays both manufacturer's and distributor's profit and overhead. Probably foreign currency, L/C terms. (Letter of credit)

Manufacturer's Representatives

Accept orders on behalf of a source; receive commission for the service. May provide technical and commercial support.

Handle cultural, commercial, and technical problems. Generally less expensive to use than a distributor.

Payment in foreign currency. L/C terms if a foreign rep. company. Bears no warranty liability; little use in dealing with defects.

Brokers

Bring together parties to a transaction for a fee. Services vary widely.

Least expensive intermediary. Wide range of services possible. May have wide contacts in the industry. Most willing to negotiate.

Least responsible for source or product performance, warranty. Probably little technical support. Foreign currency, L/C terms probable.

Trading Companies

Broad scope of activities from brokering, representation, distribution, program management.

Worldwide contacts, broadest scope of sources. Experience and capability. Few cultural or language problems.

Generally a costly alternative. Most prefer to trade in existing markets or to make a market for new product, not to deal in isolated inquiries. Because of their scale, most buyers have little leverage.

SUPPLEMENTARY UNIT

A new distribution model

This unit considers how supply chains will need to change in the future as a result of higher energy prices and concerns about carbon emissions.

BEFORE YOU READ

1. Discuss these questions.

1. What are some traditional strategies and aims of running supply chains?
2. What new factors will companies have to take into account when designing their supply chains?
3. In what ways can a company reduce transport costs in its supply chain?
4. Think of as many ways as possible to reduce carbon emissions in freight transport.

READING

A Understanding the main points

1. *Read the article on the opposite page and answer these questions.*

1. What examples are given of traditional strategies for the organisation of supply chains?
2. What is the likely future strategy for the organisation of supply chains?
3. What are the factors pushing this new strategy?

B Understanding details

1. *Read the article again and say whether these statements are true (T), false (F) or there is not enough information (N). Give your reasons.*

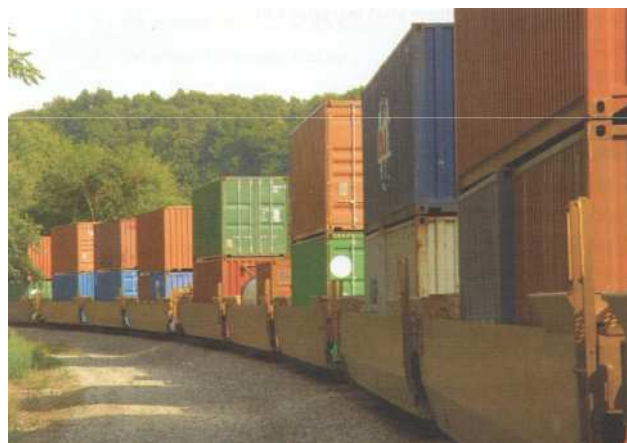
1. Traditional supply-chain strategies were not greatly concerned about transport costs or carbon emissions.
2. Many companies are now against building huge warehouses because they are damaging to the environment.
3. Just-in-time, lean manufacturing and low-cost country sourcing are part of the new supply-chain strategy.
4. Tipping-point analysis argues that goods should always be stored close to the customer.
5. Products such as soft drinks or paper will continue to be delivered on a just-in-time basis.
6. Kimberly-Clark is the leader in moving its distribution centres closer to customers.
7. It is more energy efficient to have big, centralised warehouses rather than small, local ones.
8. Most ways of reducing carbon emissions in freight transport come at the expense of higher costs.
9. Shared warehouses and shared deliveries will be the model for the future.
10. This new model will give improved on-shelf availability.

FINDING BETTER WAYS TO DELIVER THE GOODS

by Rod Newing

1 **A** Increased
2 transport costs due to oil-price
3 rises can change the
4 economics on which supply
5 chains were built.

6 **B** Traditional
7 strategies were aimed at
8 reducing the amount of



9 money tied up in inventory and the number of warehouses. However, this
10 was often at the expense of increased frequency of deliveries and longer
11 transport distances, and therefore higher emissions.

12 **C** Strategies, such as just-in-time, lean manufacturing and even
13 low-cost country sourcing, must be re-evaluated in the light of fuel prices.
14 We have entered a new era where different supply-chain strategies are
15 needed to produce high performance, says *Past the Tipping Point*, a recent
16 report from Accenture and Ilog, a French business-software company.

17 **D** Jonathan Wright, a supply chain consultant at Accenture,
18 explains that tipping-point analysis is an end-to-end assessment of the
19 supply chain. The aim is to understand at what point inventory should be
20 held further forward in the supply chain to reduce transport costs.

21 **E** Moving inventory closer to demand lowers transport and
22 emissions at the expense of higher inventory costs. 'The tipping point
23 occurs at different fuel prices, depending on the type and nature of the
24 product', he says. 'The tipping point will be lower with a low-cost bulky
25 product, such as soft drinks or paper. There will always be areas where just-
26 in-time is the right thing to do and others where it is history'.

27 **F** Kimberly-Clark's *Network of the Future* places distribution
28 centres closer to its key customers and markets, reducing the number of
29 delivery trips. Its strategy aims for 70 per cent of products to be made and
30 sold in the same country. In the US alone in 2007, it saved nearly 2.8m
31 miles and 500,000 gallons of fuel.

32 **G** There is usually a carbon trade-off between more energy-
33 efficient, centralised warehouses and transport costs, but, generally, cost and
34 carbon reduction go together.

35 **H** Professor Alan McKinnon, Director of the Logistics Research
36 Centre at Scotland's Heriot-Watt University, has identified nine ways of
37 reducing carbon in freight transport, most of which will also reduce costs.
38 These are: switch from road and air to rail or water; reduce the number of
39 links in supply chains; reduce average journey length; reduce empty
40 running; increase vehicle capacity; reschedule deliveries to off-peak
41 periods; use more fuel-efficient vehicles; and use lower carbon fuels.

42 **I** Sharing distribution centres and deliveries is a powerful way to
43 reduce cost and carbon footprint. Judy Blackburn, Head of the UK Logistics
44 team at consultancy Kurt Salmon Associates, says that when two competing
45 companies have merged their logistics operations and vehicle deliveries,
46 transport costs have fallen by 15 to 25 per cent, saving 300,000-400,000
47 tonnes of carbon dioxide.

48 **J** ‘Current supply-chain designs are primarily aimed at improving
49 on-shelf availability, reducing cost and supporting sound financial figures’,
50 according to *The 2016 Future Supply Chain: Serving Consumers in a*
51 *Sustainable Way*, a report by the Global Commerce Initiative of
52 manufacturers and retailers and Capgemini, the consultancy firm. ‘In future,
53 the industry must design for additional parameters, such as reduction in CO₂
54 emissions, reduced energy consumption, and reduced traffic congestion’.

55 **K** The report forecasts that finished products will be shipped to
56 shared warehouses in which multiple manufacturers store their products.
57 Shared transport will deliver to city hubs and regional consolidation centres.
58 Final distribution to stores, pick-up points and homes will use consolidated
59 deliveries.

VOCABULARY

A Definitions

1. Find words or phrases in the article which match these meanings.

1. locked away (so that it can't be used for anything else) (paragraph B)
2. considering (paragraph C)
3. from start to finish (paragraph D)
4. the moment when one particular result of a process becomes the most likely one, after a period when the result was not sure (paragraph E)
5. taking up a lot of space (paragraph E)
6. an acceptable balance between two very different things (paragraph G)
7. the extent to which a truck has a full load (paragraph H)
8. when trucks travel without carrying goods (paragraph H)
9. less busy times of day for travelling (paragraph H)
10. the amount of carbon emissions an activity produces (paragraph I)
11. joined part of their operations together (paragraph I)
12. factors, limits on how much should be allowed (paragraph J)
13. when several deliveries are combined together (paragraph K)

B Sentence completion

1. Use the words and phrases from Exercise A to complete these sentences.

1. It is expensive to store _____ products in a warehouse, as they take up a lot of space.
2. For environmental reasons, most transport companies are trying to reduce their _____ .

3. One way to reduce carbon emissions is to deliver in _____ - _____ periods, when there is less traffic.
4. Another way is to avoid _____ _____, when trucks return to a warehouse with no goods.
5. A third way is to increase average _____ _____ by making sure that trucks have as full a load as possible.
6. The traditional strategy of supply chains was to avoid having too much capital _____ _____ in inventory.
7. Supply chains in the future will have to take new _____ into account, such as carbon emissions and road congestion.
8. In the planning of distribution systems, it is often necessary to make a _____ - _____ between inventory costs and transport costs.
9. In the future, deliveries from different suppliers will be _____ so that trucks can carry full loads.
10. Some companies have _____ their logistics operations in order to reduce transport costs.
11. The _____ of when it is cheaper to store goods closer to the customer rather than using just-in-time delivery depends on the transport cost and the type of product.
12. The company had to rethink its supply chain strategy _____ _____ _____ new developments in just-in-time management.
13. The consultant carried out an _____ - _____ - _____ assessment of the supply chain to understand more clearly the impact of holding inventory.

C Prepositions

1. *Complete the phrases from the article using the prepositions in the box.*

at	at	between	by	from	in	in	of	of	on	on	to	to	to	to
----	----	---------	----	------	----	----	----	----	----	----	----	----	----	----

1. the economics _____ which supply chains were built.
2. the amount of money tied up _____ inventory
3. _____ the expense _____ increased transport frequencies
4. _____ the light _____ fuel prices.
5. to understand _____ what point inventory should be held further forward in the supply chain
6. depending _____ the type and nature of the product
7. places distribution centres closer _____ its key customers

8. a trade-off _____ more energy-efficient, centralised warehouses and transport costs
9. switch _____ road and air _____ rail or water
10. reschedule deliveries _____ off-peak periods
11. transport costs have fallen _____ 15 to 20 per cent
12. final distribution _____ stores, pick-up points and homes will use consolidated deliveries.

D Definitions

1. Match the sentence halves to form definitions.

- | | |
|--|--|
| 1. A method of production that aims to cut costs by producing... | a) ... from areas of the world where manufacturing costs are lower. |
| 2. The activity of finding and buying materials, parts or products ... | b) ... where things are done, supplied or made only when they are needed. |
| 3. A system, especially for manufacturing, ... | c) ... only the quantity of goods that has been ordered and by reducing the amount of time and space that the production process uses. |

2. Match each definition from Exercise 1 with the strategy for reducing the costs of production that it describes.

- i) just-in-time
- ii) lean manufacturing
- iii) low-cost country sourcing

SPEAKING PRACTICE

To what extent do you agree with the findings of the report *The 2016 Future Supply Chain* that, in future, companies will use shared warehouses close to customers and deliveries will be consolidated? Give your reasons.

MODULE 3

УЭ-1

TRANSPORTATION MANAGEMENT

I. Vocabulary Work

1. *To build up your vocabulary on the topic, look at the words listed below and try to memorize them.*

alternative [ɔ:l'tə:nətɪv] <i>n</i>	– альтернатива, выбор
bill [bɪl] <i>n</i>	– счет, вексель
bulky ['bʌlkɪ] <i>adj</i>	– большой, объемный, громоздкий
carrier ['kæriə] <i>n</i>	– перевозчик; транспортное агентство
claim [kleɪm] <i>n</i>	– требование, претензия; заявление
complexity [kəm'pleksəti] <i>n</i>	– сложность, запутанность
exhausted [ɪg'zɔ:stɪd] <i>adj</i>	– истощенный, изнуренный, исчерпанный
expenditure [ɪk'spendɪtʃə] <i>n</i>	– потребление; трата, расход
freight [freɪt] <i>n</i>	– фрахт, стоимость перевозки; груз; наем судна для перевозки грузов
item ['aɪtəm] <i>n</i>	– каждый отдельный предмет (в списке); пункт
to manufacture [ˌmænju'fæktʃə] <i>v</i>	– производить, изготавливать, обрабатывать
multitude ['mʌltɪtju:d] <i>n</i>	– множество, масса
to provide [prə'vaɪd] <i>v</i>	– снабжать, обеспечивать
to purchase ['pɜ:tʃəs] <i>v</i>	– покупать, закупать, приобретать
rate [reɪt] <i>n</i>	– норма, ставка, тариф, расценка, цена
route [ru:t] <i>n</i>	– маршрут, курс, путь, дорога
schedule ['ʃedju:l] <i>n</i>	– список, перечень; расписание
to ship [ʃɪp] <i>v</i>	– грузить, перевозить, отправлять груз
skill [skɪl] <i>n</i>	– искусство, мастерство, умение
substantial [səb'stænʃl] <i>adj</i>	– существенный, важный, значительный
target ['tɑ:ɡɪt] <i>n</i>	– цель, задание; контрольная цифра
to trace [treɪs] <i>v</i>	– обнаружить; следить (за кем-либо, чем-либо)

track [træk] <i>n</i>	– след, маршрут
traffic ['træfɪk] <i>n</i>	– движение; перевозки, грузы;
<i>adj</i>	– относящийся к транспорту
value ['vælju:] <i>n</i>	– ценность; стоимость; цена
to vary ['veəri] <i>v</i>	– менять, изменять, варьировать
vendor ['vendɔ:] <i>n</i>	– (юр.) продавец

2. Try to make as many word combinations as possible joining the words from both columns.

- | | |
|-------------------|--------------|
| 1. transportation | a) savings |
| 2. substantial | b) schedule |
| 3. production | c) company |
| 4. distribution | d) channel |
| 5. materials | e) costs |
| 6. logistics | f) shipments |
| 7. total | g) services |
| 8. key | h) rate |

3. Match the words in column A with their Russian interpretation in column B. Use a dictionary in necessary.

- | | |
|--|--|
| 1. rejects | a) забраковать товар; отказаться от товара |
| 2. unpacked goods | b) неупакованный товар |
| 3. shipped goods | c) отправка товара |
| 4. consumer goods | d) повреждение товара |
| 5. stored goods | e) проверка товара |
| 6. importation of goods | f) партия товаров |
| 7. quality of goods | g) характер товара |
| 8. shipment of goods | h) потребительские товары |
| 9. dispatch of goods | i) погрузка товара |
| 10. consignment, parcel, lot, shipment | j) риски по товару |
| 11. placing goods at buyer's disposal | k) отгруженный товар |
| 12. damage of goods | l) пункт сдачи товара |
| 13. loading of goods | m) передача товара покупателю |
| 14. delivery of goods | n) стоимость товара |
| 15. acceptance of goods in lots | o) качество товара |
| 16. checking of goods | p) отгружать товар |

- | | |
|---|---|
| 17. risks on goods | q) приемка товара партиями |
| 18. place of delivery of goods | r) некондиционные товары |
| 19. cost of goods | s) товары, запрещенные к ввозу |
| 20. transit of goods through the territory of another country | t) упаковка товара |
| 21. packing of the goods | u) доставка товара на склад |
| 22. nature of goods | v) транзит товара по территории другой страны |
| 23. prohibited goods | w) ввоз товара (в страну назначения) |
| 24. delivery of goods to warehouse | x) поставка товара |
| 25. ship goods | y) отгрузка товара |
| 26. reject goods | z) складированный товар |

4. *Counting the hours.*

To get everything done for the show, the team will have to budget their time well. Do you know these general terms about time? Fill in the vowels to complete the words.

- The show is an _ nn _ _ l event. (годовой)
- We estimate costs _ n _ dv _ nc _ . (заранее)
- The sch _ d _ l _ is pretty tight, because you need to consider tomorrow's meeting. (программа)
- We have established a t _ m _ t _ bl _ for the project stages. (график работы)
- One year, our display was not finished _ n t _ me. (своевременно)
- We'd missed the d _ _ dl _ n _ for ordering palm trees, so they arrived a week later. (срок)
- The show was pr _ v _ _ _ sly held in the football stadium. (раньше)
- S _ bs _ qu _ ntly, the show was moved to the conference-centre grounds. (в дальнейшем)
- In the l _ ng t _ rm, the planners hope to establish a permanent display in the city hall. (в отдаленном будущем)

5. *Dealing with difficulties. Imagine the following situation.*

Despite the excitement about the conference you are organizing, the team has to attend to daily business. Here Mike describes a problem – but he does not call it that! Other words are used instead. Choose the correct ones to finish the sentences.

Mike: We've had to deal with an unexpected a) challenge / charge / chase while making business with our foreign partners. It's been a real b) heart burn / headache / backache trying to break the ice in our negotiations. We've also had to deal with a c) conduct / contract / conflict involving one of our managers. A d) coincidence / controversy / condition arose over his working hours: he preferred to answer the telephone from midnight to 5 a.m.! We saw no choice but to let him go. So we then had a e) sample / storage / shortage of manpower. The f) issue / article / notice has now been taken care of, but I'm afraid we're about two weeks behind schedule.

6. Match the general and business English meanings of the following words.

Word		General English	Business English
a) chair _ _ _ _	<input type="checkbox"/>	1. a command	A. work accomplishments
—			
b) minutes _ _	<input type="checkbox"/>	2. a piece of furniture	B. the record of a meeting
—			
c) performance _	<input type="checkbox"/>	3. units of time	C. the general feelings among colleagues
d) order _ _ _	<input type="checkbox"/>	4. the atmosphere & weather	D. the local office of a large company
—			
e) environment _	<input type="checkbox"/>	5. a part of a tree	E. work place surroundings
f) climate _ _	<input type="checkbox"/>	6. nature	F. a formal request for products
—			
g) branch _ _	<input type="checkbox"/>	7. a show or concert	G. the person running a meeting
—			

7. George tells Kate about a customer order. He uses adjectives and adverbs that are regularly used in business. Choose the best alternative to complete the following sentences.

- It isn't _____ (possible) to do the work at that low price.
 - feasible
 - likely
 - real
- We used the most _____ (complex) software for the design.
 - ahead
 - advantageous
 - advanced
- But the price estimate was too _____ (careful).
 - worried
 - cautious
 - hesitant

4. Using this special cover would _____ (in truth) cost 28 per cent more than the customer wanted to spend.
a) openly b) considerably c) actually
5. We _____ (very clearly) had a problem.
a) notably b) remarkably c) obviously
6. The customer _____ (with regret) agreed to pay more.
a) awfully b) reluctantly c) doubtfully
7. He said our _____ (one-of-a-kind) solution was worth it.
a) genuine b) only c) unique

8. *Some things go well for the team and others don't. Business language contains a mix of positive and negative terms. For each positive word, choose the correct prefix and write the negative form.*

-im mis- ir- il- dis- un-

positives	negatives
logical	a)
advantage	b)
regular	c)
fortunate	d)
possible	e)
understanding	f)

9. *Below you are given 8 sentences. Unscramble the letters to form business expressions with the word from your active vocabulary: "track".*

1. We decided to hire someone to _____ (peek) track of water use.
2. Sorry, I wasn't clear. Let me _____ (kacb) track for a moment.
3. This year's growth estimate is _____ (thrig) on track.
4. I've _____ (slot) track of the number of times the food company forgot to deliver.
5. Did you hear that they might _____ (staf) track Miguel into management?
6. His track _____ (derrco) is really impressive.
7. The office is off the _____ (tanbee) track, so customers sometimes can't find it.
8. I believe that everything is finally _____ (kbac) on track.

10. Find the antonyms in columns B and C to the words in column A.

A	B	C
1. to purchase	1. irrelevant	1. unique object
2. to trace	2. simplicity	2. to take away
3. substantial	3. to sell	3. to enliven
4. complexity	4. to stay unchanged	4. evidence
5. to vary	5. to excite	5. to be stable
6. multitude	6. to lose	6. unimportant
7. to provide	7. to deprive	7. fail to find
8. to exhaust	8. singleton	8. to vend

11. Complete the sentences with words from the box.

happy • provide • range • specialize • major • ensure • customized

- As a _____ non-vessel operating common carrier, we can offer our customers competitive rates with all major shipping lines.
- We _____ in solutions for full container loads (FCL) and less than container consolidated loads (LCL).
- As a specialist in home textiles, we can offer our clients _____ services to meet their needs.
- Our team will be _____ to assist you in all matters regarding your order.
- We can _____ you with tailor-made solutions for your air transport requirements.
- We closely co-operate with air carriers around the world and can offer our customers a wide _____ of flexible and cost-effective services.

SELLING YOUR COMPANY'S LOGISTICS SERVICES TO THE CUSTOMER

When describing a company's services or portfolio, we often use the following expressions:

We can offer you a wide range of ...

We can provide (you with) customized / tailor-made logistics solutions for ...

We specialize in ...

As a specialist for / in ... we can ...

With our many years of experience ...
We have experience and expertise in providing ...
Our team will be happy to handle / assist you ...
With our dedicated team of logistics experts we can ...

II. Reading Comprehension Section

- 1. Read the following text. While reading, you will probably come across a number of words you don't know. Don't stop to look up these words, but try to understand the main points of the text. Pick out 5 – 7 sentences which convey the basic information in it.***

ORGANIZATION FOR TRANSPORTATION DECISIONS

Purchased goods must be transported from the point they are grown, mined, or manufactured to the place needed. The purchase of transportation services demands a high degree of skill and knowledge, if the costs of movement are to be minimized while at the same time meeting service needs. Due to the complexity of the transportation industry, the multitude of rules and regulations, and the significantly larger number of alternatives available as a result of deregulation, getting the best value for an organization's transportation money involves much more than simply getting the best transportation rate.

Depending on the type of goods being moved, transportation may account for as much as 40 percent of the total cost of the item, particularly if it is relatively low value and bulky, such as construction materials. But in the case of very high value, low weight and bulk electronics goods, transport costs may be less than 1 percent of total purchase costs. It is not unusual in many firms to find that an average of 10 percent of their purchase expenditures go for incoming transportation costs. While target savings vary from firm to firm, many have found that only a modest effort to manage incoming transportation services more efficiently will result in substantial saving, often from 10 to 15 percent of the freight bill.

If minimization of costs were the only objective in buying transportation services, the task would be easy. However, the transportation buyer must look not only at cost but also at service provided. For example, items are purchased to meet a production schedule, and the available modes of transport require different amounts of transport time. If items are shipped by a method requiring a

long shipment time, inventory may be exhausted and a plant or process shut down before the items arrive. Also, reliability may differ substantially among various transportation companies, and service levels, lost shipments, and damage may vary greatly between two different carriers. The buyer should use the same skill and attention in selecting carriers as used in selecting vendors.

Due to the large sums of money involved in the movement of goods into and out of an organization and the potential effect on profits, large firms have a separate traffic department with logisticians in areas such as selection of carriers and routing, determination of freight classification and rates, tracing shipments, and handling claims in the case of loss or damage to goods during shipment. In the very large firm, the transportation function may be specialized even further, based on the purpose of shipment. For example, an automobile producer may have three separate transportation departments, one concerned with incoming materials shipments, one making the decisions on in-plant and interplant materials movement, and the third concerned with the shipment of finished goods through the distribution channels to customers. In an organization operating under the materials management concept, the traffic manager may have responsibility for all types of materials movement.

The logistics manager must recognize that handling and shipping of raw materials and finished goods does not add value to the product itself. Instead, it is a key cost element in the operation of the firm and should be managed to minimize costs, within the parameters of needed service.

In the medium-size and smaller organizations, the number of traffic decisions may not be enough to warrant a full-time traffic specialist. Here the transport decisions are handled by the buyer or purchasing manager. This means that the buyer must have enough knowledge to make decisions on preferred free on board (FOB) terms, classification of freight, selection of carriers and routing, determination of freight rates, preparation of necessary documentation, expediting and tracing of freight shipments, filing and settlement of claims for loss or damage in transit, and payment procedures for transport services received. The involvement of the purchasing department in transportation decisions is significant and growing, as a result of the added alternatives opened up by deregulation.

2. Answer the following comprehension questions.

1. How can transportation costs vary depending on the type of goods being moved?

2. What is more important for a transportation buyer: cost or service?
3. What are logisticians busy with?
4. What does “getting the best value for an organization’s transportation money” mean?

III. Comprehension and Word Study

1. *Find in the text and write down*

a) the words which mean:

- | | |
|--------------|--------------------|
| 1. to buy | 5. things |
| 2. value | 6. traffic manager |
| 3. aim | 7. to guarantee |
| 4. timetable | |

b) the words which are opposite in meaning to the following:

- | | |
|----------------|----------------------|
| 1. to maximize | 5. to stay unchanged |
| 2. compact | 6. minor |
| 3. negligible | 7. part-time |
| 4. difficult | |

2. *Focus on essential details choosing the right alternatives.*

1. The purchase of transportation services...
 - a) demands a high degree of skill and knowledge.
 - b) is of minor importance for a large company.
2. Transportation costs may be less than 1 percent of total purchase costs...
 - a) if goods are of relatively low value and bulky.
 - b) if goods are of very high value, low weight and bulky.
3. The transportation buyer must...
 - a) look only at cost but not at service provided.
 - b) look not only at cost but also at service provided.
4. If goods are shipped by a method requiring a long shipment time, ...
 - a) inventory may be exhausted.
 - b) there will be no damage on board.
5. Since a lot of money is involved in the movement of goods into and out of an organization, ...
 - a) large firms have a separate traffic department.
 - b) large firms trying to save money have only one full-time logistician.

6. Having a logistician employed, ...
 - a) increased the value of the product itself.
 - b) does not influence the value of goods shipped.

3. Discover the main ideas of the text.

Five of the eight sentences below summarize the five paragraphs in the text. Connect the sentences to the appropriate paragraphs.

1. The number of logisticians depends on the size of a company.
2. Skills and knowledge are required to get the best value for a company's transportation money.
3. Each form of common carrier transportation, for example, rail, truck or air, has its own distinct advantages for shippers in respect of speed, available capacity, flexibility and cost.
4. Over the past several decades, various laws, regulations and interpretations have established the basic framework within the carrier system operates.
5. Depending on the type of goods being moved, transportation costs may vary greatly.
6. Transportation costs are as important as the quality of service provided.
7. Expediting means applying pressure to the carrier in an attempt to encourage faster than normal delivery service.
8. In small companies the buyer or purchasing manager handles all transport decisions.

4. Read the following words and make sure you remember their translation.

Then read the text below and fill in the gaps with the words from the list.

benefits	capabilities	freight	prize	improvement
goals	plot	postpone	fits	top-performing

7 STEPS TO TRANSPORTATION MANAGEMENT

Here are the last steps in developing a strategy to build a 1 transportation management function.

Many firms are spending more on 2 transportation than necessary. Though many recognize the critical importance of transportation management, they 3 projects to improve transportation management in deference to other corporate projects. These steps communicate the potential improvement a transportation management project can deliver by helping to “size the prize”, design the moving parts of the solution, and articulate the path forward.

The seven steps are:

1. Assess your transportation management 4 .
2. Identify your “target state” of transportation operations performance.
3. Size the 5 .
4. Determine the appropriate moving parts to move you to the target state.
5. Determine the appropriate solution deployment strategy to move to the target state.
6. 6 the course.
7. Keep score for continuous 7 .

Approaching the transportation management business process in this manner provides a series of facts and insights that guide improvement and can instruct top management on the value and importance of the transportation management discipline. To achieve these 8 , people, process, and technology will be important. All three dimensions are central to progression toward transportation management excellence.

Steps one through four, work through the process of establishing a current performance baseline and setting goals. These steps also help determine how much opportunity exists in your company, and you will determine what additional capabilities (people, process, and technology) will be required to realize those 9 .

Steps five through seven, focus on ascertaining which deployment strategy best 10 your company’s environment and help plot the path forward. The final step helps provide perspective on the importance of performance measurement and the need for a cultural commitment to continuous improvement.

5. Give Russian interpretation of the following English sentences.

1. When shall we be able to settle the delivery point?
2. We can’t accept your delivery terms.
3. We can’t proceed with deliveries.
4. – How will deliveries be made? – In three consignments, at a 4 month interval.
5. We are not responsible for disrupting the delivery schedule as the deliveries are made on f.o.b. terms.
6. Who can we turn to to discuss transport problems?
7. I think we are entitled to the preferential rates.

8. On what terms do you normally transport cargoes?
9. What quality of materials is acceptable to you?
10. Have you received our notification of readiness?

6. Translate the following text and get ready to define the meaning of the main terms described.

TRANSPORT DOCUMENTS, BILLS OF LADING

The main transport documents are: the **Railway Bill**¹ (for the transportation by the railroad), the **Airfreight Bill**² (for air transportation), the **Autoway Bill**³ (for auto transport) and the **Bill of Lading**⁴ (B/L) (for sea transportation).

All these documents have much in common⁵ so there is no point⁶ in discussing all of them. It would be more useful to discuss in detail the main sea transportation document, i.e. the Bill of Lading, since the most voluminous⁷ international trade is still carried out by sea – be it in terms of the sheer bulk of the goods, or their cost⁸.

The transport of goods between two countries is organized by **forwarding agents (shipping agents)**⁹ who send the goods to the place of destination either after warehousing¹⁰ or directly.

The forwarding agent undertakes the collection of smaller consignment collective consignment (consolidated cargo)¹¹, he sees to reforwarding or redirection of goods¹², their transshipment¹³, insurance and customs-clearance¹⁴. He gives request information as to the freight rates, port dues (dock dues), insurance rates¹⁵, etc.

For the announcement of goods to be shipped a **shipping note**¹⁶ must be sent by the forwarder (on behalf of the shipper¹⁷) to a dock company¹⁸ or to the captain of the ship. The shipping note contains the request to transport the goods to a certain port of destination. Then, the goods are loaded on board the vessel¹⁹, after which the forwarder is given the mate's receipt²⁰ certifying that the goods have been taken on board the ship. It may be a "**clean receipt**"²¹ if the packing is in good order or a "**foul receipt**"²² if the packing of the goods leaves anything to be desired.

Then the Bill of Lading is made out. It is the contract by which the shipowner agrees to convey the shipper's cargo to the place of destination and to hand it over to the addressee²³ in the port of discharge.

The Bill of Lading is made out in several stamped originals²⁴ (usually three) and a number of unstamped copies (up to twenty five). In the port of destination only the holder of the Bill of Lading (which is sent either by air-mail or by ship's mail) is entitled²⁵ to receive the goods.

In any Bill of Lading the following details should be stated: B/L Number, reference Number (Shippers' Reference)²⁶, the names of the shipper and the consignee, the name, flag and shipowners of the vessel, the port of loading and discharge, the description of goods, the marks and numbers, the place and date of issue²⁷, freight particulars²⁸ and the terms of delivery²⁹.

The terms of delivery most commonly employed in international trade are the following:

C.I.F. (Cost, Insurance, Freight)³⁰. When this type of delivery is employed, the Buyer pays not only for the goods themselves, but for their transportation (freight), and also insures the goods. Freight is usually prepaid³¹.

C.&F., C.A.F. (Cost and freight)³². This is analogous to the previous, with the exception of insurance.

F.O.B. (Free on Board)³³. In many respects³⁴ this type of delivery is opposite to C.I.F. and C.A.F. In the case of a F.O.B. delivery the Shipper is usually responsible only for the delivery of the goods on board the vessel. When the goods are loaded, the Shipper's responsibility is over. So, to look at it the Charter's way, the loading for him is free³⁵. Under this type of delivery terms freight is usually not prepaid, but collect³⁶.

F.A.S. (Free alongside Ship)³⁷. This is much the same as the previous, only the Shipper does not even have to load the goods on board the vessel, he must only deliver the goods to the pier, leaving them alongside ship.

F.O. (Free out)³⁸. Everything until the ship is out of the port is the responsibility of one party (usually the Shipper), while afterwards it is the responsibility of another party (usually, the Charterer).

F.I.O.S. (Free in and out Stowed)³⁹. Stowing the vessel in the port of loading, and unstowing it in the port of discharge is not included in freight (is free).

Quite often Bills of Lading have a more detailed description of responsibilities concerning delivery, stowing, unstowing, etc. For instance, one may find in B/Ls such remarks as: "Discharging at the Port of Destination for the Buyers' (Sellers') Account"⁴⁰, "All Expenses connected with Stowing and Unstowing, Including Works in Holds are for the Consignee's Account"⁴¹, "Shippers' Load, Stowage, Count and Seal"⁴², "Cargo Shipped on Deck at Shippers' Risk"⁴³, etc.

NOTES

- | | |
|---|---|
| 1. Railway Bill | – железнодорожная накладная |
| 2. Airfreight Bill | – авиационная накладная |
| 3. Autoway Bill | – автомобильная накладная |
| 4. Bill of Lading | – коносамент |
| 5. to have much in common | – иметь много общего |
| 6. there is no point in discussing | – нет смысла обсуждать |
| 7. voluminous <i>adj</i>
volume <i>n</i> | – объемный
– объем |
| 8. be it in terms of the sheer bulk of
the goods or their cost | – будь то в смысле простого
объема грузоперевозок или их
стоимости |
| 9. forwarding agents = shipping agents | – экспедирующая организация |
| 10. to warehouse <i>v</i>
warehouse <i>n</i> | – складировать
– склад |
| 11. consolidated cargo | – сборный груз |
| 12. reforwarding = redirection of goods | – переадресовка, переотправка
грузов |
| 13. transshipment <i>n</i> | – перевалка, транзит груза |
| 14. customs-clearance <i>n</i> | – таможенная очистка (груза) |
| 15. freight rates, port dues (dock dues),
insurance rates | – ставки фрахта, портовые
(доковые) сборы, страховые
ставки |
| 16. shipping note | – поручение на отгрузку,
отгрузочное поручение |
| 17. on behalf of the shipper | – от имени отправителя |
| 18. dock company | – портовая компания |
| 19. vessel <i>n</i> | – судно |
| 20. mate's receipt | – штурманская расписка
(<i>расписка администрации
судна в получении груза</i>) |
| 21. clean receipt | – чистая (<i>без оговорок</i>)
штурманская расписка |
| 22. foul receipt | – штурманская расписка с
оговорками |
| 23. addressee = consignee <i>n</i> | – получатель |
| 24. stamped original | – отштампованный оригинал
коносамента |

- | | |
|--|--|
| 25. to be entitled to | – быть уполномоченным, иметь право |
| 26. Reference Number = Shippers' Reference | – номер поручения на погрузку |
| 27. place and date of issue | – место и время выдачи (<i>издания</i>) коносаментa |
| 28. freight particulars | – детали, касающиеся фрахта |
| 29. terms of delivery | – условия доставки |
| 30. C.I.F., CIF (Cost, Insurance, Freight) | – с.и.ф. (стоимость, страховка, фрахт) |
| 31. freight prepaid | – фрахт уплачен заранее |
| 32. C&F, C.A.F., CAF (Cost and Freight) | – КАФ (стоимость и фрахт) |
| 33. F.O.B., FOB (Free on Board) | – ФОБ (франко борт) |
| 34. in many respects | – во многих отношениях |
| 35. to look at it the Charterer's way, loading for him is free | – если смотреть с позиции фрахтователя, то для него погрузка бесплатна |
| 36. freight collect | – фрахт уплачивается после доставки |
| 37. F.A.S., FAS (Free alongside Ship) | – ФАС (франко вдоль борта судна) |
| 38. F.O., FO (Free out) | – ФО (условие доставки, при котором изменения ответственности за груз происходят при выходе судна из порта) |
| 39. F.I.O.S., FIOS (Free in and out Stowed) | – ФИОС (условие доставки, при котором в сумму фрахта не входит обработка судна в портах погрузки и выгрузки) |
| 40. Discharging at the Port of Destination For the Buyers' (Sellers') Account. | – Выгрузка в порту назначения за счет покупателя (продавца) |
| 41. All Expenses Connected with Stowing and Unstowing, Including Works in Holds are for the Consignee's Account. | – Все затраты, связанные с погрузкой и выгрузкой, включая трюмные работы, – за счет получателя |

- | | |
|--|--|
| 42. Shippers' load, stowage, count and seal. | – Погрузка, затарка, счет и пломбы отправителя |
| 43. Cargo Shipped on Deck at Shippers' Risk. | – Груз перевозится на палубе на страх и риск отправителя |

7. Study the following English phrases used for successful negotiations on transportation issues. Try to translate them into Russian with the left column closed. Ask your partner to check you. Exchange the roles. Notice some new vocabulary and try to use it while composing your own dialogues based on the given phrases and words as props.

Мы (не) согласны подписать ... аварийный бонд (гарантию) коммерческий акт	We (do not) agree to sign ... an average bond a commercial report
К кому можно обратиться по транспортным вопросам? Вам поможет ... генеральный агент по фрахтовым вопросам транспортный агент фрахтовый агент	Who can we turn to discuss transport problems? A ... will help you general freight agent carrier agent chartering agent
Как будет компенсировано ... багажа? повреждение порча утрата	How will the ... the luggage be compensated for? damage to damage to loss of
Вам придется обратиться в страховую компанию. Если море будет беспокойно, мы будем вынуждены прибегнуть к услугам ... буксира морского буксира портовой баржи	You'll have to apply to the insurance company. If the sea keeps rough we will have to use a ... tug seagoing tug utility barge
Кто будет отвечать за ... ? погрузку разгрузку контрольное взвешивание	Who will be responsible for the ... ? loading unloading check weighing

При поставке грузов мы должны учитывать, что это ...	While delivering cargoes we must take into account that this is ...
генеральный груз (смешанный, сборный)	a general cargo
=несколько покупателей, продавцов	
киповой груз – состоящий только из упаковок какого-либо вида	a bale cargo
легкий груз	a light cargo
легковоспламеняющийся груз	an inflammable cargo
неупакованный груз	an unpacked cargo
тяжеловесный груз	a heavy-weight cargo
Мы хотели бы уточнить ...	We would like to clear up ...
стоимость бункера	the cost of bunker
допустимый вес	the allowable weight
взнос по общей аварии	a general average contribution
Мне кажется, мы имеем право на ...	I think we are entitled to the ...
вознаграждение за спасение груза	salvage on cargo
диспач	dispatch
= отправка (посылки, курьера)	
льготный тариф	preferential rates
минимальный тариф	minimum rates
низкий тариф	low rates
Это неправильная поставка, и мы вынуждены ...	This is wrong delivery and we have to ...
вернуть груз	return the cargo
переадресовать груз	readdress the cargo
Как рассчитывается ... ?	How is the ... calculated?
грузовместимость	cargo capacity
грузоподъемность	load-carrying capacity
полезная грузоподъемность	cargo payload
Это недоразумение произошло по вине ...	This misunderstanding is the fault of the ...
фрахтового агента	chartering agent

грузоотправителя	consignor
грузополучателя	consignee
У вас есть какие-либо данные о ... ?	Have you got any data on the ... ?
правилах движения	traffic rules
ставке демереджа (= простой, задержка)	demurrage rate
сталийных днях (= количество дней, разрешенных на разгрузку без уплаты простоя судна)	lay days
Какие документы мы должны представить?	What documents are we to submit to you?
Вы должны передать нам ...	You must submit the ... to us.
отгрузочные документы	shipping documents
товарораспорядительные документы (= документ, дающий право его обладателю распоряжаться указанным грузом)	document of title
отгрузочные инструкции	shipping instructions
Как будут поставляться грузы?	How will cargoes be delivered?
Мы будем отправлять их по ...	We shall send them by ...
железной дороге	railway
шоссейной дороге	highway
Мы обязуемся выполнять ...	We undertake to observe the ...
сроки поставки	delivery time
план перевозок	transportation plan
правила международных перевозок	rules of international carriage
условия поставки	terms of delivery
Вы получили наше уведомление о (об) ... ?	Have you received our notification of ... ?
готовности товара к отгрузке	readiness
нарушении даты канцелинга	violation of cancelling date
подтверждении заказа	confirmation of the order
уплате демереджа	payment of demurrage

Мы оформим ..., как только закончим все формальности.

бортовой коносамент
(= транспортная накладная)
внешний коносамент
(= коносамент по экспортной перевозке)
именной коносамент
(=на имя определенного грузополучателя)

We shall draw up ... as soon as we are through with all the formalities.

on board bill of lading

outward bill of lading

straight bill of lading

Какой коносамент вы собираетесь выписать?

Мы выпишем ...

чистый коносамент
коносамент с оговорками
сквозной коносамент

What bill of lading are you going to issue?

We shall make out a ...

clean bill of lading
clauses bill of lading
through bill of lading

Какое качество материалов вам подходит?

Нас устраивает ... качество материалов.

высшее
приемлемое

What quality of materials is acceptable to you?

... quality of materials suits us.

First-rate
Acceptable

Мы хотим еще раз напомнить, что товар будет поставляться в ...

большегрузных вагонах
грузовых контейнерах
железнодорожных контейнерах
транспортировочных
контейнерах

We wish to remind you again that the goods will be delivered in ...

large-capacity cars
cargo containers
railway containers
shipping containers

Какие сопроводительные документы потребуются для перевозки груза?

Необходимо будет проверить наличие ...

водной накладной
железнодорожной накладной
накладной воздушного сообщения

What forwarding documents will be required for the transportation of the cargo?

It will be necessary to check if ... is available.

marine way bill
way bill
air way bill

Какие оговорки вы хотели бы уточнить?

Мы хотели бы обратить ваше внимание на ...

генеральную оговорку
(= условие коносамента о превалирующем значении национального законодательства)
дополнительную оговорку оговорку о небрежности
(= оговорка об освобождении судовладельца от ответственности за небрежность со стороны его служащих)
оговорки специальных условий
(= оговорка о навигационной ошибке)

What clauses would you like to specify?

We'd like to call your attention to a...

paramount clause

superimposed clause
negligence clause

special conditions clause

Какая форма отгрузки предусмотрена в контракте?

В контракте предусмотрена ... отгрузка.

вагонная
валовая
(= брутто, о весе продукта с учетом веса упаковки)
немедленная

What kind of shipment is provided for in the contract?

The contract provides for ... shipment.

carload
gross

prompt

Какие перевозки практикуются вашей фирмой?

В основном ... перевозки.

автомобильные
воздушные
железнодорожные
морские

What kind of transportation does your firm practice?

Mostly ... transportation.

motor
air
railway
overseas

Несоблюдение ... может привести к срывам в выполнении обязательств.

договора перевозок
плана перевозок
правил международных перевозок
условий перевозок

Non-observance of the ... may lead to serious disruptions in fulfilling the obligations.

contract of carriage
transportation plan
rules of international carriage
terms of transportation

На каких условиях вы обычно перевозите грузы?

Как правило, на условиях ...

к. а. ф.
с. и. ф.
ф. о. б.

On what terms do you normally transport cargoes?

As a rule on ... terms.

c. a. f.
c. i. f.
f. o. b.

Мы должны согласовать с вами ...

время погрузки (разгрузки)
место погрузки (разгрузки)
начало погрузки (разгрузки)

предписание относительно погрузки (разгрузки)

We must come to terms about the ...

time of loading (unloading)
loading (unloading) berth
beginning of loading (unloading)
instructions on loading (unloading)

Как вы можете охарактеризовать этот порт?

Это ... порт.

безопасный
доступный
сезонный
(не)удобный

How will you describe this port?

This is ... port.

a safe
an accessible
a seasonal
a (an) (in)convenient

Вы должны будете нести ... расходы.

дополнительные
накладные
складские
транспортные

You will have to bear ... expenses.

additional
overhead
storage charges
carriage

Мы с вами остановились на ...

скоростном рейсе
специальном рейсе
чартерном рейсе

We've decided on a ...

“hot-shot” run
special flight
charter flight

Какие сборы взимаются в порту?

Как правило, ... сбор(-ы).

лихтерные
лоцманские
причальные
таможенные

What charges are levied at the port?

As a rule ...

lighterage
pilotage ['paɪlətɪdʒ]
berthage [bɜːθɪdʒ]
customs dues

Данные по оборудованию (не)
соответствуют ... спецификации.

весовой
отгрузочной
технической

The information on the equipment
(does not correspond) corresponds to
the ... specification.

weight
shipping
technical

Как производится расчет стальной-
ного времени?

Мы уже обеспечили ... для
перевозок.

грузовое судно
контейнерное судно
промтовое судно
сухогруз
торговое судно
транспортное судно
танкер

How is the calculation of lay days
made?

We have already provided a ... for
transportation.

cargo ship
container cargo ship
prompt ship
dry-cargo ship
commercial vessel
carrier
tank ship

Мы только что подписали ...
чартер.

открытый
портовой
рейсовый
специальный

We have just signed ... charter.

an open
a port
a voyage
a special

8. *Beneath each sentence you will see four words or phrases, marked (A), (B), (C), and (D). Choose the one word or phrase that best completes the sentence.*
- The term FOB stands for free on board, meaning that goods are ... to a specified point with all transport charges paid.
 - delivering
 - delivered
 - paying
 - paid
 - The claim that FOB destination is always preferable because the ... pays the transportation charges is incorrect.
 - buyer
 - seller
 - client
 - customer
 - While the seller may pay the transportation charges, in the final analysis the charges are borne by the buyer, since transportation costs will be included in the delivered ... charged by the vendor.
 - cost
 - shipment
 - transportation
 - price
 - In effect, if the buyer lets the vendor make the transportation decisions, then the buyer is allowing the vendor to ... the buyer's money.
 - spend
 - negotiate
 - waste
 - charge
 - The two marine freight terms commonly used are C&F and CIF. C&F, cost and freight, is similar to FOB origin, with freight ... paid by the seller.
 - measurement
 - money
 - charges
 - taxes
 - ... , under C&F the buyer assumes all risks and should provide for insurance.
 - However
 - Since
 - While
 - In some instances
 - CIF, cost, insurance, and freight, means that the seller will pay the freight charges and provide appropriate ... coverage.
 - services
 - package
 - transportation
 - insurance

9. *Put the words in the right order. Use the correct form of the verb.*



1. an excellent / provide / delivery service / my company.
2. you / how much / handle / cargo / per year ?
3. to other countries / not ship / we / chemical products.
4. responsible for / be / the warehouse manager / also / vehicles and machinery.
5. to foreign companies / car parts / this vendor / supply ?
6. usually / arrange / for companies / a freight forwarder / documentation.

Supplementary reading.

Read the following text with a dictionary.

THE LOGIC BEHIND TRANSPORTATION ANALYSIS

Customer satisfaction is not achieved without the implementation of a competent delivery system. There is then a need to conduct transportation analysis.

The success of a business does not end with the production of the best product or service. This is because that product or service still has to be delivered to the company's target market. Only then would the customer be able to see for himself or herself whether or not your business does deserve the credit it claims to be worthy of. There should then be a need to conduct transportation analysis, for the business to determine if their existing delivery system is really up to par.

Of course, you cannot expect a business's delivery system to be foolproof, much to the dismay of the lot of businessmen in the corporate world. There is always room for improvement, as the popular adage goes, and no business is

exempted from this at all. To determine the underlying causes of interruptions in the order cycles of an enterprise, in-depth analysis should really be conducted.

In a nutshell, this analysis focuses on the measurement of associated costs that can hamper stock deliveries. These associated costs are related to the freight business, so much focus should be placed on this particular business. For the most part, the commonly shared problem of even the major players in the industry is actually the product being out of stock or being absent. Usually, this problem surfaces when cargo and freight face various roadblocks and barriers. These aspects then keep the existing delivery system from distributing products and services in the timely manner that it is supposed to.

In America alone, there are actually various groups that dedicate themselves to the analysis of transportation and delivery – one of which is the SFTA, or the Strategic Freight Transportation Analysis. Through this analysis, extensive data is gathered regarding the transportation and delivery systems of companies, and this gathered data is then interpreted and used towards the improvement of freight movement. The use of existing roads is then maximized, as well as choke points being analyzed so that delivery systems can avoid such points that can severely hamper the flow of goods and cargo. Apart from that, the effectiveness of costs is also analyzed, as well as the partnership that exists between the private and public sectors, for the achievement of goals.

Understandably, there are many aspects to consider when conducting such an analysis – the most important ones are the point of origin as well as the final destination of the goods and cargo. Through this, you would then have a rough sketch of the possible causes behind the delay in freight deliveries. Mind you do not limit the analysis to just goods and cargo because other resources have to be considered as well, which include minerals and mining products. This OD study or origin and destination study places more focus on surveys from the delivery trucks themselves, so that freight movements can be better understood via key points in delivery routes. Interview sessions and survey are used to gather data and only then can proper transportation analysis be conducted. For obvious reasons, such an analysis is really vital to the success of any business. This should indeed be something businesses should conduct for their own welfare.

- a) Replace the underlined words with their synonyms.
- b) Point out connections and transfers from one paragraph or thought to another. Further use them while retelling.
- c) What key phrase explains the main idea of each paragraph?
- d) Can you give the main idea of the text in a nutshell?

IV. Speaking Practice

1. Answer the following questions in your own words.

What does FOB mean?

What variations are there in FOB terms?

2. Read the following dialogue in pairs. Give its Russian interpretation. Be ready to act it out.

C. Good afternoon, Mr..., we would like to discuss with you the question of the transportation of the equipment.

S. Good afternoon, Mr..., yes certainly.

C. We have agreed that the delivery of the equipment shall be carried out on c.i.f. terms.

S. You are quite right.

C. In this case we would like to clear up who will be responsible for what?

S. When the equipment is ready for shipment we'll inform you and you will open an irrevocable L/C (Letter of Credit).

C. What information (data) will you supply to us when we have opened the L/C?

S. After the equipment has been loaded we shall immediately inform you of the vessel's name, her sailing date, the port of destination, the description and quantity of the load, the number of the B/L and the contract number.

C. Are your obligations over, here?

S. Yes, at the port of unloading the Customer provides for prompt unloading of the equipment on time and transporting it from the port to the construction site.

C. Thank you for the clarification, Mr...

3. TAKING ACTION AND APOLOGIZING

After a problem or mistake has been brought to your attention, it is important to deal with it promptly.

Note that we tend to use a more formal style in written communication.

When responding to a customer, it is a good idea to acknowledge that we are aware of the problem:

We are replying to your email of April 24th informing us that ... (more formal)

Thank you for informing us about an error in our December statement. (more formal)

Thanks very much for pointing out the mistake.

I understand there is a confusion in addresses / delivery dates.

Then we say what we want to do (or have done) to solve the problem. We often use phrasal verbs when talking about taking action:

We are looking into this matter and will contact you again later today. (more formal)

I shall / will get in touch with the forwarding agent at once.

I'll take care of this straight away.

I'll get on to that now.

I'll see to this immediately.

I'll get back to you on that as soon as possible.

We usually also apologize for the problem or mistake:

We would like to apologize for the inconvenience. (more formal)

We very much regret misunderstanding. (more formal)

I'm very sorry about that.

Let me apologize for this delay / mistake / error (once again).

Complete the sentences with words from the box.

get back • the least • very sorry • be OK • just talked • find out • should have • see to • seems that • sorted out • get on

1. Sorry, I have no idea at the moment, but I'll _____ .
2. OK, I'll _____ to this straight away.
3. I've just checked all the documents and it _____ we used the wrong address.
4. I'm _____ about this, Ms Egbert, but I'll do everything I can to get this problem _____ .
5. I'll _____ to you as soon as I've spoken to the forwarder.
6. I've _____ to our freight forwarders here in the UK.
7. That way you _____ them by Friday afternoon.
8. Would that _____ for you?
9. Yes, I'll _____ that.
10. It's _____ I can do for you.

4. Work with a partner to solve a problem. Use phrases from this unit.

A

Tell B that you have just found out you have shipped the wrong products to them.

Apologize for the mistake. Tell B what you have done so far.

Tell B what exactly you want to do next. Ask B if he / she is happy with that.

End with a friendly sentence.

B

Ask A what he / she wants to do about it.

Tell A that you need the items urgently. You expect to have them within two days.

Thank A for help.

5. Complete the sentences with words from the box.

so • because • although • due • as a result • despite • because • in spite of

1. Our customer wants to ship valuable freight, _____ we need to think about insurance.
2. A part of the shipment seems to be damaged _____ of rough handling.
3. _____ the customer needed them urgently, the goods couldn't be delivered at the weekend.
4. The flight was cancelled _____ to bad weather.
5. The driver had the wrong address, _____, it took him three hours to deliver the pallets.
6. The consignment arrived on time _____ all the customs formalities at the border.
7. We are unable to ship today _____ we've had problems with our dispatch.
8. _____ being well secured, the load was damaged on arrival.

6. Choose the correct words to complete these sentences.

1. The documents stated the wrong quantities. As a **reason / result / cause**, the shipment was not accepted at the warehouse.
2. The delay was **found / noticed / caused** by an accident on the motorway.
3. When I spoke to the logistics manager, it **noticed / saw / turned** out that they had used different packing material.
4. Unfortunately, we are unable to deliver the consignment **due to / because / so** technical problems in our warehouse.
5. **Although / In spite of / But** the delay, the delivery will still arrive on time.
6. What is the **cause / reason / result** for this delay?

7. Say which sentence in each pair is more polite and / or less direct.

1. a) You have made an error on the December statement.
b) There appears to be an error on the December statement.
2. a) The discount has not been deducted from the total amount.
b) You did not deduct the discount from the total amount.
3. a) There is a discrepancy between invoice and packing list.
b) It appears that there is a discrepancy between invoice and packing list.
4. a) Could you let us have a corrected invoice?
b) Send us a corrected invoice.
5. a) A mistake has been made in invoice № 09-234.
b) There is a mistake in invoice № 09-234.
6. a) Use the above bank account number for future transactions.
b) Please make sure that the above bank account number is used for future transactions.

8. Extend all the saying to the volume of independent monologue utterances.

1. The purchase of transportation services demands a high degree of skill and knowledge.
2. Large firms should have a separate traffic department.
3. Many firms spend more on transportation freight than necessary.
4. There are several variations in FOB terms.

9. Below there is a part of a telephone conversation between a manufacturer, Mr Jones, and a clearing and forwarding agent, Mr Brown. Choose from the words in the box to complete the conversation. The first has been done for you.

documentation	ex works	customs
declaration	present	transport
licence	stencilled	bill of lading
pro forma		

Jones: ... So you feel that the (1) documentation isn't complete yet?

Brown: No, I'm afraid not. I'm not at all sure what (2) _____ has been arranged to get the goods to Southampton.

Jones: I'll ask our shipper – we're using Carson and Napier this time – and I'll get them to let you know.

Brown: Please make sure that we get a list of the marks (3) _____ on the container.

Jones: Yes, I'll do that. And we have the export (4) _____, which we'll send on to you. We've made the (5) _____ at the consulate, so we're getting the consular invoices which will confirm the (6) _____ cost of the consignment. Will you send it through to the importing (7) _____ authorities, or shall we?

Brown: We'll do that for you. Have you sent a copy, with the other documents, to your bank so that they can (8) _____ them all through the Bank of South America?

Jones: Not yet, because there's been a delay with the (9) _____ . For some reason they've put the wrong number of packages on it, so we're just waiting for that to be cleared up. We'll get it off as soon as we can.

Brown: Good. And there should be no trouble with the terms since they've already seen a (10) _____ invoice.

Jones: No, there was no problem at all.

V. Writing Section

1. Translate the following text in written form. Use a dictionary if necessary. While reading, answer the following question: Which transporting alternative is the best?

TRANSPORT MODES

Transporting function must fit the whole strategy

The transporting function should fit into the whole marketing strategy. But picking the best transporting alternative can be difficult. The best alternative depends on the product, other physical distribution decisions, and what service level the company wants to offer. The best alternative should not only be as low-cost as possible but also provide the level of service (for example, speed and dependability) required. Exhibit 1 shows that different modes of transportation have different strengths and weaknesses. Low transporting cost is *not* the only criterion for selecting the best mode.

Exhibit 1. Benefits and Limitations of Different Transport Modes

Mode	Transporting Features					
	Cost	Delivery speed	Number of locations served	Ability to handle a variety of goods	Frequency of scheduled shipments	Dependability in meeting schedules
Rail	Medium	Average	Extensive	High	Low	Medium
Water	Very low	Very slow	Limited	Very high	Very low	Medium
Truck	High	Fast	Very extensive	High	High	High
Air	Very high	Very fast	Extensive	Limited	High	High
Pipeline	Low	Slow	Very limited	Very limited	Medium	High

Railroads – large loads moved at low cost

Railroads are the workhorse of transportation system of many countries. They carry more freight over more miles than any other mode. They carry heavy and bulky goods – such as raw materials, steel, chemicals, cars, canned goods, and machines – over long distances. By handling large quantities, the railroads are able to transport at relatively low cost. Because railroads freight moves more slowly than truck shipments, it is not as well suited for perishable items or those in urgent demand. Railroads are most efficient at handling full carloads of goods. Less-than-carload (LCL) shipments take a lot of handling, which means they usually move more slowly and at a higher price per pound than carload shipments.

Trucks are more expensive, but flexible and essential

The flexibility of trucks makes them better at moving small quantities of goods for short distances. They can travel on almost any road. They go where the rails can't. That's why at least 75 percent of U.S. consumer products travel part of the way from producer to consumer by truck. And in countries with good highway systems, trucks can give extremely fast service.

Ship it overseas – but slowly

Water transportation is the slowest shipping mode – but usually the lowest-cost way of shipping heavy freight. Water transportation is very important for international shipments and often the only practical approach.

Inland waterways are also important, especially for bulky, nonperishable products such as iron ore, grain, steel, petroleum products, cement, gravel, sand, and coal. However, when winter ice closes freshwater harbors, alternative transportation must be used.

Airfreight is expensive but fast and growing

The most expensive cargo transporting mode is airplane – but it is fast! Airfreight rates normally are at least twice as high as trucking rates – but the greater speed may offset the added cost.

High-value, low-weight goods – like high-fashion clothing and parts for the electronics and metal-working industries – are often shipped by air. Airfreight is also creating new transporting business. Perishable products that previously could not be shipped are now being flown across continents and oceans. Flowers and bulbs from Holland, for example, now are jet-flown to points all over the world.

But airplanes may cut the total cost of distribution

Using planes may help a firm reduce inventory and handling costs, spoilage, theft, and damage. Although the *transporting* cost of air shipments may be higher, the *total* cost of distribution may be lower. As more firms realize this, airfreight firms – like DHL Worldwide Express, Federal Express, Airborne, and Emery Air freight – are enjoying rapid growth. These firms play an especially important role in the growth of international business.

Put it in a container – and move between modes easily

In this text the modes were described separately, but products often moved by several different modes and carriers during their journey. This is

especially common for international shipments. Japanese firms – like Sony – ship stereos to the United States, Canada, and Europe by boat. When they arrive at the dock, they're loaded on trains and sent across the country. Then the units are delivered to a wholesaler by truck or rail.

The growth of airfreight makes it easier and faster for firms to serve customers in foreign markets



2. Now look at the table in the text again. Which transport mode would you choose if:

- a) you need to transport fabrics (1000 kg) from Iran to Belarus?
- b) you need to transport milk products from Russia to Belarus? Share your ideas with your partner and prove your point of view by using the following comparative structures: as ... as, not so ... as, twice as ... as, much more expensive, less expensive, far cheaper, three (four...) times as cheap as

3. Put the following points into the order they appear in the text.

1. Ship it overseas – but slowly.
2. Railroads – large loads moved at low cost.
3. Transporting function must fit the whole strategy.
4. Trucks are more expensive, but flexible and essential.
5. Put it in a container – and move between modes easily.
6. Airfreight is expensive but fast and growing.
7. Competition has forced railroads to innovate.
8. But airplanes may cut the total cost of distribution.

4. Choose the phrase a, b or c, which best completes each sentence.

1. Because the train runs on fixed tracks ...
 - a) ... it can be timetabled to stop at more stations.
 - b) ... it can carry more passengers.
 - c) ... it is not subject to traffic jams.

2. If a railway only has a single track ...
 - a) ... a breakdown will probably not cause serious problems.
 - b) ... a breakdown will definitely cause serious problems.
 - c) ... a breakdown is likely to cause serious problems.

3. When a particular railway service becomes unprofitable ...
 - a) ... it may help the situation if fares are lowered.
 - b) ... it will help the situation if fares are lowered.
 - c) ... it will not help the situation if fares are lowered.

4. Because most journeys do not start and end at railway stations ...
 - a) ... support transport is not normally required at the terminals.
 - b) ... support transport is usually required at the terminals.
 - c) ... support transport is occasionally required at the terminals.

5. Times of arrival and departure for trains can be given with greater accuracy than ...
 - a) ... for lorries or coaches because road transport is slower.
 - b) ... for aircraft because airports are congested.
 - c) ... for other forms of transport.

6. One of the attractions of inter-city travel by rail for executives is that they ...
 - a) ... will reach their final destination more quickly.
 - b) ... will have the option to do some work while they are traveling.
 - c) ... will not need a taxi at the end of their journey.

7. Heavy and bulky freight can be carried overland comparatively cheaply by rail because ...
 - a) ... bigger loads can be carried in a single haul.
 - b) ... the loads can be conveyed at night.
 - c) ... railway workers wages are low.

8. When railway lines are closed down because they are uneconomic ...
 - a) ... the workers will have to find jobs in other industries.
 - b) ... the workers will not be able to find jobs in other industries.
 - c) ... some of the workers may lose their jobs.

9. If the government spent substantially more on the development of motorways ...
 - a) ... they would also have to subsidise the railways.
 - b) ... it would probably make the railways less profitable.
 - c) ... it would encourage more freight to be sent by rail.

10. A Eurotunnel between England and France ...
 - a) ... will make French goods more expensive in England.
 - b) ... will encourage more Britons to go abroad for their holidays.
 - c) ... will improve the British economy by encouraging tourism.

5. Complete the sentences in your own words.

1. When goods are sent by air ...
2. If bulky goods need to be sent overseas ...
3. Storms at sea can cause loss or damage to cargo ...
4. When commuters' trains run into London late ...
5. An aircraft has a long way to fall so the maintenance of the aircraft ...
6. When perishable items such as tomatoes and flowers ...
7. When there is only a single line railway track ...
8. If the government raises the tax on petrol ...
9. There will always be a demand for luxury liners because ...
10. Many of the new large oil tankers are built in Japan because ...
11. There has been a slump in shipbuilding in recent because ...
12. The really heavy lorries are called juggernauts and they ...

6. Summarize the text in about 50 words.

7. ADVICE OF SHIPMENT

When dealing with shipments to customers, it is common practice to advise them that a shipment has been sent. Often details on departure and arrival times, order numbers, and documents are given.

We are pleased to inform you that your order has been dispatched by truck today.

Order № 3012 has been dispatched by flight BA2379 today.

We are pleased to advise that your order № 23/1346 was shipped on board the vessel 'Ocean Line'.

The consignment is due to arrive in Sydney on August 25th.

The above order has been handed over to our forwarding agents today.

The consignment will be delivered to your warehouse in Brussels.

There are six mistakes in this email. Can you correct them?

Advice of dispatch

Dear Cheng

Please find attach the following documents: delivery note № 70007108, packing list, and shipping order.

Our forwarder has just picked up the goods from our warehouse. The goods should be at your disposal at Monday 31 October 2009.

Please notice that a copy of the batch certificate will be send to you as soon as possible by email. As soon as we recieve the original batch certificate, we will send it to you.

If you have any further questions, please let me now.

Regards

Ana Garcia

Logistics Manager

8. Write a similar email informing a customer about dispatch.

Include the following information:

1. The order number.
2. When the consignment was sent.
3. How the consignment was shipped (road, air, rail, sea).
4. Where it will be delivered.
5. When it will arrive at the customer's site.

9. After arranging the express transport with the forwarder, Peter, the logistics manager writes an email to confirm what has been agreed. Choose the correct preposition.

Dear Ms Charlesworth

As discussed **at / on / to** the phone this morning, we enclose shipping order №09/13087-02. Please arrange express transport of the consignment to Iceland through Cargo Worldwide Express, as agreed.

Please note that the goods must arrive **on / in / at** the customer's premises **at / on / in** Selfoss, Iceland, on Friday, August 22 **until / to / by** 4 p.m. at the latest.

As agreed, the shipping costs **from / for / to** this consignment are £1,570, payable **at / within / during** 30 days of receipt **of / from / by** invoice. Please send the freight invoice **at / on / to** the following address:

VITA COSMETICS Ltd
18 South Road
Bournemouth
BH8 5SX

Best regards
Peter Bott
Logistics Manager

BY AND UNTIL

We use the prepositions *by* and *until* to describe different situations:

by = something happens (or should happen) not later than a specific point in time

The consignment must be delivered by Friday.

until / till = something continues up to a specific point in time

The logistics manager will be away until Friday.

10. Complete the sentences with *by* or *until*.

1. I'll make sure that the documents arrive _____ the end of the week.
2. We have to arrange shipment _____ August 4th.
3. I'm afraid there will be delays _____ the beginning of July.
4. They said we would receive the consignment _____ Monday.
5. Call me if there are any problems. I'll be in my office _____ 6.30 today.
6. We require the goods _____ March 15th.

11. Write a short email to a trading partner.

DEALING WITH ERRORS AND MISTAKES IN DOCUMENTS, STATEMENTS AND INVOICES

When dealing with errors it is particularly important to use polite and diplomatic language. It is also a good idea to use passive sentences to make your statements less direct and personal. If we want to inform someone that there has been a mistake, we often use impersonal expressions with the verbs *seem* and *appear*.

It seems / appears that a mistake has been made with regard to the customs invoice.

There seems to be a discrepancy between the items listed on your June statement and the goods delivered.

When checking your statement, we noted that invoice TX 274 has been debited twice.

It is important to say what we will do or expect the other person to do:

We are returning your invoice as the 2 per cent discount has not been deducted from the total amount.

Could you please let us have a corrected / an amended invoice by return?

Please confirm the corrected amount of ...

Could you make sure that weight and dimensions of the items are specified on the commercial invoice?

Partner A (buyer)

- You have received pro forms invoice № 3698 – thank partner B.
- The bank draft for € 6,345 as payment is enclosed.
- Ask for details regarding shipping date and expected arrival of consignment.

Partner B (seller)

- You have received bank draft as payment on invoice № 3698 – thank partner A.
- The consignment is due to leave Liverpool on 1 September, expected arrival in Churchill, Canada, on September 15th.

SELECTION OF A CARRIER AND ROUTING

I. Vocabulary Work

1. *To check or build up your vocabulary on this subject, look at the words and word combinations listed on this page.*

bulk [bʌlk] <i>n</i>	– объем; большие размеры
carrier ['kæriə] <i>n</i>	– перевозчик; транспортное агентство
claim [kleɪm] <i>n</i>	– требование; претензия
to consolidate [kən'sɒlɪdeɪt] <i>v</i>	– укреплять, объединять
deregulation [ˌdɪregju'leɪʃn] <i>n</i>	– прекращение регулирования; снятие ограничений
to descend [dɪ:send] <i>v</i>	– спускаться, снижаться
forwarders ['fɔ:wədə] <i>n</i>	– экспедитор
FOB, free on board	– франко-борт, ФОБ
freight [freɪt] <i>n</i>	– стоимость перевозки; груз
to incur [ɪn'kʌ:] <i>v</i>	– подвергаться (чему-л.); навлечь на себя
insolvent [ɪn'sɒlvənt] <i>n</i>	– несостоятельный должник; банкрот
insurance [ɪn'ʃʊərəns] <i>n</i>	– страхование; мера предосторожности
intermodal shipping	– перевозка всеми видами транспорта при условии согласования размеров тары, контейнеров
to keep track of	– следить
margin ['mɑ:dʒɪn] <i>n</i>	– край, предел; запас (денег, времени); разница между себестоимостью и продажной ценой, прибыль
on-time delivery	– вовремя осуществленная поставка / доставка
overall [ˌəʊvər'ɔ:l] <i>adv</i>	– полностью; в общем и целом; повсюду
piggyback ['pɪɡɪbæk] <i>n</i>	– комбинированные автожелезнодорожные перевозки
priority [praɪ'ɔ:rəti] <i>n</i>	– приоритет, старшинство; порядок срочности / очередности
record ['rekɔ:d] <i>n</i>	– запись, регистрация
to route [ru:t] <i>v</i>	– направлять по определенному маршруту; устанавливать маршрут

schedule [ˈʃedju:l] <i>n</i>	– список; график; перечень тарифов; расписание
to specify [ˈspesəfaɪ] <i>v</i>	– точно определять, устанавливать; указывать, отмечать
to truck [trʌk] <i>v</i>	– перевозить автотранспортом
vendor [ˈvendɔː] <i>n</i>	– торговля
viable [ˈvaɪəbl] <i>adj</i>	– жизнеспособный

2. Match the words with the definitions below: insurance, overall, insolvent, priority, to truck, to route, to descend, bulk, schedule.

- a – to move to a lower level, to fall
- b – (of a person, company) having insufficient assets to meet debts and liabilities
- c – in general; on the whole
- d – the act, system, or business of providing financial protection for property, life, health, etc. against loss, damage, etc.
- e – smth given specified attention
- f – to plan the route of
- g – a plan of procedure for a project, allotting the work to be done and the time for it
- h – to convey (goods) in a truck
- i – volume, size, or magnitude, esp. when great

3. In each line choose the word which is opposite to the meaning of the first word.

- | | | | |
|---------------|---------------------------|----------------------|----------------------------|
| 1. margin | a) edge | b) middle | c) border |
| 2. to descend | a) to go down | b) to rise | c) to fall |
| 3. vendor | a) seller | b) vending machine | c) consumer |
| 4. overall | a) partially | b) in general | c) on the whole |
| 5. bulky | a) very large | b) compact | c) massive
insufficient |
| 6. insolvent | a) having paying capacity | b) bankrupt | c) having assets |
| 7. to truck | a) to convey in a truck | b) to deliver by air | c) to delivery by road |

4. Form all possible word combinations using the words of both columns and translate them into Russian.

- | | |
|------------------|-----------------|
| 1. transporting | a) rates |
| 2. large | b) managers |
| 3. international | c) strategy |
| 4. marketing | d) costs |
| 5. profitable | e) requirements |
| 6. freight | f) shipments |
| 7. production | g) security |
| 8. shipment | h) quantities |

5. Choose the most suitable of the four given words to complete each of the sentences below.

- The longer the distance over which materials are transported, the lower is the per mile transport _____.
a) schedule c) cost
b) money d) claim
- The carrier is responsible for the full, actual damage or _____ of merchandise while in its possession.
a) loss c) shipment
b) loose d) claim
- Proper classification of _____ shipments is of primary importance in purchase of transportation services.
a) buyer c) freight
b) transport d) economics
- Logisticians are responsible for knowing the specific description of the merchandise being moved, and this classification determines the applicable tariff, or _____.
a) freight rate c) classification system
b) carrier assessing d) economic balance
- Classifications for rate-making purposes are based on many factors, such as weight per cubic foot, value per pound, and risk of _____.
a) regulation c) rate
b) damage d) responsibility

6. To be _____ with other shipping modes, the railroads have developed special equipment and services.
- a) competitive c) bulky
b) overall d) scheduled
7. Smaldon had been sending regular shipments of parts and although there had been some _____ problems at various intervals in the past, no serious ones had _____ over the past few years.
- a) deliver; occurred c) deliverance; routed
b) delivery; claimed d) delivery; occurred
8. Transporting is the marketing function of moving _____. Transportation provides time and place utilities – at a cost.
- a) tariffs c) goods
b) insurance d) service
9. Without low-cost transportation, both within countries and internationally, there would be no mass _____ as we know it today.
- a) transportation c) forwarders
b) distribution d) freight
10. Transport costs add little to the cost of products that are already valuable, if we take into account their size and _____.
- a) weight c) insurance
b) weigh d) bulky
11. But transporting costs can be a large part of the total cost for heavy products of _____ value – like many minerals and raw materials.
- a) high c) viable
b) great d) low
12. Most transporting rates – the prices charged for transporting – are based on the idea that large _____ of goods can be shipped at a lower transport cost per pound than small _____.
- a) quantities; quantities c) numbers; quantities
b) qualities; qualities d) figures; qualities

6. Translate the following word combinations.

1. physical – physical distribution – physical distribution decisions
2. effective – effective merchandise – effective merchandise assortments
3. marketing – marketing strategy – marketing strategy planning
4. customer – customer service – customer service level

5. consumer – consumer products – consumer products analyses
6. material – materials requirement – material requirements planning
7. marketing – marketing research – marketing research process
8. enterprise – enterprise logistics – enterprise logistics management
9. performance – performance improvement – performance improvement plan
10. logistics – logistics business – logistics business processes

7. *Replace the underlined words with verbs from the box that have the same meaning. Use the correct verb forms.*

stack • come • run • fix • attach • lift • fit

1. This type of crane is used for raising containers.
2. Containers are available in a variety of versions and sizes.
3. It's a heavy-duty fork lift truck equipped with a spreader beam.
4. With this device you can pile containers on top of each other.
5. Some containers have a bogie fixed to them.
6. This device is mounted on rails.
7. The crane is motorized and able to move alongside the quay.

8. *Sort the goods under the correct heading.*

perishable cargo	non-perishable cargo	heavyweight and overwidth cargo

meat • steel pipes • crude oil • fresh produce • industrial boilers • seafood • alcohol • dairy products • tractors • chilled or frozen foodstuffs • harmful chemicals

Can you think of other types of goods? Discuss in a small group.

9. *Now say which of the following containers you would recommend for the different types of cargo from exercise 8.*

- a) reefer
- b) flat-rack container
- c) tank container

10. Translate the following sentences into Russian. Try not to look up any words, but work from memory.

1. Freight forwarders combine the small shipments of many shippers into more economical shipping quantities.
2. Storing is the marketing function of holding goods.
3. Whether a furniture producer sends a truck to deliver one sofa or a full carload, the company still has to pay for the driver, the truck, the petrol, and other expenses like insurance.
4. Government often plays an important role in the development of a country's transportation system.
5. Many firms now continuously update their marketing information systems – so they can immediately find out what products have sold, the level of the current inventory, and when goods being transported will arrive.
6. The total cost approach might reveal that it is possible both to reduce costs and to improve service – perhaps by creating new distribution alternatives.

II. Reading Comprehension

1. ***First skim the following text. You will probably come across a number of words you don't know. Don't stop to look up these words, but try to understand the main points of the text. Then read it again very carefully. Try to grasp both the central idea and the details. Use a dictionary if necessary.***

SELECTION OF CARRIER AND ROUTING

Normally, the buyer will wish to specify how purchased items are to be shipped; this is the buyer's legal right if the purchase has been made under any of the FOB origin terms.

As one would expect, buyers are most concerned that the vendor (carrier) meet its delivery promises (deliver on schedule) and provide the movement service without damaging the goods. Recent surveys conducted by *Purchasing World* indicate that the following 15 factors are considered important by the buyer, in descending order of priority: (1) on-time deliveries, (2) care in handling, (3) time in transit, (4) rates, (5) shipment tracing, (6) insurance coverage, (7) door-to-door deliveries, (8) claims record, (9) regular schedules, (10) shipment security, (11) through routing, (12) geographic coverage, (13) types of equipment, (14) consolidating / breaking capabilities, and (15) intermodal capabilities.

The first step is to determine the mode of transport, for example, rail, truck, air, water, and so on, which will best meet the transport requirement. Next, a decision must be made on a specific carrier and the specific routing of the shipment. This information should be a part of the purchase order. The buyer then may wish to keep track of the freight movement to assure that it is going as planned.

The factors to be considered in selection of mode of shipment, carrier, and routing include:

Required Delivery Time. The required date for material receipt may make the selection of mode of shipment quite simple. If two-day delivery from a distant point is needed, the only viable alternative probably is air shipment. If a longer time is available, other modes can be considered.

Reliability and Service Quality. While two carriers may offer freight service between the same points, the reliability and dependability may differ greatly. One carrier may: (1) be more attentive to customer needs; (2) be more dependable in living up to its commitments; (3) incur less damage, overall, to merchandise shipped; and (4) in general be the best freight vendor. The buyer's past experience is the best indicator of service quality, which the logistician should take into account.

Available Services. If the item to be shipped is large and bulky, this may dictate a particular mode of transportation. Special container requirements may indicate only certain carriers who have the unique equipment to handle the job.

Shipment Size. Items of small size and bulk can be moved by air freight forwarders. Larger shipments probably can be more economically moved by rail or truck.

Possibility of Damage. Certain items, such as fine china or electronics equipment, by their nature have a high risk of damage in shipment. In this case, the logistician may select a mode and carrier by which the shipment can come straight through to its destination, with no transfers at distribution points to another carrier. It is part of the buyer's responsibility to insure that the packaging of goods is appropriate for both the contents and mode of transport.

Cost of the Transport Service. The logistician should select the mode, carrier, and routing that will provide for the safe movement of goods, within the required time, at lowest total transport cost. This requires a thorough knowledge of freight classifications and tariffs. Also, the logisticians may make certain trade-offs in purchasing transportation, just as are made in selection of vendors for other purchases.

Carrier Financial Situation. If any volume of freight is moved, some damages will be incurred, resulting in claims against the carrier. Should the carrier get into financial difficulty, or even become insolvent, collection on claims becomes a problem. Therefore, the logistician should avoid those carriers who are on the margin financially.

DEVELOPING A TRANSPORTATION STRATEGY

The changes in the transportation system and alternatives have been dramatic over the past several years. From a rather routine type of buying, it has moved into an era where the same principles of effective purchasing can and should be applied. Development of a transportation strategy should include:

Value analysis of alternatives: A value analysis may lower cost transport arrangements.

Price analysis: Rates vary substantially and decisions should be made only after consideration of all possibilities.

Consolidate freight, where possible: Volume discounts may reduce transport costs substantially.

Analyze and evaluate vendors: Carrier selection and evaluation systems can provide data needed for better decision making.

Reassess the possibilities of using different transport modes. This would include transport modes, such as private trucking and intermodal transportation, for example, piggybacking. The saving often are substantial.

Develop closer relationship with selected carriers: Data which enable better planning of transport requirements should be interchanged.

2. Answer the following comprehension questions.

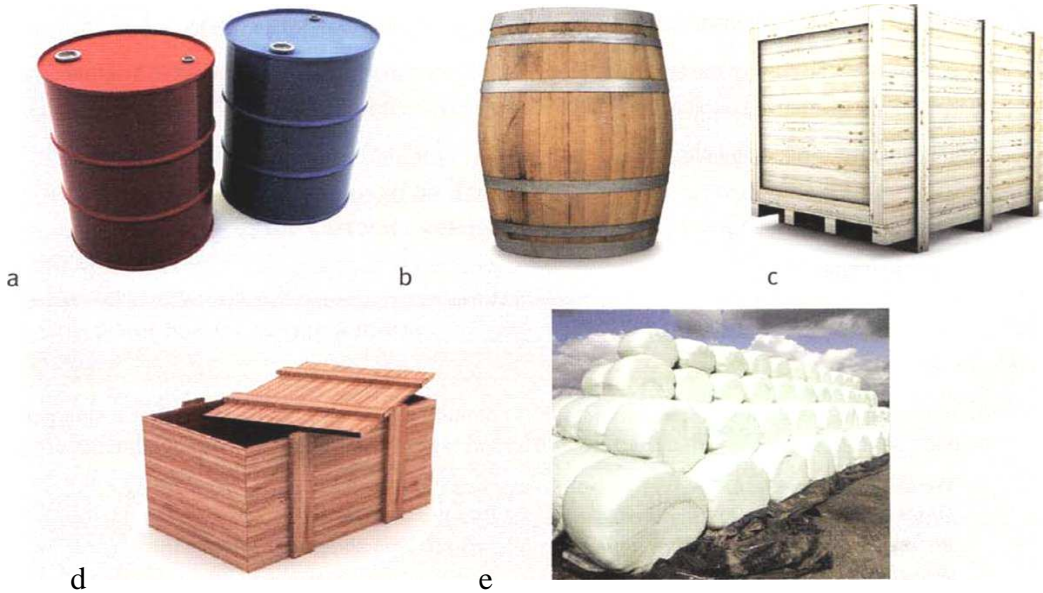
1. Why is the selection of carrier and routing important for the buyer?
2. What are the factors, which the buyer finds the most important in selecting a carrier?
3. What are should be understood by “carrier financial situation”?
4. Why is classification of goods shipped so important in buying transportation services?
5. What strategies should be developed to effectively manage the transportation function?

When you have answered the questions, find a partner in your group. Compare your answers and swap the information.

III. Comprehension and Word Study

1. *Match the words (1-5) with the pictures (a-e).*

1. bale	<input type="checkbox"/>
2. chest	<input type="checkbox"/>
3. barrel / cask	<input type="checkbox"/>
4. drum	<input type="checkbox"/>
5. crate	<input type="checkbox"/>



2. *Now match the items in exercise 1 with the correct definition.*

- Large cylindrical container with a flat bottom and top. It is made of wood and is used for liquids.
- Wooden box made of wooden slats. It can be open or closed and is used for packing goods.
- Large package of presspacked goods (often raw material), which is tightly bound, wrapped, and banded.
- Sturdy box with a lid which is made of metal and often used for storage.
- Cylindrical metal container for liquids.

3. *USTF, international freight forwarders based in Chicago, give some shipping instructions on their website. Complete the sentences with words from the box.*

mark • clearance • withstand • weight • appointed • exhibitor • importing • individually

Shipping Instructions

As the official international freight forwarder _____¹ by EXPO CHICAGO, we will co-ordinate all international shipments and arrange customs _____² for this event. Please carefully read the following information regarding shipping requirements for _____³ goods into the US.

Packing and Marking

1. Ensure that all boxes are securely packed in order to _____⁴ handling by carriers and onsite contractors.
2. Clearly _____⁵ all cartons, cases, or crates on two sides.
3. If you ship your goods in a container, make sure that all cartons are _____⁶ marked and labeled in the following manner:

Address: Name of _____ ⁷ : Number of stand: Case number (...) of (...) Total _____ ⁸ in kg:

4. *In this exercise you must choose the phrase which best completes each sentence according to the text. Indicate a, b, c or d against the number of each item for the phrase you choose.*
 1. According to the recent surveys the most important factors in choosing the carrier are:
 - a) geographic coverage the carrier can propose
 - b) door-to-door deliveries and claims records of the carrier
 - c) on-time deliveries and care in handling
 - d) private talks with the carrier
 2. While choosing the way of transporting goods the first step for logisticians is:
 - a) to determine the mode of transport
 - b) to make a decision on a specific carrier
 - c) to make a decision on the specific routing of the shipment
 - d) to keep track of the freight movement

3. Items of small size and bulk ...
 - a) cannot be moved by air freight forwarders
 - b) can be more economically moved by rail or truck
 - c) can be moved by air shipment
 - d) can be moved by post

4. If the carrier is on the margin financially ...
 - a) he can become insolvent
 - b) the logisticians and buyers should pay for all the services provided themselves
 - c) some damage will be incurred
 - d) the customers will get into financial difficulty

5. It's possible for the buyer (logistician) to save money by:
 - a) choosing only one transport mode
 - b) buy goods in small quantities
 - c) analysing the rates and tariffs
 - d) transporting bulky items and item of small size together

5. Complete the sentences by matching a line from column A with a line from column B.

1. Buyers are most concerned ...
 2. It must be wise to rely on the logistician's judgment in routing ...
 3. The buyer may wish to keep track of the freight movement ...
 4. If two-day delivery from a distant point is needed, ...
 5. If the item to be shipped is large and bulky, ...
 6. Certain items, such as fine china or electronic equipment, ...
 7. The logistician should select the mode and routing ...
 8. A value analysis may ...
-
- a) ... this may dictate a particular mode of transportation.
 - b) ... to assure that it is going as planned.
 - c) ... by their nature have a high risk of damage in shipment.
 - d) ... that the carrier meet its delivery promises and provide movement service without damaging the goods.
 - e) ... as he has much experience in the traffic area.
 - f) ... lower cost transport arrangements.
 - g) ... that will provide safe movement of goods at the lowest total transport cost.
 - h) ... the only viable alternative probably is air shipment.

6.* *The underlined words in this exercise are “false friends”. Find the suitable word for each underlined one.*

1. I think you should look at your agenda.
2. The buyer may wish to watch the freight movement.
3. The burden will leave on Friday.
4. There is a delay for the delivery.
5. The refuse was for all to see.
6. I think we should have buffet after the board meeting.
7. Do you think the financial situation is solvent.

7. *Let's remember how to read the following dates.*

1997 = nineteen / ninety-seven

1801 = eighteen / oh-one

1700 = seventeen hundred

2000 = (the year) two thousand

2005 = two thousand and five

a decade = 10 years (декада = 10 годам)

the Twenties, the Thirties

a century = 100 years

the nineteenth century, the twenty-first century... .

BC = Before Christ (до P.X.) AD = Anno Domini (после P.X.)

8.* *Match the dates with the corresponding events.*

1. The Euro is given its name.
 2. Creation of the Dow Jones Industrial Average (DJIA).
 3. Change from “old” francs to “new” francs in France.
 4. D-day – England goes “decimal”.
 5. New York Stock Exchange crash – Black Thursday.
 6. Founding of the biggest bank in the world (IBRD).
 7. Creation of the US\$.
 8. Most European countries join the EMS.
 9. Founding of the Paris Stock Exchange “La Bourse”.
 10. Setting up of the GATT.
-
- a) 5th February nineteen seventy-one
 - b) 24th October nineteen twenty-one
 - c) seventeen twenty-four

* supplementary tasks

- d) nineteen seventy-nine
- e) seventeen ninety-three
- f) 1st January nineteen sixty-three
- g) December nineteen ninety-five
- h) nineteen forty-seven
- i) 27th December nineteen forty-five
- j) eighteen eighty-four

IBRD = World Bank (International Bank of Reconstruction and Development)

GATT = General Agreement on Tariffs and Trade

EMS = European Monetary System, with its ERM = Exchange Rate Mechanism

9. Give Russian interpretation of the following English phrases.

DAYS

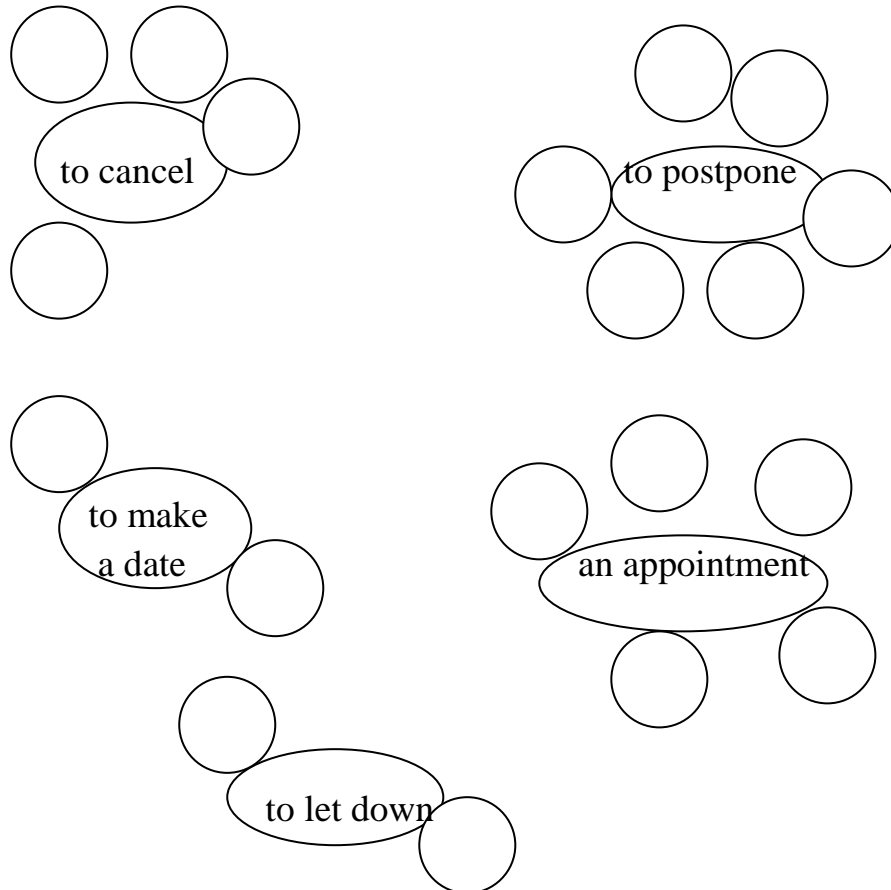
- a) today _____
- b) tomorrow _____
- c) the day after tomorrow _____
- d) yesterday _____
- e) the day before yesterday _____
- f) last night _____
- g) on Friday _____
- h) this weekend _____
- i) next weekend _____
- j) every day of the week _____
- k) during the night of Wednesday to Thursday _____
- l) every two days in June _____
- m) three days ago _____

WEEKS / MONTHS

- a) next week _____
- b) last week _____
- c) from Monday to Friday _____
- d) every other week _____
- e) in a fortnight's time / in a fortnight _____
- f) in four weeks _____
- g) in two weeks' time _____
- h) a week from today _____
- i) once a week in December _____
- j) two weeks ago today _____
- k) twice a month _____

10. Use the following cluster diagram to brainstorm ideas about the appropriate place for each word in the list.

delay – be off – meeting – annul – fix – date – drop out – change – call off – defer – scrap – adjourn – set up – stand up – put back – consultation – put off – fixture



11. Match the business abbreviations in column A with their translations in column B. Your knowledge of active vocabulary will do you good. Consult the dictionary, when you are ready.

- | | |
|------------|---------------------------------|
| 1. C.I.F. | a) раз в два дня, через день |
| 2. FOB | b) фиксированные издержки |
| 3. asap | c) вывоз и доставка |
| 4. pchs | d) уведомление об отгрузке |
| 5. PD | e) время и число |
| 6. r. & a. | f) товарный склад |
| 7. FC | g) поставка (товара) на границе |
| 8. NOD | h) полностью оплаченный |

9. F.W.	i) масса брутто
10. NOR or N/R	j) уведомление об отгрузке
11. OT or o/t	k) уведомление о готовности к отправке
12. r & o	l) оплата наличными в момент поставки, наложенный платеж
13. t. & d.	m) количество и качество
14. whs	n) стоимость, страхование, фрахт
15. COD or C.O.D.	o) ценный груз
16. VC	p) стоимость и фрахт
17. DAF	q) перевозки по железной дороге и воздуху
18. TP	r) перевозки по железной дороге и морем
19. GATT	s) общая прибыль
20. n	t) покупка, закупка
21. Q.w.Q.	u) чистый вес, нетто
22. f.p.	v) франко-борт
23. S/N	w) как можно быстрее, срочно
24. e.o.d.	x) прежние условия
25. G.W. or g.w.	y) общая масса
26. C.A.F.	z) общее соглашение о тарифах и торговле

12. Complete this list of documents used in foreign trade with words from the box.

approved • authority • required • commercial • indicating • draft • receipt • conditions • carriage • hazardous

1. Commercial invoice

A document that contains specific information regarding the goods shipped and the _____ agreed between buyer and seller.

2. Certificate of origin

Document used in foreign trade which states where the goods were produced. It is often _____ by customs authorities.

3. Packing list

A document which specifies the contents of any form of packaging, e.g. boxes, containers, cartons, without _____ the value of the goods shipped.

4. **Air waybill**
A contract between airline and shipper. It is a shipping document which states the terms and conditions of _____ and is also a receipt for the consignment.
5. **Consular invoice**
A special kind of invoice sometimes required by the importing country. It needs to be _____ by an embassy.
6. **Pro forma invoice**
A _____ invoice which the seller prepares before the actual shipment takes place.
7. **Export licence**
A document which is granted by a government _____ and states that specified goods can be exported.
8. **Customs invoice**
A specific document required by customs in some countries e.g. US when importing goods. It includes more details than a _____ invoice.
9. **Dangerous goods declaration**
Certificate prepared by the shipper / consignor which states that _____ goods are handled according to international shipping regulations.
10. **Bill of lading**
A contract between carrier and shipper which specifies the goods to be shipped and the delivery terms. It is also a _____ of shipment and accompanies the goods until they reach their destination.

13. ***CB GLOBAL SHIPPING, handling an international trade event, provide some instructions on their website. Put the words in the correct order. The first word has been done already.***

CB Global shipping

To ensure customs entry and avoid delays, please read the following instructions carefully:

1. **Provide** / you / the goods / to ship / descriptions / clear and detailed / of / wish

2. **Identify** / to be / HTS or BTN numbers / by using / the goods / shipped

3. **Clearly** / the items / the value / indicate / of

4. **State** / were / where / manufactured / the goods

5. **Send** / and packing list / six copies / the commercial invoice / of / prior to arrival / four days

6. **The documents** / details / include / the following / must

7. **List** / of / each / the quantity / item

8. **Include** / the documents / and signature / the person / the name / preparing / of

9. **Do not use** / and lump sum / on / general descriptions / values / your invoices

10. **Specify** / each / weight / and dimensions / the contents / of / box

14. Read the text and fill in the gaps with the appropriate words given below.
 shipments, destination, shippers, lower, tariff, interpret, rate, motor

FREIGHT RATES

The changes for freight movements are determined by the classification of the item transported and the appropriate rate 1 . The tariffs of common carriers are publicly available to any interested party, although they are difficult to read and 2 except by someone skilled in rate analysis. With deregulation, 3 changes occur more frequently, and many carriers have their own, separate tariffs.

Carriers offer ___ 4 ___ rates if the quantity of an individual shipment is large enough. Both rail and ___ 5 ___ carriers offer discounts for full carload (CL) or truckload (TL) ___ 6 ___ . These will be substantially less per pound than less-than-carload (LCL) or less-than-truckload (LTL) quantities. If the shipper can consolidate smaller shipments to the same _____ 7 _____ , a lower rate may be available (called a “pool car”). In some instances, ___ 8 ___ may band together through a shippers’ association to get pool car transport rates.

15. Fill in the gaps with a suitable derivative from the word given in brackets.

TRANSPORT AND DISTRIBUTION

The world of business needs a transport system if it is to function (1. to effect). On the one hand, raw materials have to be brought to the factories for processing. Very often those materials need to be imported from other countries. There are so many (2. to differ) materials called for that few countries are able to cater for the needs of their industries. Some countries are rich in one commodity. Other countries are rich in other commodities. The resources of all the countries in the world can be made (3. availability) to all – so long as there are the necessary means of transport.

For a typical person in an industrialized country there is nothing that he or she consumes, from food to cars, which is not imported from abroad or made at least (4. part) from imported raw materials. The world is (5. economy) interdependent. A car may be assembled in England from parts made in Japan or Germany, which are in turn made of raw materials such as rubber from Malaysia, iron ore from Sweden and chrome from Zimbabwe. The petrol which fuels it may well come from Saudi Arabia. The total miles traveled by all the (6. to vary) materials before they become a car which can be used is astronomical.

Even during the (7. to produce) process transport is important. The work flow will be designed to ensure that the materials being processed travel the shortest possible distance along the factory floor.

However, it is after the goods have been produced that transport becomes a major issue again. Between the factories and the final consumers will be a battery of professional (8. to carry). Fleets of lorries and vans will now be brought into play. In many cases the factories will use the services of a wholesaler. The wholesaler buys in goods from a variety of (9. to manufacture) and then distributes them to the retailers, or shopkeepers, as they are more generally called.

- a) What single word explains the central idea of each passage?
- b) Find in the text and read out the sentences which have the synonymous meaning with the following statements.
 1. Thanks to existing transport system it is possible for every country to import different materials.
 2. Transport system is needed not only for production of goods.
- c) Try to give an extended answer to the following questions.
 1. To what extent is the Republic of Belarus economically independent?
 2. What methods of transport do you think would be used to bring the raw materials into a typical factory?
 3. What different methods of transport are available to businesses?
 4. What functions do wholesalers perform?
- d) Give details to expand an idea into a paragraph.
 1. The world of business needs a transport system to function effectively.
 2. The world is economically interdependent.
 3. The wholesalers reduce the amount of transportation required.

16. Replace the underlined words with verbs from the box that have the same meaning. Use the correct verb forms.

stack • come • run • fix • attach • lift • fit

1. This type of crane is used for raising containers.

2. Containers are available in a variety of versions and sizes.

3. It's a heavy-duty fork lift truck equipped with a spreader beam.

4. With this device you can pile containers on top of each other.

5. Some containers have a bogie fixed to them.

6. This device is mounted on rails.

7. The crane is motorized and able to move alongside the quay.

IV. Speaking Practice

1. *Read the beginning of the following dialogue. Then write down the continuation of it in Russian. Exchange the notes with your partner's ones. Write down the translation of what you're given.*

- | | |
|---|--|
| З. Добрый день, г-н ..., мы хотели бы обсудить с вами вопрос транспортировки оборудования. | С. Good afternoon, Mr. ..., we would like to discuss with you the question of the transportation of the equipment. |
| П. Добрый день, г-н ..., я вас слушаю внимательно. | С. Good afternoon, Mr. ..., yes certainly. |
| З. Мы договорились, что поставка оборудования будет осуществляться на условиях с.и.ф. | С. We have agreed that the delivery of the equipment shall be carried out on c.i.f. terms. |
| П. Совершенно верно. | С. You are quite right. |
| З. В таком случае мы хотели бы уточнить, как будут распределены обязанности. | С. In this case we would like to clear up who will be responsible for what? |
| П. Мы известим вас, когда оборудование будет готово к отгрузке, и вы откроете безотзывный аккредитив. | С. When the equipment is ready for shipment we'll inform you and you will open an irrevocable L/C (Letter of Credit) |
| З. Какие данные вы нам сообщите после того, как мы откроем аккредитив? | С. What information (data) will you supply to us when we have opened the L/C? |
| П. После погрузки оборудования на пароход мы немедленно сообщим вам название парохода, дату отплытия парохода, порт назначения, наименование и количество груза, номер коносамента и номер контракта. | С. After the equipment has been loaded we shall immediately inform you of the vessel's name, her sailing date, the port of destination, the description and quantity of the load, the number of the B/L and the contract number. |
| З. Ваши обязанности на этом заканчиваются? | С. Are you obligations over, here? |

- П. Да, в порту разгрузки заказчик обеспечивает своевременную разгрузку оборудования и транспортирует его от порта до строительной площадки.
3. Спасибо за разъяснение, г-н
- S. Yes, at the port of unloading the Customer provides for prompt unloading of the equipment on time and transporting it from the port to the construction site.
- C. Thank you for the clarification, Mr.

2. *Act out a dialogue based on transportation.*

3. *Get ready to speak in detail about selecting of the carrier and routing, freight rates.*

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

if you like • recommend • an alternative • could you • how much • also consider • calling about • would be • more suitable • suggest that

1. I'm _____ the train options described on your website.
2. _____ tell me a bit more about them?
3. What _____ the best rail option for us?
4. For large volumes, I would _____ using block train transport.
5. If you want to ship smaller quantities, the single-wagon option would be _____ .
6. If flexibility is important, I would _____ you book the block train option.
7. As _____ , I can suggest single-car transport, which is even more flexible.
8. In that case we should _____ the other block train options.
9. _____ time would we have for loading?
10. At least 7 hours, but we could arrange longer loading times _____ .

MAKING ENQUIRIES

When asking for information we always use polite language. We often start with a more general request for information before we ask more specific questions. Indirect questions such as *Could you tell me how much it would cost?* are more polite than direct questions e.g. *How much would it cost?*

I'd like to ask / enquire about ...

I'm calling about ... (on the telephone)

I'm writing about / with regard to ... (in an email or letter)

Could you tell me how much / many / long / often ... ?

ADVISING THE CUSTOMER

Customers may need advice on transport options, freight and insurance rates, shipping and packing details, the route, details regarding weight, dimensions, and measurements.

For this consignment I would recommend / suggest using air transport.

I recommend / suggest that you ship the goods by road.

We / You should also consider air transport for ...

That depends on your specific requirements.

OFFERING ALTERNATIVES

Sometimes you need to provide the customer with several alternatives before a decision can be made.

Another option would be to ...

Of course it would also be possible to ... (instead).

Alternatively, you / we could ...

5. Here are some more phrases. Sort them under the correct heading.

A Customer enquiries	B Advice and recommendations	C Offering alternatives

I (would) need some information regarding ...

In that case I recommend / suggest that you use / ship ...

I think the best option would be to ...

If you prefer ... , we could also arrange ...

Could you let me have some information about ... ?

We can provide / arrange / ship ... if you like.

As an alternative, we can offer you ...

What would be the cheapest / fastest / safest / most convenient way / option?

6. Match the beginnings of the sentences (1-6) with the endings (a-f).

- | | |
|------------------------------------|--------------------------|
| 1. I would need some information | <input type="checkbox"/> |
| 2. Could you let me know | <input type="checkbox"/> |
| 3. In that case I suggest that you | <input type="checkbox"/> |
| 4. For a consignment this size I | <input type="checkbox"/> |
| 5. Of course it would also be | <input type="checkbox"/> |
| 6. We can also arrange transport | <input type="checkbox"/> |

- a) would recommend rail transport.
- b) by courier if you prefer.
- c) regarding loading times.
- d) what the transit times are?
- e) possible to ship by express service instead.
- f) use the cheaper sea freight option.

7. Work with a partner. Follow the steps below and practice making enquiries and giving advice. Use phrases from this unit.

A

Tell B what you would like to enquire about.

Give B some details of your shipment.

Tell B you are not sure you want this option.

Ask B about order / cancellation deadlines.

Thank B for help.

B

Ask A to be more specific.

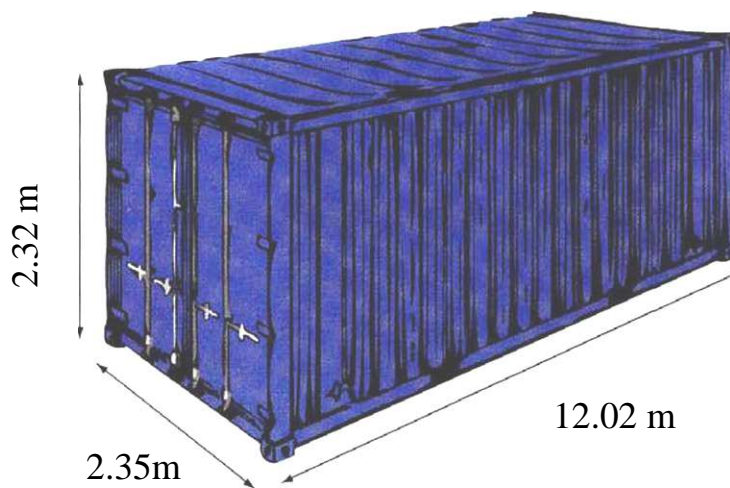
Recommend one or two options.

Offer another alternative.

Answer B's question. Tell B you will give him / her a quotation within the next hour.

8. Complete the missing details and label the drawing with the words from the box.

height • payload • length • tare weight • width • gross weight



Type of container: 40 ft open top

1. _____ : 4,030 kg
2. _____ : 32,500 kg
3. maximum _____ : 28,470 kg

Internal measurements:

4. _____ : 12.02 m
5. _____ : 2.35 m
6. _____ : 2.32 m

9. Rewrite the sentences.

Example: The container is 6 metres long.

The length of the container is six metres. (Or: The container's length is 6 metres.)

1. The package weight 45 kg.
2. This seagoing vessel is about 30 m wide.
3. The case we need to ship is 1 m long, 50 cm wide and 35 cm high.
4. Its depth is nearly 3 cm.
5. The ship's length is more than 65 m.
6. The open container's door height is 7 ft 10 in.

10. What do these abbreviations stand for?

1. ft _____
2. kg _____
3. oz _____
4. cm _____
5. lb _____

- 6. cu yd _____
- 7. m² _____
- 8. 1" _____
- 9. pt _____
- 10. gal _____

V. Writing Section

1. Read and translate the following text. Use a dictionary if necessary.

Carrier Rating Systems. Since the buyer is not “locked in” to only certain carriers, but can elect to change carriers or split business among competing carriers, it is important, at least for those 20 percent of the carriers with which the firm does 80 percent of its transport volume, that some formal system for rating carrier performance be developed and used. An example of a simple form developed by one company to assist plants and the corporate office to evaluate experience with each carrier is shown in Figure 1.

Figure 1. Carrier Rating Form

Carrier name: _____ Date: _____

Business allocation decision (circle one)

Decline Status quo Growth

Areas rated:

- 1. Branch / plant
 - a) Tracing, expediting (0 – 5): responds quickly, accurately.
 - b) Pickup and delivery service (0 – 10): reliable, on schedule, customer service-oriented.
 - c) Loss and damage (0 – 5): incidence, reconciles discrepancies quickly, good controls.
 - d) Transit time reliability (0 – 10): service performance, customer satisfaction.
 - e) Equipment condition (0 – 10): in proper repair, placards available.
 - f) Special service and innovativeness (0 – 10): provides trailer spotting when requested, trailer pools, provides special pickups and deliveries.

2. Corporate

- a) Billing (0 – 5): accuracy, submits original freight bills.
- b) Financial (0 – 15): quick debt / worth, operating ratios, trends, mergers, ownership.
- c) Service (0 – 10): interface tracing, expediting, general carrier cooperation.
- d) Claims ratio, payment or claim resolution history, loss and damage control program.
- e) Data inquiry (0 – 15): automated systems, agreeable interface.
- f) Innovativeness (0 – 5): industry leader, new ideas, distribution-oriented.
- g) Pricing (0 – 5): willingness to negotiate, independent action, alerts shipper.

Private or Leased Carriers. One possibility is the use of private or leased equipment. A private carrier or a leased carrier does not offer service to the general public. Many companies have elected to contract for exclusive use of equipment; and some have established their own trucking fleet, through use of either company-owned or leased tractors and vans.

Leasing gives the firm much greater flexibility in scheduling freight services. It can be economically advantageous, but unless the equipment can be fully utilized, through planned backhauls of either semi-finished or finished goods, it may turn out to be more costly than use of the common carrier system. Also, it is important that the firm recognize and provide adequate protection against the very substantial dollar liability that may result in the case of accident.

Under deregulation, the use of private or leased vehicles is a much more viable alternative, and is a type of make-buy decision. The regulations covering use of private or leased equipment have been relaxed to permit firms with wholly-owned subsidiaries to engage in intercorporate hauling and to backhaul product, which may provide the volume needed to make this alternative economically worthwhile.

MODULE 4

УЭ-1

MY FUTURE PROFESSION

I. Vocabulary work

1. *To check or build up your vocabulary on this subject, look at the words and word combinations listed on this page.*

allocation [,ælə'keɪʃn] <i>n</i>	– размещение, распределение
application [,æplɪ'keɪʃn] <i>n</i>	– применение; применимость; заявление
appropriate [ə'prəʊpriət] <i>adj</i>	– подходящий, соответствующий
assessment [ə'sesmənt] <i>n</i>	– оценка
benefit ['benɪfɪt] <i>n</i>	– выгода, польза, прибыль
calculus ['kælkjuləs] <i>n</i>	– исчисление
to challenge [tʃælɪn(d)ʒ] <i>v</i>	– требовать внимания, уважения; бросать вызов
clarity ['klærəti] <i>n</i>	– чистота, ясность
database ['deɪtəbeɪs] <i>n</i>	– банк / база данных
exaggeration [ɪg,zædʒə'reɪʃn] <i>n</i>	– преувеличение
fluency ['flu:ənsɪ] <i>n</i>	– плавность, беглость (речи)
insight ['ɪnsaɪt] <i>n</i>	– проницательность; интуиция; понимание
intricate ['ɪntrɪkət] <i>adj</i>	– запутанный, сложный, замысловатый
modeling skills	– навыки макетирования, исполнения по модели
negotiation [nɪ,gəʊ ɪ'eɪʃn] <i>n</i>	– переговоры; обсуждение условий
persistence [pə'sɪstəns] <i>n</i>	– упорство, настойчивость
persuasion [pə'sweɪʒn] <i>n</i>	– убеждение; убедительность; мнение
to reconcile ['rekənsaɪl] <i>v</i>	– примирять; улаживать (ссору, спор)
to regain [rɪ'geɪn] <i>v</i>	– получить обратно, вновь приобрести
to respond [rɪ'spɒnd] <i>v</i>	– отвечать, делать в ответ, реагировать, отзываться
self-affirmation [,selfæfə'meɪʃn] <i>n</i>	– самоутверждение
whilst [waɪlst] <i>conj</i>	– пока

2. Connect the expressions with their definitions.

- | | |
|--------------------------------|---|
| 1. take a job | a) how permanent your job is likely to be |
| 2. part-time/full-time job | b) be very experienced at the work you do |
| 3. apply for a job | c) try to get a job |
| 4. job satisfaction | d) keep a job |
| 5. change jobs | e) not have a job |
| 6. hold down a job | f) a job that is likely to continue |
| 7. job security | g) accept a job that is offered to you |
| 8. Saturday/summer/holiday job | h) used to say that it is not your fault if you have to do something in your work that other people do not like |
| 9. steady job | i) get a different job |
| 10. be out of a job | j) a job that you only do on Saturdays etc. |
| 11. know your job | k) a job you do for only part of the day or week, or all of the day or week |
| 12. I'm only doing my job | l) to fail to do something you were supposed to do |
| 13. fall down on the job | m) the enjoyment that you get from doing your job |

3. Circle the correct word.

1. The recent **raise** / **rise** in the cost of petrol has affected loads of small businesses round here.
2. In some professions, you have to **retire** / **resign** when you're 60 or 65 years old.
3. My grandfather gets a **pension** / **promotion** from the company he used to work for.
4. Not only did we all have to work **overtime** / **promotion** this weekend, but we didn't get paid for it!
5. Have you had any news about that **work** / **job** / **career** you applied for yet?
6. The starting **salary** / **wages** is \$20 000 per year.
7. You'll get a weekly **pay** / **wages** of about \$300 before deductions.
8. She became a full-time member of **employees** / **staff** / **employers** last year.

4. Choose the correct answer.

1. Who is responsible _____ dealing with complaints?
a) with b) for c) in d) at
2. We began _____ looking round for advertising agencies which had experience of our market.
a) to b) with c) by d) at
3. The covering letter wasn't attached _____ the CV.
a) to b) with c) from d) by
4. Don't you think you should apply for the job _____ writing?
a) with b) for c) at d) in
5. I was only absent _____ the office for a few minutes!
a) for b) from c) in d) about
6. Success in this industry depends a lot _____ luck!
a) with b) from c) at d) on

5. In each line choose the word which is opposite to the meaning of the first word.

1. to reconcile a) to become friendly b) to make hostile c) to settle a difference
2. responded a) unreciprocated b) utter in reply c) reacted
3. appropriate a) right b) unfitting c) suitable
4. to regain a) to get back b) to recover c) to lose
5. intricate a) difficult to understand b) puzzling c) simple
6. persistent a) continuing to develop b) unrelenting c) unwilling
7. clarity a) mumbling b) clearness c) pureness

6. In this exercise you must choose the word or phrase which best completes each sentence. Indicate a, b or c against the number of each item 1-10 for the word or phrase you choose.

1. These one-year "top up" degree courses are designed for students who wish to study logistics at the same time as developing their English language _____ .
a) experience b) skills c) study

2. Business English is the more specialist programme for students who _____ to develop a career in the planning and scheduling of people, products, services and equipment or wish to _____ postgraduate study in this area.
 - a) intend / pursue
 - b) challenge / respond
 - c) apply / pursue

3. In the logistics component of my study I consider the questions of planning, implementing and controlling the efficient and effective flows of goods, services, and related information across _____ chains.
 - a) fluency
 - b) supply
 - c) application

4. The management of these processes is crucial in meeting service _____, and is typically considered essential to a firm's _____ strategy.
 - a) database / allocation
 - b) modeling skills / competition
 - c) goals / competitive

5. To become a logistician I have to study theories and practices in the economic and _____ conditions, as well as aspects of business communication such as _____ and management in the international and intercultural context.
 - a) trade / marketing
 - b) political / supply
 - c) negotiation / calculus

6. As logistics focuses on trade and business world, so there is also an _____ on the English language required to operate in the international context.
 - a) self-affirmation
 - b) exaggeration
 - c) emphasis

7. I will develop _____ in Excel and will cover topics such as strategic supply chain management, manufacturing management, public sector analysis and logistics modeling.
 - a) modeling skills
 - b) respond
 - c) database

8. Beyond superior technical and _____ skills, an effective logistics manager displays a combination of desirable _____ qualities.
 - a) managerial / personal
 - b) management / personality
 - c) manager / personalty

9. These qualities include adaptability, _____ , leadership – even charisma.
 a) freedom b) independence c) dependence
10. I should also point out, that the international logistics manager spends over half of his or her time in _____ .
 a) fluency b) negotiation c) insight

7. **How would you generally feel, happy 😊 or unhappy ☹️ , if you were in the following situations? Use the words in bold to help you decide.**

1. The company you work for is well-known for its **job security**. 😊 ☹️
2. You were suddenly **made redundant**. 😊 ☹️
3. You received a **promotion**. 😊 ☹️
4. You were given an **increment**. 😊 ☹️
5. You worked **unsociable hours**. 😊 ☹️
6. You had a **steady job**. 😊 ☹️
7. You had **adverse working conditions**. 😊 ☹️
8. You suddenly found yourself **unemployed**. 😊 ☹️
9. You took time off work because of **repetitive strain injury**. 😊 ☹️
10. The office where you work has sick **building syndrome**. 😊 ☹️
11. You receive regular **perks** as part of your job. 😊 ☹️
12. Somebody called you a **workaholic**. 😊 ☹️
13. Your company doesn't give you many **incentives**. 😊 ☹️
14. Your boss announces that there is going to be some **downsizing** of the workforce. 😊 ☹️
15. Your work didn't offer much **job satisfaction**. 😊 ☹️
16. Your company has a generous **incentive scheme**. 😊 ☹️

17. You receive a **commission** for the work you have done. 😊 😞
18. You receive support from a **union**. 😊 😞
19. You were under **stress**. 😊 😞
20. You were forced to **resign**. 😊 😞
21. You received a **cut** in your **salary**. 😊 😞
22. Your company gave you **sickness benefit**. 😊 😞
23. You found your job very **demanding**. 😊 😞

8. **Match sentences 1-6 in box A with one of the sentences A-F in box B. Use the words in bold to help you.**

Box A

1. Samantha is the assistant manager of a bank and she works from 8.30 to 5.30 every day.
2. Tracy works on the production line of a factory which makes cars. She uses a machine to spray paint onto the finished car parts.
3. Jane works for herself. She is a photographer. She works every day for about eight or nine hours.
4. Jeanette is a cleaner for a company in Birmingham, but she only works there for about three or four hours a day.
5. Claire has a powerful job in the personnel office of a large multinational company. She is responsible for employing new people and getting rid of those that the company doesn't want to employ any more.
6. Marie works in the finance department of an international college in Oxford.

Box B

- A. She is a *semi-skilled blue-collar* worker in a *manufacturing industry*.
- B. She is a *self-employed* and works *full-time*. She likes to describe herself as *freelance*.
- C. She is responsible for *hiring and firing*.
- D. She calculates the *wages, salaries, pension contributions* and *medical insurance contributions* of all the staff.
- E. She is a *full-time white-collar worker* in a *service industry*.
- F. She is an *unskilled part-time employee*.

9. Now read this essay and complete the gaps with one of the words or expressions from Tasks A and B. You may need to change the form of some of the words.

'Some people live to work, and others work to live. In most cases, this depends on the job they have and the conditions under which they are employed. In your opinion, what are the elements that make a job worthwhile?'

In answering this question, I would like to look first at the elements that combine to make a job undesirable. By avoiding such factors, potential ¹ _____ are more likely to find a job that is more worthwhile, and by doing so, hope to achieve happiness in their work.

First of all, it doesn't matter if you are an ² _____ worker cleaning the floor, a ³ _____ ⁴ _____ worker on a production line in one of the ⁵ _____, or a ⁶ _____ worker in a bank, shop or one of the other ⁷ _____: if you lack ⁸ _____, with the knowledge that you might lose your job at any time, you will never feel happy. Everybody would like a ⁹ _____ in which he or she is guaranteed work. Nowadays, however, companies have a high turnover of staff, ¹⁰ _____ new staff and ¹¹ _____ others on a weekly basis. Such companies are not popular with their workers.

The same can be said of a job in which you are put under a lot of ¹² _____ and worry, a job which is so ¹³ _____ that it takes over your life, a job where you work ¹⁴ _____ and so never get to see your family or friends, or a physical job in which you do the same thing every day and end up with the industrial disease that is always in the papers nowadays – ¹⁵ _____.

With all these negative factors, it would be difficult to believe that there are any elements that make a job worthwhile. Money is, of course, the prime motivator, and everybody wants a good ¹⁶ _____. But of course that is not all. The chance of ¹⁷ _____, of being given a better position in a company, is a motivating factor. Likewise, ¹⁸ _____ such as a free lunch or a company car, an ¹⁹ _____ scheme to make you work hard such as a regular ²⁰ _____ above the rate of inflation, ²¹ _____ in case you fall ill and a company ²² _____ scheme so that you have some money when you retire all combine to make a job worthwhile.

Unfortunately, it is not always easy to find all of these. There is, however, an alternative. Forget the office and the factory floor and become ²³ _____ and work for yourself. Your future may not be secure, but at least you will be happy.

10. Boost your Vocabulary. Choose the best word to fill the gap.

1. For many people job _____ is more important than a high salary.
a) satisfaction c) achievement
b) expectation d) acceptance

2. The company needed to make job cuts so they asked staff to _____ for redundancy.
a) offer c) volunteer
b) choose d) select

3. Employees are allowed up to three weeks unpaid _____ a year.
a) absence c) time
b) vacation d) leave

4. Carol's reliability and confidence make her an _____ employee.
a) idealized c) idyllic
b) ideal d) idealistic

5. Although I am a very junior member of staff, my _____ prospects are good.
- a) long-lived
 - b) long-standing
 - c) long-winded
 - d) long-term
6. One of the advantages of this job is that they offer accommodation at a _____ rent.
- a) nominal
 - b) small
 - c) poor
 - d) deficient
7. Positioning yourself well _____ potential employers is instrumental to finding a position that meets your personal and professional goals.
- a) on
 - b) for
 - c) at
 - d) with
8. Recently I have put in so much _____ that I definitely deserve a few days off.
- a) overnight
 - b) overwork
 - c) overtime
 - d) overlong

11. Ask your partner the following quiz questions and then get him to ask you. Do your answers differ much?

WHAT TYPE OF NEGOTIATOR ARE YOU?

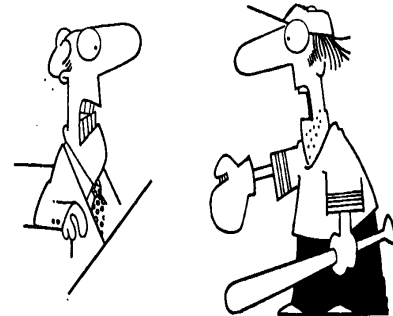
1. Your aim in negotiation is ...
- a) to find the greatest area of agreement in the joint interests of both parties.
 - b) to win and to make the other side lose.
 - c) to find the best deal for your side.
2. When the other side is talking you ...
- a) use the information you are hearing to identify weaknesses in the other party.
 - b) plan what you are going to say next.
 - c) listen with maximum attention.

3. You think that ...
 - a) part of the available time must be spent socializing and getting to know the other side.
 - b) goodwill is important but the speed of the meeting should be quick and businesslike.
 - c) the meeting should get down to business as soon as possible and reach quick decisions.

4. When you speak in a negotiation you ...
 - a) make bold and forceful statements possibly banging on the table.
 - b) make carefully considered statements in a calm, controlled voice.
 - c) are occasionally forceful and inflexible.

5. If the other side disagrees with you, you ...
 - a) try hard to find a creative position by modifying your position.
 - b) repeat your demands and will not concede your objective is to make the other side give in.
 - c) reshape your offer without fundamental changes.

6. If the other side states an opinion you disagree with, you ...
 - a) tentatively suggest an alternative.
 - b) ask for clarification and explanation.
 - c) ridicule it with sarcasm.



Now calculate your total and see what kind of negotiator you are.

To see which kind of negotiator you are, calculate your total based on the following system.

- | | | |
|-------------------|-------------------|-------------------|
| 1. a) 3 b) 2 c) 2 | 2. a) 1 b) 2 c) 3 | 3. a) 3 b) 2 c) 1 |
| 4. a) 1 b) 3 c) 2 | 5. a) 3 b) 1 c) 2 | 6. a) 3 b) 2 c) 1 |

If you score 15 or more you are a creative negotiator. 11-14 you negotiate to an independent advantage. 7-10 you are a fighter! Less than 7 you should get a gun license!

II. Reading Comprehension

1. *Read and translate the following text.*

MY FUTURE PROFESSION

The field of logistics is so large that almost any business organization may be viewed as a potential employer of the logistics manager. Any company that is involved in the movement of a product is involved with the logistics function. Service firms rely upon many logistics functions, as well.

Achieving perfect service at the customer's moment of value is of great importance to all business today. And perfect service is difficult; in fact, it's sometimes impossible to achieve every time you deal with a customer. But that doesn't mean you shouldn't try. The optimist sees the donut, whereas the pessimist sees the hole. Many businesses, unfortunately, have forgotten about the customer. Some have failed to regain their customer perspective and are now out of business. My future profession goal is to take every opportunity to make customers number one – they are the reason sellers are in business.

Logistics management is the part of a supply chain management where things are planned, implemented and the overall efficiency and effectiveness of a company's flow is handled. Also it is the part of the company that controls the storage of goods and materials, and the service and relationship or related information between the origin point and the consumption point in order to meet customer's needs and requirements. If logistics of a company is managed well then it definitely puts a company on the right track toward success. It can be a very intricate and detailed area but it is a must that it is mastered, for a company's sake. The vast amount of supply chains in the overall global marketplace makes logistics management very important.

Being occupied as a buyer/freight forwarder I will be responsible for promoting the import and export activities of the company I will work for. My specific responsibilities will include product sourcing, negotiating with suppliers, organizing and tracking shipments, and collecting offers from suppliers and relaying them to other partners. In addition, I will provide general administrative support to the purchasing process. Working in the sphere of demand planning I hope to be useful while forecasting tools, web-based collaboration interface, and sales, which help companies predict and shape customer demand with greater accuracy. Being occupied in distribution planning I will carry out inventory analysis and time-variable stock target calculations for

ensuring the optimal balance between service levels inventory investment. Working in the sphere of transportation and logistics planning involves transportation planning, transportation procurement, route planning, transportation management, small parcel shipping, and international trade logistics for global, multi-modal operations.

One can say without exaggeration that logistics process is even more important to a company's success than ever before, as dictated by things like economy. There is more pitfalls than in the past but yet less room for error. Every move made should be a calculated one and should perfectly setup of the next move. The demands of the customers have increased and will continue to do so. As a logistician to be I definitely understand the need to keep the customer happy and the company I will work for moving upwards. To help the identity and name of my future employer I have to study hard now.

I should be good at English (knowledge of the structure and content of the English including the meaning and spelling of words, rules of composition, and grammar); customer and personal service (knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction); computers and electronics (knowledge of processors, chips, electronic equipment, and computer hardware and software, including applications and programming); administration and management (knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and corporation of people and resources); transportation (knowledge of principles and methods for moving people or goods by air, rail, or road, including the relative costs and benefits); mathematics (knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications); production and processing (knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods); economics and accounting (knowledge of economic and accounting principles and practices; the financial markets, banking and the analysis and reporting of financial data); sales and marketing (knowledge of principles and methods for showing, promoting, and selling products of services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems).

To be prepared for my future job I have to develop such skills as coordination (adjusting actions in relation to other's actions); active listening (giving full attention to what other people are saying, taking time to understand

the points being made, asking questions as appropriate, and not interrupting at inappropriate times); critical thinking (using logic and reasoning to identify the strength and weaknesses of alternative solutions, conclusions or approaches to problems); reading comprehension (understanding written sentences and paragraphs in work related documents); time management (managing one's own time and the time of others); judgement and decision making (considering the relative costs and benefits of potential actions to choose the most appropriate one); active learning (understanding the implications of new information for both current and future problem-solving and decision-making); persuasion (persuading others to change their minds or behavior); negotiation (bringing others together and trying to reconcile differences).

To become a successful logistician one must possess deductive and inductive reasoning, oral expression, problem sensitivity, oral and written comprehension, speech clarity, fluency of ideas, selective attention, visualization, memorization, number facility (the ability to add, subtract, multiply, or divide quickly and correctly), initiative, adaptability, persistence, attention to detail, near vision (the ability to see details at close range), far vision (the ability to see details at a distance).

One may say: "No school, professor or book can make you a logistician. Only you can do this, and you can become a logistics manager only by managing." Of course, I would agree. You can learn the skills that are extremely helpful, particularly in such clearly defined areas as accounting, statistics and finance. But this will not make you a logistician. Experience is the only teacher. But, as my study goes, I feel that books provide me with some insights and intellectual tools to be applied in the future. So, I clearly understand the connection of my present day studies and results, which I will achieve at work. The taught element of my University programme includes modules that will help me to improve my professional skills as well as my analytical abilities. The taught modules end in February and are followed by a significant real life practice that runs until mid-July. In this, I will develop professional skills by working for some time as a consultant to one of the logistics oriented companies, whilst being supervised by a member of staff. This is an excellent preparation for the world of work.

There is a large demand for logistics and supply chain analysts with good modeling skills. Graduates from our university can expect to work as logistics analysts, supply chain analysts, business consultants, business analysts and database managers.

I hope, practice will help me to make my mind which sphere to choose. But whichever it will be, for me it is the most challenging, exciting and rewarding way of self-affirmation, as I constantly monitor changes and quickly respond. Forward-thinking and innovation are my dominant qualities.

2. Answer the following comprehension questions. Try to remember as many facts as possible.

1. What industry or business is logistics required by?
2. What are the skills of a qualified logistician?
3. What are the responsibilities of the logistician?
4. What qualities should a good logistician possess?
5. Which studies should a successful logistician be good at?
6. Why have I chosen logistics as my future occupation?

When you have answered the questions, find a partner in your group. Compare your answers and swap the information.

III. Comprehension and Word Study

1. First read the Expert Career Development Guide and fill in the gaps with the words below.

We approach a career as a vehicle used to progressively achieve more. A career moves and ___1___ with your growth as a human; it is always in motion. You change jobs and your career moves, you do a course and your career ___2___, you handle a challenging situation in such a way that everybody wins – your career building ___3___ mature.

A career builder needs support from others. When we took our first step as baby and fell down; mom and dad helped us up and we made another ___4___. Our parents nurtured us and motivated us to keep on trying until we got it right. When we spoke our first word and it was not pronounced right; mom and dad said the word out loud and we kept on learning from them till we got it right. Mom and dad did their ___5___, now it's your turn! But you do not have to build your life and career without support. The best way to learn is by repeat and to repeat we need other people to ___6___ our new found knowledge and skills with.

Every career builder intuitively knows.

We got born with an innate curiosity and 7 to observe and imitate. Our parents nurtured us when we were babies and we observed and imitated them. They were the experts back then and in many ways still are!

We learned incrementally through many attempts and many failures, but never failing in vain, always failing forward; always one step closer to 8 and maybe a bruise or two, but we were the wiser for it. Our parents were there, always nurturing and when we got it right, they were overjoyed!

This process of 9 learning applies the same way to careers and business. We observe and learn from those that are already successful and apply that knowledge in our unique way. Building a successful career or business takes time and nurturing.

You are in a specific career. You have developed and honed your skills for the industry you have chosen. Sometimes we realize we need more 10 and skills in specific areas. We set goals for ourselves, for example go on a course, sign up for a first or second degree or read a book. These are all good ways to grow ones knowledge and skills, but often all that is required is to find an expert career coach in your field. This individual may even become a mentor to you.

Getting ready to do a 11 can be a harrowing experience, or it could be a great career building experience! Maybe you do not even have to be looking for a new job. One should ask the question, "Could I not achieve my career goals where I am now?" Have a plan. Think through the 12 and know where you want to be in five years, three years, the next six months.

skills, practice, ability, progresses, options, intuitive, knowledge, attempt, develops, search, job, success

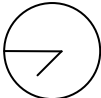
2. Comment on what you have just read in exercise 1.

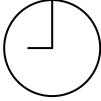
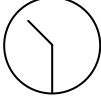
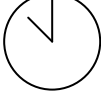
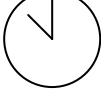
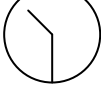
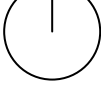
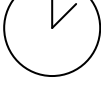
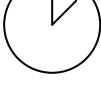
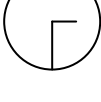
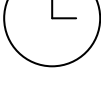
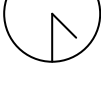

Would you agree with what is stated there?

Can you add anything?

What makes a good logistician?

3. Your daily routine. Lorenza Müller is telling her partner about her day at the office. Match the beginning of each sentence on the left (1-13) with a phrase on the right (a-m). You can then make similar sentences to talk about your day at work.

1  I looked at j a the monthly figures to Mr Kazoulis.

- 2  I wrote _____ b an appointment with a client.
- 3  I made _____ c the minutes of the meeting.
- 4  I went to _____ d a representative of the safety committee.
- 5  I took _____ e the company magazine.
- 6  I fixed _____ f three or four replies.
- 7  I met _____ g two or three telephone calls.
- 8  I had _____ h the office Christmas party with Cynthia.
- 9  I read _____ i a \$10 million deal.
- 10  I discussed _____ j my e-mails.
- 11  I presented _____ k lunch with Tom in Accounts.
- 12  I negotiated _____ l tired but happy.
- 13  I came home _____ m the weekly departmental meeting.

4. *Tony Johansen tells us about his professional life but some of the letters are missing from the key words. Fill in the missing letters. Take care with the correct form of the verb. You can then make similar sentences about your own professional life story.*

1. I guess my C A R E E R so far has not been very typical.
2. My first J ___ was with Flat Earth Mechanics.
3. I S ___ A ___ T ___ with them in 1975.
4. It was just after I had L ___ F ___ school.
5. My first job was in the office but I soon M ___ V ___ to the sales department. I knew then that I was born to be a salesman!
6. In 1980 I was P ___ O ___ O ___ E ___ to the position of sales manager.
7. But soon after that, the company went through a bad period and most of us were M ___ D ___ R ___ D ___ N ___ A ___ T.
8. It took me two weeks to find another job and at the beginning of 1981 I J ___ I ___ E ___ Round Earth Mechanics.
9. This was a much more successful company and in 1990 I was A ___ P ___ I ___ T ___ to the post of national sales manager.
10. Things have been fine since then although I was almost F ___ R ___ once for paying my sales people too much commission.
11. I have no plans to R ___ T ___ R ___ before I'm 60.
12. If someone O ___ F ___ R ___ me a better job, I will think about it seriously!

5. *Get to work – get a job! Roger is thinking about the type of work he wants. Complete his thoughts with either “job” or “work”.*

- a) I definitely don't want a **part-time** _____ .
- b) I want to _____ **full-time**.
- c) I might think about **project** _____ .
- d) Maybe I could do some **voluntary** _____ for a while.
- e) I've always had a **nine-to-five** _____ .
- f) In my **line of** _____ , I don't expect to have much free time.
- g) I should look at _____ **-sharing** opportunities.
- h) I want more _____ **satisfaction**.
- i) I'm going to use the internet for my _____ **search**.

6. *Making use of the Web. Roger posts his profile on a job-search site. Choose an adjective or a noun from one of the boxes to create word partnerships that complete his professional details.*

ADJECTIVES:

- academic
- interpersonal
- track

NOUNS:

- ability
- experience
- knowledge
- proficiency

Highly motivated financial expert with six years' (a) **hands-on** _____ at an international investment company. I can offer a successful (b) _____ **record** in corporate finance and accounting and have (c) **in-depth** _____ of European, Asian and American accounting procedures. I also can demonstrate (d) **proven** _____ in global investments, as our group has made a record profit for the past four years. My excellent (e) _____ **skills** allow me to communicate at all levels of an organization. Because I attended university in France, I speak French with (f) **near-native** _____. In addition, I have a strong (g) _____ **background** in history, which helps me to understand market developments in context.

7. *Show me the money. Roger doesn't mind the long hours, because he's earning quite a bit more money. He's now telling his wife, Cynthia, the details of his new pay package. Rearrange the letters to find the correct forms of these payment terms.*

I get a lot of (a)_____TEFIEBNS. As well as a high (b)_____LASYAR, I have quite a generous (c)_____ENSEXPE account for business trips and a couple of other (d)_____PKSER, too, such as a company car. I also earn (e)_____MMOISSICON for getting new customers. At the end of the year, I'll get a (f)_____NUBOS. The company has introduced a (g)_____FOPERRCEMAN-related pay scheme, so my annual (h)_____COMINE could be even higher. I sometimes advise private customers outside the company, for which I charge a (i)_____EFE.

8. *A lot of changes. Roger also finds out about the company's history. Choose the correct verb forms to complete this text.*

"Green and Beautiful" was (a) **founded / found** in 1975 by two British brothers. They (b) **sat / set** up the company in Oxford. Now, it (c) **bases / is based** in Brighton. It (d) **relocated / relocate** to an office by the sea in 2000 and (e) **is supplied / supplies** natural cosmetics to spa hotels around the world. A new hi-tech factory is being (f) **build / built** in Wales. The old factory will be (g) **close / closed** down as soon as the new one is ready next year. Green and Beautiful (h) **fought / fight** off a takeover bid last year. The company (i) **is doing / can do** really well. It now (j) **employ / employs** over 3,000 people worldwide.

9. A great job, isn't it? The friends continue to talk about work. Decide whether the adjectives they use are positive or negative.

	Positive	Negative
boring		
challenging		
demanding		
dull		
enjoyable		
fast-paced		
hazardous		
menial		
repetitive		
rewarding		
routine		
satisfying		
stimulating		
tiring		
worthwhile		

10. Applying for a job. Work in groups. Imagine that you have received a lot of applications for a job in your firm. Sort them into three piles:

A: These look promising!

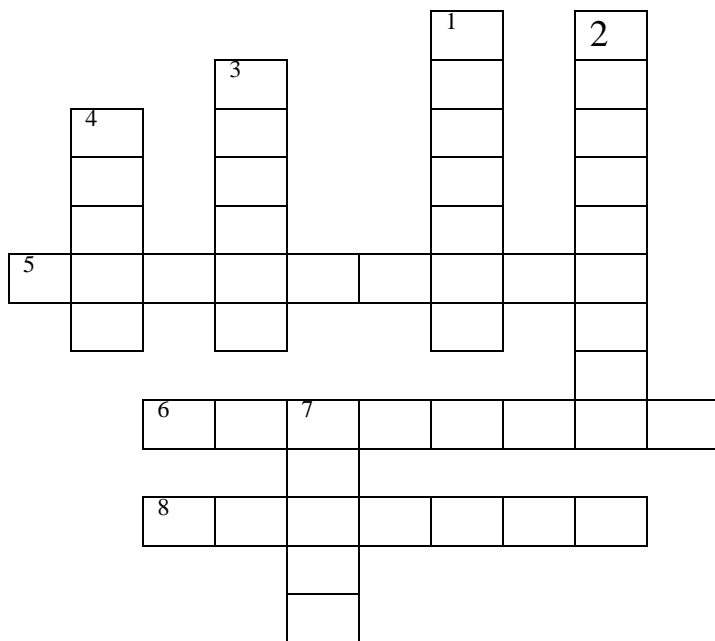
B: These are possible.

C: Thanks, but no, thanks! (hopeless cases)

1. As you will see from my enclosed CV, I have been working for my Present Company for three years. I joined them as an assistant manager and was promoted to production manager last year. Before that I had spent two years taking a full-time diploma course.
2. My name's Jim Brown and I can do great things for your company! I'm 29, unmarried, fit and healthy and I've got all the qualifications and experience to make me the ideal.
3. I am sure I would be able to manage the department successfully, as I am good at supervising people and at giving clear instructions. I feel that I would be.
4. I wish to apply for the job you have advertised. Please send me further details.
5. I noted with interest your advertisement for a Marketing Assistant in today's Daily Planet.

6. I am writing about the job in your advertisement in today's Evening post. I am having five years experience in the export and import trade as well as the qualifications you ...
7. I am ambitious and my present job doesn't offer me the chance to expand.
8. If you consider that my experience and qualifications are suitable, I would be available for interview at any time.
9. I enclose a CV, which gives full details of my qualifications and work experience. In support of my application, I should like to mention the following points.
10. Although my present employers are first-rate and our relationship is excellent, I am keen to extend my range and am looking for a more rewarding and challenging post.
11. I would be grateful if I could discuss the post available in person and perhaps go into my background and my suitability for the post in more detail.

11. Complete the crossword.



Across:

5. I phoned to check on my application, but they said they'd already ... someone. (9)
6. This job is so important, I think we need to ... someone. (8)

8. The selection process has lasted three months, but we are going to ... someone next week. (7)

Down:

1. and 2. Hope she ... , because if she ... the job, we'll have to start looking again. (7, 5, 4)
3. That last applicant was very strong, but I understand he's had two other ... already. (6)
4. They've finally ... a new receptionist. (5)
7. Computer programmers wanted. Only those with experience should (5)

IV. Speaking Practice

1. *Jane and Xavier are talking about Xavier's new job as a logistician. Read the dialogue and enact it.*

Xavier: I get paid every month.

Jane: I see. You get a salary, not wages.

X.: I usually have to work late. I don't get paid for it, but I get a percentage for every deal I make.

J.: So you don't get overtime, but you do get commission. That's good.

X.: The company pays for medical treatment too, and the company restaurant is fantastic.

J.: Wow! The company perks sound very nice.

X.: And they've given me a company car to go and visit clients.

J.: So you don't have to buy a car, then.

X.: What's more, the company pays in money for us to get when we don't work any more.

J.: Yes, it's important to get a good pension.

X.: The total benefits package is brilliant.

J.: Yes, all that extra stuff is really worth having.

2. *Becoming a manager. Complete the dialogue between the Managing Director (MD) and the Personnel Manager (PM). Choose from the words in the box. The first has been done for you.*

sales	new technology
MBA	cost and price decisions
how to take decisions	manage
accounting for managers	promotion and marketing
communications	learn about management structures
distribution	read the balance sheet
specialised management-training courses	computer systems
results	

MD: John, we must think about (1) **specialised management-training courses** for our junior managers.

PM: Yes, our promising younger people need to (2) _____ .

MD: They need to know (3) _____ , and the (4) _____ of these decisions.

PM: And, of course, (5) _____ is essential. And they must know how to (6) _____ .

MD: Without it, they will never (7) _____ successfully, and they won't know anything about stock control, costing, pricing _____ you name it.

PM: Yes, (8) _____ depend on knowing this.

MD: Of course, that's not the only thing they need to know. (9) _____ means that they need to know about things like (10) _____ .

PM: What else?

MD: (11) _____, for example.

PM: Yes, and I think that the (12) _____ departments need managers with this background, as well as the (13) _____ department.

MD: Even the (14) _____ managers could benefit, too.

PD: Perhaps we should only appoint managers with a Harvard (15) _____ !

3. Here you are given some phrases and questions which you are to answer. Add your own questions and think of the answers in pairs. Enact a dialogue with your partner.

- I've seen your advertisement in a newspaper.
- You are headhunting a logistician.
- Do you have any experience of working in this sphere of business? Do you have any letters of recommendation?
- What are your skills?
- Does your work involve traveling a lot?
Are you more a team-worker or prefer to make decisions on your own?
- What is your marital status?
- Do you like meeting people?
- Do you speak any foreign languages?
- Leave your telephone number with the secretary and we'll give you a call as soon as possible.
- Have a nice day.

4. Jobs Quiz.

Is your job the right job for you? Find out by doing this quiz. Work in pairs. Tick the statements your partner agrees with.

1. I'd love to do a parachute jump.
2. I don't like telling other people what to do.
3. I prefer spending time on my own rather than in a crowd.
4. I find it easy to set myself objectives.
5. I have difficulty making decisions.
6. I find it difficult getting to know new people.
7. I'd love to travel abroad.
8. Friends sometimes complain that I order them around.
9. I like to have the advice and support of people more experienced than myself.
10. I don't like volunteering opinions in case they are unpopular.
11. I like to try to find new solutions to old problems.
12. I would prefer to be team captain than team member.
13. I get embarrassed easily.
14. I don't mind where I go with my friends as long as they are happy.
15. I like the latest fashions.
16. I like to be fully responsible for anything that I do.

Now add up your ticks and check your scores. Three or four ticks in any category indicate personality characteristics you should take account of when choosing a job.

A	1	7	11	15
B	2	5	9	14
C	3	6	10	13
D	4	8	12	16

Personality types

A Characteristics	B Characteristics	C Characteristics	D Characteristics
<i>The entrepreneur</i>	<i>The team worker</i>	<i>The backroom worker</i>	<i>The leader</i>
Your are the adventurous type. You enjoy new challenges and taking risks. You could find success in stock market dealing rooms or anywhere you can put your flashes of genius to good use.	You work well with others but dislike having responsibility for other people, preferring to implement other people's plans rather than your own. You would probably do well in the armed forces or the Civil Service.	You are a little shy, and find it difficult to mix with new people. You would do well in any behind-the-scenes job where you don't have to come face to face with strangers every day, such as a researcher or librarian.	You are confident in your abilities and you prefer to be in charge rather than to take orders. You enjoy having lots of people around you and would do well in a managerial post or any job which involves selling.

5. *Read the following case studies of "Solertis" – one of the successful logistics company. While reading, point out its main achievements. Name them to your group after reading.*

Case Studies

- **Facilitating Rapid Growth at a Hot Start Up:** A leading manufacturer of accessories for the Apple iPod is launching hot new products, adding new retail customers and growing at lightening speed. Solertis expands the operation and measurably improves labor efficiency which building a new culture to enable additional future growth. →
- **Distribution Process Improvements:** A leading supplier of automotive interiors wanted to make the several improvements to its largest distribution facility. Solertis presented tactical recommendations to improve processes and flows ensuring maximum productivity as well as customer satisfaction. Solertis projected the recommendations would yield labor saving of \$500,000 annually while ensuring higher levels of reliability for customers. →

- **Distribution Center Assessment:** How do you measure up? A leading photographic film manufacturer wanted to assess the efficiency of their Americas distribution center and identify opportunities for improvement. Solertis evaluated the operation, compared to industry benchmarks and developed a plan to increase productivity by 17%! →
- **Operations Improvement:** Pulling out of the Distribution Death Spiral © A major manufacturer and marketer of frozen and refrigerated products was struggling to keep up with explosive, double-digit business growth. Solertis was able to effectively troubleshoot significant problems and quickly develop a solution that achieved a 30% productivity gain, reduced case costs by 52%, and decreased order fulfillment errors 53%. →
- **Project Management:** Covering All the Bases!
A major manufacturer and marketer of frozen and refrigerated products did not have adequate logistics infrastructure to accommodate the major growth they had recently experienced. Solertis was able to transition the company from a multiple-site, fragmented logistics infrastructure into a new state-of-the-art 450,000 square-foot distribution facility. →
- **Supply Chain Optimization:** Getting it where you need it, when you need it Solertis is selected to evaluate the supply chain network of a full service telecommunications company. Solertis provided specific recommendations to reduce inventory by \$2.4 M (65%) through improved inventory management, increased inventory system utilization and inventory redeployment. →
- **Warehousing Operations:** “An ounce of prevention, a ton of savings”. After large billing errors are discovered at a distribution company, Solertis is called in to reinvent warehousing and order flow operations to prevent future errors from happening. Solertis evaluates current practices, and implements recommendations that net the company a total savings of \$80,000 in the first year alone through enhanced order processing, improved order accuracy and overall warehousing efficiencies. →
- **Domestic & International Freight Review:** Service up. Cost down!
A \$60 million manufacturer needs to evaluate and improve their inbound & outbound domestic and international freight processes without adding to their payrolls. Solertis performed comprehensive review of the company’s freight needs, which ultimately leads to streamlining the carrier selection process to save the

6. *a) Read the following advertisements of some logistics companies.*

1. TLC transportation & Logistics Concepts

Domestic transportation & Distribution of Freight & Related Logistics Services – Since 1987 TLC has been providing innovative services for moving your shipments. You will love our new easy way to move freight and get the best rate. We provide a hands on approach for moving freight.

Category: FREIGHT Location: ANAHEM CA USA NORTH AMERICA
web: <http://www.tlc4freight.com>

2. – Synchronize your operations to meet customer demand efficiently and at a lower cost. Optimize your Supply Chain Logistics Services and boost your bottom line. We'll show you how.
 - Get control of your freight operations. Freight transportation costs can make up a major part of your company's operating budget. We will help you keep them as low as possible.
 - Lower your Logistics Costs and improve your distribution Network. How do you optimize the flow of your products while keeping your customers completely satisfied? Well lead you throughout the process.
 - Eliminate delivery problems and improve customer service quality with our services when it comes to fixing delivery and customer service problems, we know what works. We will analyze issues and help you improve your service quality.
3. Logistics. It's true that it's about getting things where they need to be, exactly when they need to be there, and doing it as efficiently as possible. But today's logistics can offer much more than that. It's a strategic way to add value to your business. It makes running your business easier. It lets you serve your customers better. And it can help you grow. It's the new logistics.

What the New Logistics Can Do for You

The new logistics lets you operate with the heft of a big guy, no matter what size you actually are. You can design a product, get a prototype made, and have it land on your desk in just days. Sell products to customers in Bangalore – right out of your basement. Maneuver the intricacies of global trade with minimal effort. Manage your shipments and minimize their environmental impact. And win repeat customers by making it easy to return products or parts.

The new logistics is more than just getting things to the right place at the right time at the right cost. It's about using the movement of goods as a competitive advantage. It's a whole new way of thinking. And it's a powerful force for growing your business.

Access to Resources through UPS

You don't need a large warehouse, distribution center, or global network to access this new logistics. You just need UPS. We've built a massive integrated network of physical, technological, and human assets lets you tap into the power and passion of logistics.

The new logistics levels playing fields. It lets you act locally or globally. It's for the individual entrepreneur, the small business, or the large company. It's reliable, efficient, and environmentally responsible.

We love logistics. Put UPS to work for you, and you'll love logistics, too.

Drive Value in Your Supply Chain

All businesses – whether manufacturing, retail, or healthcare – face unique supply chain challenges. Preventing stock-outs. Keeping the production line running. Precisely timing new product launches. Delivering life-saving medications where and when they're needed. But the new logistics can do more than meet supply chain management needs. It can also create real business value.

Take advantage of our expansive, highly efficient network. Let our people manage the logistics. Use space in our facilities (over 35 million square feet) to stage the right amount of product at the right place. Turn servicing warranty obligations into a competitive advantage.

With access to sites in more than 120 countries, you can be mere hours from your customers – wherever they are in the world – without investing in physical resources. With the new logistics, you can flex and grow as your business needs.

Environmental Responsibility

More and more, customers across all industries are making purchasing decisions based on a company's sustainable business practices. The new logistics means that you can tap into our environmental accomplishments to strengthen your own green credentials, make your supply chain more sustainable, and attract new customers.

Environmental responsibility is deeply rooted in our heritage. In fact, we lead our industry in mitigating climate impact. Among our efforts, we offer all modes of transportation for lower-carbon choices. Provide easy and inexpensive carbon

offsets for the climate impact of shipping. Work with customers on eco-responsible packaging. Eliminate tons of paper through paperless technology. And benefit from advanced route-planning technologies for fuel conservation throughout our multi-modal network.

At UPS, we've got the global network, the logistics expertise, and the tailored solutions to give you the edge. All backed by serious environmental responsibility. And no matter what industry you specialize in.

We love logistics. Put UPS to work for you, and you'll love logistics, too.

b) Now it is your turn to think of some promotion lines about your business as a logistician.

7. *Just for fun reading.*

a) Hidden Message

How to write a testimonial for a bad employee:

- For someone who frequently missed work:
“An employee like this is hard to find”.
- For a lazy employee:
“You'd be very lucky to get him / her to work for you”.
- For a very unproductive person:
“No person would be better than him / her for the job”.
- For a stupid employee:
“There is nothing you can teach a work like this”.

b) The Job

A woman was being interviewed for a job.

“You understand that before we can offer you a position, you must take a short test”.

“Of course”, she answered.

“Well, how much is two plus two?”

“Four”.

A second application entered the room. After a short interview, the recruiter asked: “Are you ready for the test? How much is two plus two?”

The applicant answered, “whatever the boss says it is”.

The second applicant got the job.

V. Writing Section

Give written translation of the following text. Use a dictionary if necessary.

“INTERNATIONAL” MANAGERS

Executives and managers who can operate effectively across cultures and national borders are invaluable players in the global business arena. As the world grows ever smaller, improved *cross-cultural* skills and an international perspective are critical executive qualities. As more and more companies expand abroad, competition for top talent to run new international operations will steadily intensify.

The 2010s will test the capacities of multinational corporations to react rapidly to global changes in human resources as in all other areas of the company.

Global selection systems enable a company to find the best person anywhere in the world for a given position. The system measures applicants according to a group of 12 character attributes. These twelve categories are: motivations, expectations, open-mindedness, respect for other beliefs, trust in people, tolerance, personal control, flexibility, patience, social adaptability, initiative, risk-taking, sense of humour, interpersonal interest, spouse communication.

Beyond superior technical and managerial skills, an effective international executive displays a combination of desirable personal qualities. These include adaptability, independence, leadership – even charisma.

What part can management education play in developing the international manager? A good deal. Management education can provide training in the so-called “hard” skills such as international marketing and finance and in the so-called “soft” skills such as international relationships. We can easily define certain “hard” skill and knowledge areas that the international manager will need and which are very susceptible to formal education and training approaches. These include an understanding of the global economy and foreign business systems, international marketing, international financial management, political risk analysis and the ability to analyze and develop sophisticated global strategies.

We can also point to some “soft” skill areas such as communication, leadership, motivation, decision-making, team-building and negotiation where research indicates that national cultural differences can have important effects. (The international manager is said to spend over half of his or her time in negotiation.) International managers need at least to be aware of some of the issues involved. They need, furthermore, not only to be aware of how foreign cultures affect organizational behaviour and management style, but also to understand how their own culture affects their own style.

1. Use your knowledge and logical reasoning to express your point of view why the 12 categories mentioned in the text are so important for an international manager.
2. What is meant by ‘soft’ and ‘hard’ skills?
3. Technical and managerial skills and personal qualities – do they help each other? In what way?
4. Explain the meaning of the word charisma. Give your examples of charismatic persons.
5. In what way can education contribute to ‘creating’ an internationally mobile and internationally thinking manager?

Applying for a new job

Your career history.

A CV ('curriculum vitae' or 'resume') is essential if you're applying for a new job or for promotion within your own company, or even to register as a delegate at a conference. Some information might be given in your CV, some in your letter of application – and perhaps some on a Supplementary Information sheet (giving information relevant to the particular job you're applying for). There are no fixed international rules about this: different countries have different practices.

1. *Work in groups of four. Two of you should look at the CV, the other two at the resume below. Each pair will have a different person's CV or resume to look at.*
1. Study the CV together. What 'picture' does it give you of the person?
2. Tell the other pair about the person whose CV you've been studying. Ask them about the person they've been studying.
3. Finally, read the CV that the other pair were studying.

A

CURRICULUM VITAE

Name: MARY BRENDA SCOTT
 Address: 44 London Road, Winchester S016 7HJ
 Telephone: 0962 8890 (home) 0703 77877 (work)
 Date of Birth: 30 August 1967
 Marital status: single

EDUCATION

Churchill Comprehensive School, Basingstoke	1978-1983
Winchester Technical College	1983-1985

QUALIFICATIONS

C. S. E.	Maths, English, French, Geography, History, Chemistry	1983
G. C. E.	'O' Level Commerce, Economics, Spanish	1984
BTEC National	Secretarial Practice, Office Practice	1985

EXPERIENCE

Office assistant	Totton Engineering, Totton	1984-1985
Secretary to Sales Director	Totton Engineering, Totton	1985-1986
Personal Assistant to Export Manager	Millbank Foods, Southampton	1986 to date

My work with Millbank Foods has involved responsibility for giving instructions to junior staff and dealing with clients and suppliers in person and on the telephone. I have accompanied the Export Manager to Food Trade fairs in Germany, France and the USA.

OTHER INFORMATION

I speak and write French and Spanish quite well (intermediate level). I am now taking an evening course in German conversation.

OTHER ACTIVITIES AND INTERESTS

I play club basketball regularly and I sing and play guitar with a local country and western band.

REFERENCES

Mr S.J. Grant, Personnel Manager, Millbank Foods, 34-42 South Dock Drive, Southampton SO8 9QT.

Mr John Robinson, Sales Director, Totton Engineering, Cadnam Street, Totton S023 4GT.

Miss P.L. MacPherson, Head teacher, Churchill Comprehensive School, Independence Way, Basingstoke BA8 9UJ.

B.

<p>The Resume Russell R. Buchanan 1416 Saybrook Road Wellesley Hills, Massachusetts 02181 (617) 944-8778</p>

QUALIFICATIONS SUMMARY

Position: Regional Sales Manager

EXPERIENCE

- 1992-present Field sales supervisor, Horton-Miller Book Company. Duties: Selecting, training, and supervising a field sales staff of 16. Territory includes Massachusetts, New Hampshire, Vermont, and Maine. During this period, sales in the territory have increased 22 percent.
- 1988-1992 Sales representative, Horton-Miller Book Company, calling on teachers and administrators in western Massachusetts.
- 1984-1988 Head of department of business education, DeKalb (Illinois) High School. Duties: Supervised eleven instructors and managed the department with an enrollment of over 800 students.
- 1980-1984 instructor in accounting and data processing, DeKalb High School. Also taught evening classes in accounting at Northern Illinois University.

EDUCATION

Degrees B.S. In Business Education, University of Wisconsin, 1981 M.S. in Business Education, 1983.

Activities Member of Pi Omega Pi (undergraduate business education fraternity – served as president in Junior year), Badger diving team (placed second in Big Ten meet), and Tau Kappa Epsilon (social fraternity). As a senior, I worked part-time as a grader for accounting instructors.

When I was associated with DeKalb High School, I had frequent opportunity to meet and talk with sales representatives of various companies that supply schools with textbooks and equipment. Although I enjoyed teaching and administration, I became interested in selling because I felt it provided broader opportunities for me.

It turned out to be a wise choice – I found that I thoroughly enjoyed selling. Meeting new people constantly and providing counsel and services to the educational community was immensely rewarding. It still is. I have not lost my

basic love for education, but I feel strongly that my influence is much greater in my present capacity.

In my two years as Field Sales Supervisor at Horton-Miller, I have had an excellent opportunity to exercise what I believe is my real forte: motivating sales personnel and managing a sales organization. To me, the principles of sales management are the same, whether the product is a book, a desk, or a computer system.

REFERENCES

* Mr. A. J. Sholes, Director of Marketing
Horton-Miller Book Company
2001 Aurora Boulevard
Northbrook, Illinois 60062

Dr. James C. Hightower, Principal
DeKalb High School
DeKalb, Illinois 60015

* Mr. Sholes is aware of my interest in changing positions. The opportunity to become a regional manager at Horton-Miller in the near future does not appear to be favorable because of a recent restructure in the field organization.

2a. Read and translate the following career history.

CAREER HISTORY

NAME IN FULL	George Guy Michaelides
PRESENT ADDRESS	45 Richmond Road, Colchester, Essex C04 2JK
TELEPHONE NUMBER	0453 25982 (home) 0453 87967 (daytime)
DATE OF BIRTH	7 th April 1950
NATIONALITY	British
MARITAL STATUS	Married, 2 children (7 and 4 yrs.)

EDUCATION AND QUALIFICATIONS

1961-70	Northgate Grammar School, Ipswich, GCE 8 'O' levels; 4 'A' levels (French, Maths, Chemistry, Physics)
1970-74	University of London BSc Mechanical Engineering
Professional	Member of the Institute of Mechanical Engineers

EXPERIENCE AND ACHIEVEMENTS

1984-to date: Neptune Engineering Ltd, Quay Road, People (manufacturers of marine engines and equipment).

Export Sales Manager responsible to Managing Director for sales of engines to over 40 countries in Europe and overseas. Staff of 35 representatives and 15 office staff. Also responsible for budgeting, recruitment and training of staff. Built up sales from £13M to over £45M. Set up and trained sales teams to cover markets outside EEC.

1977-84: Poseidon Shipping S.A., Piraeus, Greece (manufacturers and repairers of cargo vessels).

Sales Manager responsible to owners for contracts with ship owners in all countries outside Greece. Staff of 4 representatives and 4 office staff. Built up sales by over 250%. Researched and established new markets in Britain, Japan and over 20 other countries.

1974-77: Trident Engines, Manchester Road, Sal ford (manufacturers of heavy-duty diesel engines and transmissions).

Trainee sales engineer / Assistant Export Sales Manager responsible to Sales Manager for sales to France, Germany and Greece.

OTHER INFORMATION

1985-to date: Presentations at trade exhibitions in EEC countries.

Technical articles in journals and conference papers.

Fluent French and Greek (both spoken and written); good spoken German; reasonable spoken Italian and Spanish.

b. Archie Wong's CV has got mixed up in the word processor. Help him to put the items in the right order by matching the information (a-j) with the correct headings (1-10).

- | | | |
|------------------|-------|---|
| 1. Name | __f__ | a) English, French, Cantonese |
| 2. Date of birth | _____ | b) British |
| 3. Nationality | _____ | c) Military history, climbing, chess |
| 4. Education | _____ | d) Loopers and Kylebrand,
Chartered Accountants, 1988-91
Gabstock and Thring,
Chartered Accountants, 1991-94 |

- | | | |
|-----------------------|-------|---|
| 5. Qualifications | _____ | e) Assistant General Manager,
Power Enterprises UK |
| 6. Experience | _____ | f) Archibald Fitzpatrick Wong |
| 7. Current position | _____ | g) 8 September 1967 |
| 8. Responsibilities | _____ | h) MA in Politics and Economics 1988
Member, British Institute of Chartered
Accountants 1991
MBA 1995 |
| 9. Languages spoken | _____ | i) General management of the company
Achieved 25% growth per year over the
last four years |
| 10. Leisure interests | _____ | j) Bootham School, York, 1980-84
Keble College, Oxford, 1985-88
INSEAD, Fontainebleau,
France, 1994-95 |

3. Complete the job advertisement for a corporate procurement manager with words from the box.

fulfillment • negotiation • 3PL providers • procurement • command • vendors
• supply chain • relationship

We are looking for a proactive and dynamic professional to take care of our strategic procurement and supplier _____¹ management.

Reporting to the Director of Corporate Procurement, the successful applicant will be responsible for managing both internal and external customers and for working with the appointed _____². While liaising with the _____³ team, _____⁴, and related stakeholders, you will also be involved in providing business support to optimize finance-logistics processes, order _____⁵, and logistics costs.

Other responsibilities include providing initiatives to help maximize company business profitability and efficiency.

The ideal candidate should have a degree in _____⁶ management or logistics management with a deep understanding and knowledge of the China logistics market. You should have at least 5 years' experience in a multinational company and you should possess outstanding _____⁷ skills. Based in Macau, excellent _____⁸ of English and Cantonese is a must with Mandarin and advantage.

If you are interested in this role, please send your CV in Word format to...

4. Read the job advertisement again and answer the questions.

1. What area will the new corporate procurement manager head?
2. What are the procurement manager's main responsibilities? List two or three.
3. Who will he / she collaborate with closely in his / her job?
4. What qualifications are expected?
5. What kind of experience is required?

Can you think of other areas which are important in procurement? Discuss with a partner.

5. Study the useful phrases for describing your career goals and professional aims.

- Seeking an entry-level position in the field of management with preference in sales promotion.
- Trainee in a sales-oriented company offering the opportunity to advance to a position of.
- Increasing responsibility and career growth.
- A management trainee position in a medium-sized direct marketing company with an opportunity to advance to management level.
- To obtain a position as a sales management trainee that allows for career growth.
- An assistant sales manager position with a large distributor.
- Management position in retail sales commensurate with 16 years of successful retail / supermarket sales experience.
- A sales management position in a communications company where I can use my promotion and sales experience.
- A challenging supervisory position and active involvement in accounting with the opportunity for advancement and personal growth.
- A challenging and career-oriented position utilizing my experience and skills in office management and providing opportunities for advancement.
- A position as a personnel manager where I can utilize my background and management experience in human resources and an opportunity to expand my areas of responsibility with further career potential.

- Seek a full-time staff position offering career advancement and increasing responsibility in the field of international market research. I am willing to travel and relocate.
- To pursue an international sales position that offers advancement opportunities.
- To obtain a challenging position in which I can utilize my diversified project engineering background and experience and an environment where individual achievements will be recognized.

Useful phrases to be referred to when applying for a job in your letter of application.

- I am currently seeking a position change I believe that my management background in the construction industry might be of interest to your company.
- Although my present position offers me decision-making responsibilities, I feel that it is time for a change as well as a new challenge.
- In June I will receive my Bachelor of Science degree in civil engineering from the University of Pennsylvania, and I am interested in obtaining an entry-level position with your company.
- This letter and attached resume is my application for an entry-level position as a secretary with your company. I have just graduated from the Piermont Business Studies Institute in Detroit and I am ambitious to start working.
- Should you have a need for a highly qualified and hard-working sales representative in the southwestern United States, I would welcome the opportunity to meet with you personally to explore the contributions that I could make to your company's sales division.
- I believe my five-year experience with Vallejo Demarest Company is especially relevant to the qualifications you may require for a position with your company as a computer programmer. I would enjoy discussing my experience and qualifications with you in a personal interview.
- I will be glad to discuss the matter of salary with you during a personal interview, because I am sure we can arrive at a satisfactory arrangement.
- If my qualifications are satisfactory, I would appreciate an interview at your convenience. Please let me know when we may meet.
 - May I call you for an interview early next week?
 - I will call you next week to discuss the possibility of a personal interview.
 - personal and business references are available upon request.

- References and letters of recommendation will be furnished after mutual interest has been established.
- I will be glad to provide additional details if you wish.
- I will be glad furnish you with additional information about my qualifications and working experience.
- The enclosed resume summarizes my experience and background. I would appreciate the opportunity to discuss my qualifications during a personal interview. I will follow up with a telephone call next week to arrange such a meeting.
- I would greatly appreciate the opportunity to present my skills and background in a personal interview.

6. *Now study the following letter of application and analyse its structure.*

Dear Mr. Brown,

Your advertisement for an experienced materials supervisor in this week's edition of International Drilling describes a position that I believe is well suited for my background, experience, and qualifications.

At present I am employed as materials supervisor for the Johanson's Drilling and Development Company in Houston, Texas. Johanson is an independent and production company. As a key member of the company's production team, I am involved in all aspects of inventory control and procurement of goods and services relating to frilling and development operations in Texas and Louisiana. Sourcing suppliers and ensuring delivery of highest quality and reliability within rigidly applied cost parameters and timescales is a very important part of my job. This also applies to the ability to plan and schedule long-term procurement requirements. My position requires relevant experience in the oil industry and an extensive knowledge of domestic and international procurement, safety compliances, and computerized purchasing and materials management systems.

I would appreciate the opportunity of meeting with you personally to discuss my background and professional qualifications, as outlined in the attached resume, in more detail.

Sincerely,
Walter C.

7. How to shine at a job interview.

a. Read and analyze the text below.

The smart job-seeker needs to rid himself / herself of several standard myths about interviewing before he starts pounding the pavement looking for a job. What follows is a list of some of these untruths and some tips to help you do your best at your next interview.

Myth 1: The aim of interviewing is to obtain a job offer.

Only half true. The real aim of an interview is to obtain the job **you want**. So, before you do back-flips for an employer, be sure you want the job.

Myth 2: Always please the Interviewer.

Not true. Try to please yourself. Giving answers that you think will suit a potential employer, losing touch with your own feelings are certain to get you nowhere. Of course, don't be hostile - nobody wants to hire someone disagreeable. But there is plainly a middle ground between being too ingratiating and being hostile.

Myth 3: Try to control the interview

Nobody 'controls' an interview - neither you nor the interviewer - although one or both parties often try. When somebody tries to control us, we resent it. Remember, you can't control what an employer thinks of you, just as he / she can't control what you think of him / her. Never dominate the interview. Compulsive behaviour turns off your authenticity.

Myth 4: Never interrupt the interviewer

Good advice.

Study the style of an effective conversationalist: He interrupts and is interrupted! An exciting conversation always makes us feel free - free to interrupt, to disagree, to agree enthusiastically. We feel comfortable with people who allow us to be natural. So, when interviewing, half the responsibility lies with you. Do you seem uptight? Try being yourself for a change. Leaving an employer indifferent is the worst impression you can make.

Myth 5: Don't disagree with the interviewer

Another silly myth. If you don't disagree at times, you become, in effect, a 'yes' person. Don't be afraid to disagree with your interviewer - in an agreeable way. And don't hesitate to change your mind. The conventional wisdom says 'be yourself, true enough.

(From an article by Dick Irish in *Glamour*.)

Notes:

myth: something false, that most people believe is true.

out of touch: out of contact

ingratiate: to try hard to get someone's approval

b. Guess unknown words.

Match each italicised word in column A with its probable meaning in column B. Some times you can guess the meaning from the sentence where you find the word; be careful: there are some extra meanings in column B.

A

1. What follows is a list of some of these untruths and some tips to help you do your best...
2. Giving answers that you think will suit a potential employer...
3. But there is plainly a middle ground between being too ingratiating and being hostile.
4. When somebody tries to control us, we resent it.
5. Study the style of an effective conversationalist ...
6. Do you seem uptight?

B

- a. appreciate
- b. nervous
- c. possible (in the future)
- d. model answers
- e. successful
- f. doing anything to avoid disagreement
- g. suggestions
- h. a moderate position
- i. dislike, feel as unfair
- j. the time between two jobs

c. Have you got the main ideas?

Here are eight sentences. Only some of them express important ideas from the text. The other ideas are in the text, but they are not the author's main concerns. Choose the four main points. Then compare your answers with some, other students before discussing them with your teacher.

1. A good interview is like an exciting meeting during a journey.
2. Remember that you are trying to find a job that satisfies you.
3. Change your mind if you want to.
4. Be yourself.
5. Don't try to dominate the conversation with your interviewer.
6. Try to let the interviewer be herself / himself.
7. Don't be aggressive.
8. Don't be overly respectful of your interviewer

Class communication

Now think of advice you would give to a novice interviewee. Get into groups and prepare the list of ideas to compare them afterwards.

An Appointment for a Job interview.

James: Hello.

Mrs. Hilbig: Hello. Could I speak with James Fletcher, please?

James: This is James Fletcher.

Mrs. Hilbig: Good afternoon, Mr. Fletcher. This is Vera Hilbig calling from the New York News-Tribune. We would like to schedule an interview with you in regard to the position for which you have applied.

James: Certainly, Ms. Hilbig. When would it be convenient for you?

Mrs. Hilbig: Could you come to New York next Tuesday, February 26, and meet with us at 3.00 in the afternoon?

James: Yes, that will be fine. What's the address?

Mrs. Hilbig: The New York News-Trib Building is on the northwest corner of 42nd Street and 13th Avenue. My office is on the 35th floor. We will look forward to seeing you then.

James: I'll be there. Thank you very much for calling. I'll see you next Tuesday.

Mrs. Hilbig: You're welcome. Good-bye.

James: Good-bye.

The Job Interview

- James: Good Afternoon.. I am James Fletcher. I have an appointment for an interview at 3.00.
- Secretary: Yes, Mr. Fletcher. Mr. Stevens is waiting for you. Would you come this way, please?
- Secretary: Mr. Stevens, this is Mr. Fletcher.
- Mr. Stevens: It's a pleasure to meet you, Mr. Fletcher. Please, take a seat. I am Ken Stevens of the editorial board.
- James: I am very pleased to meet you.
- Mr. Stevens: I see you've had some newspaper experience in college. Could you tell me a little more about that?
- James: Yes, sir. I've worked on the school paper for three years. Right now I am the magazine editor, and I write an article or two for each issue.
- Mr. Stevens: Good. Now, in front of you is the list of requirements for the job. Have you read it?
- James: Yes.
- Mr. Stevens: So let's go through it. As you know we need people who are multilingual.
- James: I am certainly that.
- Mr. Stevens: Which languages do you speak?
- James: Russian, German, French and Swedish.
- Mr. Stevens: Swedish?
- James: I've got a Swedish mother.
- Mr. Stevens: I see. What's your degree of fluency in these languages?
- James: I'm fluent in Russian and German, above average in French and I'm afraid my Swedish is a bit rusty.
- Mr. Stevens: We'll put down 'elementary', shall we?
- James: That seems reasonable.
- Mr. Stevens: Now, what about Word Processing? Can you do that?
- James: Yes, I'm very good at it.
- Mr. Stevens: One final thing ... can you drive?
- James: Yes, I've got a driving licence.
- Mr. Stevens: Good. Do you have questions for me, James?
- James: Well, could you tell me what kind of work will be involved in this job?

Mr. Stevens: For the first year or so, it would be learning how the News-Trib operates -proofreading, reporting, writing. Later on there could be a foreign assignment.

James: What about benefits?

Mr. Stevens: Two weeks' holiday, full medical coverage, and an excellent pension plan. Our personnel department will tell you more.

James: That sounds perfect. When will I know your decision?

Mr. Stevens: We have about twenty more people to interview for the position this week. We'll have to see how you stack up against the other applicants. We should be able to notify you by the middle of March.

James: I'll be waiting to hear from you.

Mr. Stevens: Thank you for coming, James.

James: Thank you. Good bye, Mr. Stevens.

Getting along with idioms

Andrew Monk arrives just in time for his interview. He completes an application form and then talks to an interviewer.

Mr. Reed: Where have you worked before, Andrew?

Andrew: So far I've had only summer jobs.

Mr. Reed: I see.

Andrew: But I'm a good worker, and I'm looking for something permanent.

Mr. Reed: It sounds like you really want to get ahead, Andrew.

Andrew: Yes, Mr. Reed. I always do my best. I write well, and I'm an excellent typist. I take pride in my work.

Mr. Reed: So you think you would like this job as a receptionist?

Andrew: Yes, I would.

Mr. Reed: You would have to be on time every day. Could I count on you to be here at exactly 9.00 a.m.?

Andrew: Oh, yes. I was always on time in high school. I had a perfect record.

Mr. Reed: There's one thing I want to point out. Sometimes business isn't good and we have to lay off workers. We can't guarantee the job for more than six months.

Andrew: I understand. I'm willing to take a chance.

Mr. Reed: We'll let you know our decision next week.

Andrew: Thank you, Mr. Reed.

d. Match the words and phrasal verbs (1-10) with their meanings (a-j).

1. in time
2. so far
3. get ahead
4. do my best
5. take pride in
6. come / be on time
7. count on
8. point out
9. layoff
10. take a chance

- a. be proud of, get satisfaction from doing a good job
- b. to this moment
- c. depend on, rely on
- d. try someone, something that is unproven
- e. before a specified time limit
- f. emphasise, show
- g. advance, be successful
- h. dismiss workers when business is bad
- i. be punctual
- j. do the best work one is capable of

e. Fill in the correct phrasal verbs and expressions.

Personnel How many people have you interviewed _____

Director: (to this moment), Paul?

Mr. Reed: Ten. They're all pretty good, but the one I like best is Jack
Brown.

Director: Wasn't he late for the interview?

Mr. Reed: No, he arrived just _____ (before the time limit). He
doesn't have any experience, but he's enthusiastic. He says that
he'll _____ (do the best work he is
capable of). Should we _____ (try
someone unproven) on him?

Director: I don't know. We may be able to hire him for just a short time.
Business isn't good. Fifteen production workers were _____
_____ (dismissed) yesterday.

Mr. Reed: Well, he seems eager to _____ (be successful).
I think that we can _____ (depend on) him to
_____ (be proud of) his work and
do a good job.

Director: Okay. Let's hire him, but _____ (emphasise)
that he has to get to work _____ (punctually)
every day, and he has to wear a suit and tie.

Mr. Reed: He already knows that.

After the Interview

Andrew: I've thrown away my chances of getting that job.

Ben: Not necessarily. You were in there for a long time.

Andrew: Only because I wasn't thinking straight. I waffled all the time.

Ben: Come on, cheer up. I bet it wasn't that bad.

Andrew: It was you know. One of the interviewers was Professor
Franks. Just my luck to get him.

Ben: Well, it's not the end of the world if you don't get the job.

Andrew: I know, but it's not every day you get the opportunity to work
with people you like and respect.

Ben: You're still in with a chance. You've got a really impressive
CV and references.

Andrew: Mmmm. I could kick myself for having been so nervous. Trust
me to make a mess of it.

Ben: Everyone's nervous at interviews. I'm sure they'll take that into
account.

Andrew: I doubt it. I might just as well go home. No one in their right
mind would want to employ me on that performance.

Ben: You never know. I'd hang on if I were, you.

Andrew: The awful thing is, I know I would be brilliant at the job.

Ben: Well, don't give up then. If the worst comes to the worst, you
could always plead illness and ask for another interview.

Andrew: Now there's a thought...

f. Complete the chart with the appropriate verbs from the text.

NOUN	VERB
application	apply for
dismissal	
increase	
interview	
offer	
promotion	
resignation	
rejection	
reprimand	
rise	
retirement	
short list	
submission	
appointment	

g. Match the following verbs with nouns. Use articles or pronouns where necessary.

to apply for	work
to be at	job
to offer	career
to hunt for	post
to fill in	vacancy
to advertise for	position
to choose	sack
to interview for	application form
to dismiss from	
to hold	
to lose	
to get	

h. Choose the best alternative to complete the sentence.

- Although his _____ were impressive, they were offering the position to someone who has more experience,
 - credentials
 - credits
 - certificates
 - diplomas

2. I am seeking a responsible, _____ position offering me new opportunities for professional growth and success,
 - a) claiming b) challenging
 - c) crucial d) demanding
3. I am proud to be part of such a creative and enthusiastic _____. I hope you are too.
 - a) crew b) group
 - c) team d) band
4. If you hear of any _____ in the company, I would certainly appreciate knowing about them.
 - a) closings b) openings
 - c) changings d) breakings
5. Unfortunately, they were not able to _____ Jack a position with Johnson, Ltd. at that time.
 - a) offer b) suggest
 - c) propose d) submit
6. I'll be glad to provide a good _____ for Carol.
 - a) referendum b) referee
 - c) reference d) response
7. We regret to say that a careful examination of your resume does not indicate your suit ability for the position under _____.
 - a) analysis b) consideration
 - c) consignment d) concern
8. I don't believe the interview would _____ either of us.
 - a) reward b) promote
 - c) benefit d) indulge
9. Charles Herbert has strong verbal and written communication _____.
 - a) gifts b) crafts
 - c) manners d) skills
10. I am sure Mrs. Hilbig would be a (n) _____ to any company.
 - a) asset b) credit
 - c) gaining d) finding
11. I can refer you to people with whom I worked on various _____.
 - a) accounts b) cases
 - c) circumstances d) occasions
12. Ann feels she could _____ something to our firm.
 - a) constrict b) confirm
 - c) construct d) contribute

13. Recommendations / references are available upon _____.
- a) demand b) request
c) recall d) report
14. Having met and exceeded his goals in his present position, he wants to _____ him self with a more demanding job.
- a) change b) charge
c) cheat d) challenge
15. In your letter you should _____ the three required member recommendations as well as the one time non-refundable fee of \$ 50.
- a) enclose b) provide
c) send d) ensure

8. Put in the right common job interview questions (1-8) given in the box before the table to match Mr Goody Startman’s advice on best answers in the first column of the table. Then put in your answers in the second column.

1. “Do you prefer to work by yourself or with others?”
2. “Tell me about yourself.”
3. “What are your best skills?”
4. “What are your career goals?” / “What are your future plans?”
5. “What are your hobbies?” and “Do you play any sports?”
6. “What is your major weakness?”
7. “What salary are you expecting?”
8. “Why do you want to work here?” / “What about our company interests you?”

N°	Mr Goody Startman’s Advice	Your answer
	Make a short, organised statement of your education and professional achievements and professional goals. Then, briefly describe your qualifications for the job and the contributions you could make to the organisation.	
	Few questions are more important than these, so it is important to answer them clearly and with enthusiasm. Show the interviewer your interest in the company. Share what you learned about the job, the	

	<p>company and the industry through your own research. Talk about how your professional skills will benefit the company. Unless you work in sales, your answer should never be simply: “money”. The interviewer will wonder if you really care about the job.</p>	
	<p>If you have sufficiently researched the organisation, you should be able to imagine what skills the company values. List them, then give examples where you have demonstrated these skills.</p>	
	<p>Be positive; turn a weakness into a strength. For example, you might say: “I often worry too much over my work. Sometimes I work late to make sure the job is done well”.</p>	
	<p>The ideal answer is one of flexibility. However, be honest. Give examples describing how you have worked in both situations.</p>	
	<p>The interviewer wants to know if your plans and the company’s goals are compatible. Let him know that you are ambitious enough to plan ahead. Talk about your desire to learn more and improve your performance, and be specific as possible about how you will meet the goals you have set for yourself.</p>	
	<p>The interviewer may be looking for evidence of your job skills outside of your professional experience. For example, hobbies such as chess or bridge demonstrate analytical skills. Reading, music, and painting are creative hobbies. Individual sports show determination and stamina, while group sport activities may indicate you are comfortable working as part of a team.</p>	
	<p>You probably don’t want to answer this one directly. Instead, deflect the question back to the interviewer by saying something like: “I don’t know. What are you planning on paying the best candidate?” Let the</p>	

	<p>employer make the first offer. However, it is still important to know what the current salary range is for the profession. Find salary surveys at the library or on the Internet, and check the classifieds to see what comparable jobs in your area are paying. This information can help you negotiate compensation once the employer makes an offer.</p>	
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Here are some other job interview questions you might want to rehearse.

Your Qualifications

- What can you do for us that someone else can't do?
- What qualifications do you have that relate to the position?
- Give me an example from a previous job where you've shown initiative.
- What have been your greatest accomplishments recently?
- What is important to you in a job?
- What motivates you in your work?
- What qualities do you find important in a coworker?

Your Career Goals

- What would you like to be doing five years from now?
- How will you judge yourself successful? How will you achieve success?
- How will this job fit in your career plans?
- What do you expect from this job?
- Why did you leave your last job?

Your Work Experience

- What have you learned from your past jobs?
- What were your biggest responsibilities?
- What specific skills acquired or used in previous jobs relate to this position?
- How does your previous experience relate to this position?
- What did you like most / least about your last job?
- Whom may we contact for references?

9. A. Work in two groups. Each group should decide on one job that would be attractive and realistic for most of the members of the class to apply for. Perhaps this could be your 'ideal job' – the one you'd immediately apply for if you saw it advertised.

Write a classified ad for the job and, if possible, make copies for the other group to see. Alternatively, put it on the notice-board or stick it to the board.

B. In this simulation half the class will be playing the role of interviewers and the other half the role of candidates. Each panel of interviewers are members of a firm of consultants, and they will interview several candidates for both jobs advertised. Decide which members of the class are going to play the roles of candidates, and which are going to be interviewers. Follow the instructions on the left or on the right below, according to your role.

1 **INTERVIEWERS:** Work with the other member(s) of your panel. Decide what questions you are going to ask each candidate. What personal qualities are you looking for? Are you going to be kind to the candidates or give them a hard time?

CANDIDATES: Choose one of the jobs advertised. Write a letter of application for it (and maybe also a Supplementary Information sheet) to accompany your CV. If possible, make copies of your letter and your CV so that each panel has a copy of each to study before the interview.

2 **INTERVIEWERS:** Read the letters of application and the CVs you receive. Decide which candidates look promising and what special questions you'll ask each one.

CANDIDATES: Work with another candidate and decide what impression you'll try to give.

3 Now it's time for the interviews to take place. Each interview panel should have its 'office' in a different part of the room. Candidates go to a different 'office' for each interview. Your teacher will tell you the time available for each interview and work out a timetable that allows time for panels to see at least three candidates. Each panel must stick to this schedule, so that other panels are not kept waiting.

4 When the interviews have finished, all the interviewers and all the candidates should meet in separate areas.

INTERVIEWERS: Tell the other panels about the candidates you have interviewed.

CANDIDATES: Imagine that you're meeting in a local café or bar.

You can recommend up to three people for both posts. Decide which candidates will be short-listed.

Tell the other candidates how you got on in your interviews. What mistake did you make?

Which of the panels conducted the best interviews? What advice would you give them about their interviewing techniques?

Decide which panels were the best.

5 Now meet again as a class

INTERVIEWERS: Announce your short lists of successful candidates.

CANDIDATES: Announce which panels you voted 'top interviewers'.

10. You are seeking for a job but you don't know how to write a good resume. Mr.Green is in the same situation. An expert of Recruitment Agency provides him with some advice in this sphere. Read the notes by Ashleigh Morris ("The Career Forum"). Consult the vocabulary given below for better comprehension. Think over the structure of future resume using advice Mr. Green has got recently.

WHAT IS IT A RIGHT RESUME?

So, Mr. Green, you are going after a good position, you have a clear career objective and are ready to contact Human Resource Agency, but you haven't your resume written.

A resume is an introduction, one page, one short chance at proving you are a qualified and experienced candidate who should be hired by a company. It wraps up all your life experiences, needs to be professional, to the point and perfect. A resume must present a clear picture of the candidate. For this you should know what a potential employer expects.

They look at a person's experience with a company, how long the person has worked for a company or to see if he is a "job jumper". The person should be able to present himself in a resume. Your resume must be right, standard formal, typed. To offer details about spouses and children is not necessary and not professional.

So what should be in a resume?

Begin with the basics. Your name, address and phone (fax) number should always go at the top of your resume. There is no need to include the words “resume” or “c/v” – they take up precious space.

State a resume objective. It should be below the name, address and phone number and be a clear and concise job objective. Using it forces you to tailor your resume to a particular position or company, as well as provides an immediately clear sense of direction to those people who will be reviewing your resume. The main objective of your writing a resume – to demonstrate your abilities for a particular position – so state it clearly at the top. Focus on the position and career path you are going after, and state exactly what you want. It should be more than “Objective: To work in a challenging environment”.

Talk about your accomplishments in your “Experience” section. Focus on achievements at your present and previous jobs, especially those that involve problem-solving, management skills, critical thinking and initiative. These should be listed chronologically, beginning with your most recent position and then moving through previous jobs, as long as they provide applicable experience to the position you are seeking. Always use action verbs in your job description: words like “administered”, “analyzed”, “coordinated”, “evaluated”, “negotiated”, “reviewed” and “supervised” offer a stronger presentation of your abilities. But keep the description short and to the point, and also make sure everything listed is relevant.

Include a section about your education, list it before your experience only if your educational history is stronger than your work background. This is often best for first-time job seekers who don’t have much work experience. Make sure to list any additional courses you have taken that might be relevant to the job you are seeking, including specific company training programs or language courses.

Personal data should be included in a short section at the end of your resume. Including information about your marital status, number of children, health and physical characteristics is always unnecessary. Include such categories as language fluency, extensive travel history or specific computer skills. Don’t include references on your resume.

11. You are preparing for an interview, but you don’t imagine what questions you should answer. Read the information provided by Mr. McDermot who usually interviews job applicants in the famous trade company.

Mr. McDermot: An interview is an important event in the life of every job applicant. It can be the last test on the way to a new position. That's why it's very important to be well prepared for an interview.

Come in time to the appointed place for an interview. Don't forget to talk all the necessary documents for your better presentation (references, characteristics, diplomas).

Don't be nervous and tense with the interviewer, be polite and listen attentively to all the questions you are asked. If you are confident in what you talking about it will make a good impression on the interviewer. Try to give full and clear answers to the questions. Be ready to discuss the details of your future work. Try to persuade the interviewer that you are the best candidate for the chosen position and an asset for the company. Don't talk about personal questions if they are not connected with the future work.

Don't hesitate to describe fully your responsibilities and regular duties at the previous job if you are asked. Show that you are thinking ahead in your career development. Be ready to explain the reasons of your desire to change the work. Tell about your educational history and obtained degree. Don't forget to mention your computer skills, language fluency if it's required by the company.

At the end of the interview thank the interviewer for his / her attention. Don't demand the immediate answer about his / her decision, appoint the certain date for it.

12. Translate the following sentences into Russian.

1. My friend has got an interview for tomorrow that's why he is so nervous.
2. Did you present a list of references to the interviewer?
3. He was confident and they didn't hesitate to take him for this position.
4. The interviewer was impressed by my experience in this field.
5. Did you understand all the questions during the interview?
6. What date was appointed for your interview?
7. The interviewer told me that Mr. Green was an asset for any company.

13. What would you say if you took part in this dialogue? Dramatize it.

A: Well, Mrs. Bradley, I see you've already had quite a lot of experience in the food industry. Could you dwell on your regular duties at your recent job?

B: Yes, I can tell you that

A: You mentioned earlier that you liked the people you had worked with. What features do you appreciate in your colleagues?

B: I think that

- A: It seems to me you had a pleasant place to work. I'm surprised you are going to leave.
- B: You are quite right, but
- A: You mentioned that you had attended special language courses. How do you think it will help you in the future work?
- B: I suppose that

14. Kris Jonson, from Denmark, has just graduated from Technical College. He wants to work in the United States for a few years. He heard from a friend that Teleaid needed new employees, so he phones Ms Greene from that company. Finish the script of the telephone call. Ms Greene should use correct and polite English.

- Receptionist: Teleaid, Myra Jones speaking.
- Kris Jonson: Hello, this is Kris Jonson. I'd like to ask a few question about employment with your firm.
- Receptionist: *(connect to person dealing with Information Service)*
- Ms Greene: *(introduce yourself as Public Relations officer)*
- Kris Jonson: Hello, I'm Kris Jonson. A friend of mine told me about your company. He made me very enthusiastic and I was wondering if you needed any new personnel for the helpdesk activities.
- Ms Greene: *(Yes, 4 unoccupied jobs. Ask if Kris has finished school)*
- Kris Jonson: Yes. I finished my studies a few weeks ago. Could you perhaps send me some more information about your company?
- Ms Greene: *(Yes, send a brochure + enclosed letter)*
- Kris Jonson: Oh, that's fine. Does that information also explain more about the jobs that you offer?
- Ms Greene: *(Say you will enclose an advertisement which includes information on how to react)*
- Kris Jonson: Do you know the deadline for my letter?
- Ms Greene: *(requests for employment must be received before 15 April)*
- Kris Jonson: Well, thank you very much for the information. Oh yes, before I forget, do you know how I can get a work permit for the United States.
- Ms Greene: *(You are not sure, but you think Kris should give his name to the American Embassy in the Netherlands)*

Kris Jonson: Thank you very much. I will write a letter as soon as I have received your information. Goodbye.

Ms Greene: Goodbye.

15. Work in pairs. Decide where you in your country and in your line of business, would normally give this information:

1. Your name, address and telephone number.
2. The title and reference number of the job.
3. Your date of birth.
4. Your marital status.
5. The name and address of present (or last) employer.
6. Your hobbies and leisure interests.
7. The sports you play.
8. Details of all the jobs you have had.
9. The languages you speak, read or write.
10. Details of the examinations you passed at school.
11. Details of the professional diplomas or degrees you have gained.
12. Details of training courses you have attended.
13. Details of your achievements and responsibilities in your working career.
14. Your suitability for job advertised.
15. Your reasons for applying for this job.
16. When you are available for interview.
17. Details of your present (or last) job.
18. Your current (or last) salary.
19. The salary you would expect to receive.
20. The names and addresses of two or three referees.

in your CV or resume?

on a Supplementary Information sheet?

in your Letter of application?

– or on an Application Form?

What *other* information would you provide and where would this be given?

Which of the information would you *not* give at all?

16. Now it's your turn to produce your own career history in English. Work in pairs.

1. Discuss what your own CVs or resumes will include. Make notes.
 - What elements will it include? What further details would *you* include in yours?
 - How much space will you allow for your education and training, and how much for your work experience?
 - How long will your CV be – can you fit everything onto a single side?
2. Draft your CV and give it to your teacher to be checked.
3. Rewrite your draft CV and, if possible, have it typed or word-processed.

17. A progress interview.

Employees are often given a ‘progress interview’ some months into a new job, so that they can get (and give) feedback on their performance so far. Participants on training courses often take part in similar mid-course / mid-term interviews too.

Work in pairs. Make a list of ten questions that might be asked at such an interview in *your* firm OR during the course you’re doing now. Here are some examples:

What have been your most valuable experiences with us so far?

Which parts of the course have been least valuable to you?

What particular difficulties have you had?

How well do you get on with the other members of staff / participants?

*“We’re a parent company,
Wolper – not to be confused
with your real parents.”*



18. In order to revise and consolidate the learnt material, translate the following Russian sentences into English:

1. У меня для Вас две новости – хорошая и плохая. Хорошая состоит в том, что Ваша зарплата увеличивается на 25 процентов, а плохая – Вам придется работать и по субботам.
2. Поиск работы – чрезвычайно интересная вещь. Вам потребуется время, но каково чувство удовлетворения, когда Вы нашли то, что востребует Вашу квалификацию!
3. Он присутствовал на официальной встрече, где группа менеджеров интересовалась его опытом, навыками и качествами лидера.
4. Мы не уверены, сможем ли мы работать в учебное время. Нам необходимо это учитывать.
5. Когда меня представляют новым людям, я никак не могу запомнить их имен, не говоря уже об имени какого-нибудь начальника или директора.
6. Мне пришлось пройти небольшое интервью, и у меня осталось несколько негативное впечатление о нанимателе.
7. Понаблюдайте за тем, как мы сотрудничаем и просто общаемся друг с другом Разве мы позволяем себе грубость или недоверие?
8. Будьте инициативны, и Вы заметите, что вокруг Вас соберется настоящая команда.
9. Я не имела достаточно опыта, и мне казалось, я доставляла больше хлопот и неудобств, нежели реально помогала коллегам.
10. Я высылаю Вам свою автобиографию и сообщаю, что буду готов пройти интервью в любое удобное для Вас время.
11. Подавая заявление о приеме на работу, позаботьтесь о том, чтобы оно было написано по форме и без орфографических ошибок.
12. Мне понадобился час для того, чтобы убедить нанимателя в своих хороших профессионально-деловых качествах.
13. Что, на Ваш взгляд, является Вашими сильными и слабыми чертами? Но будьте, пожалуйста, откровенны с нами.
14. Ваше заявление еще рассматривается. Мы сообщим Вам о нашем решении на следующей неделе.
15. Да Вы настоящая находка для нашего офиса! Как здорово, что Вы не успели устроиться в другую фирму.

16. Не стесняйтесь выделяться на фоне других – кто вам сказал, что это нескромно? Ложный стереотип!
17. Я рада писать данную характеристику (рекомендательное письмо) на миссис Робинсон – я работала с ней бок о бок в течение 10 лет.
18. Мы ищем умного, уверенного в себе молодого человека, свободно владеющего двумя иностранными языками и обладающего компьютерной грамотностью.
19. Неужели ты собираешься надеть это и идти на собеседование?! Тебя не станут слушать, так что забудь об устройстве.
20. Я без твоего сомнения рекомендую этого сотрудника на повышение. Он редкий работник.

JUST FOR FUN

SLEEPING AT WORK?

Here's what to say the next time you get caught:

1. This is a highly specific yoga position to improve my creativity.
2. I was raising my energy level with a ten-minute power nap.
3. I was trying to pick up my contact lens without using my hands.
4. I was meditating on the company mission statement. (корпоративная философия)
5. This is part of the Sleep Level Elimination Exercise Plan (SLEEP).
6. I just want to know what a keyboard really sounds like.
7. This is in exchange for the six hours I dreamt about work last night.
8. (Raising your head slowly). Amen.

TEST YOURSELF

See how much logistics vocabulary you have learned. Use the clues to complete the crossword puzzle.

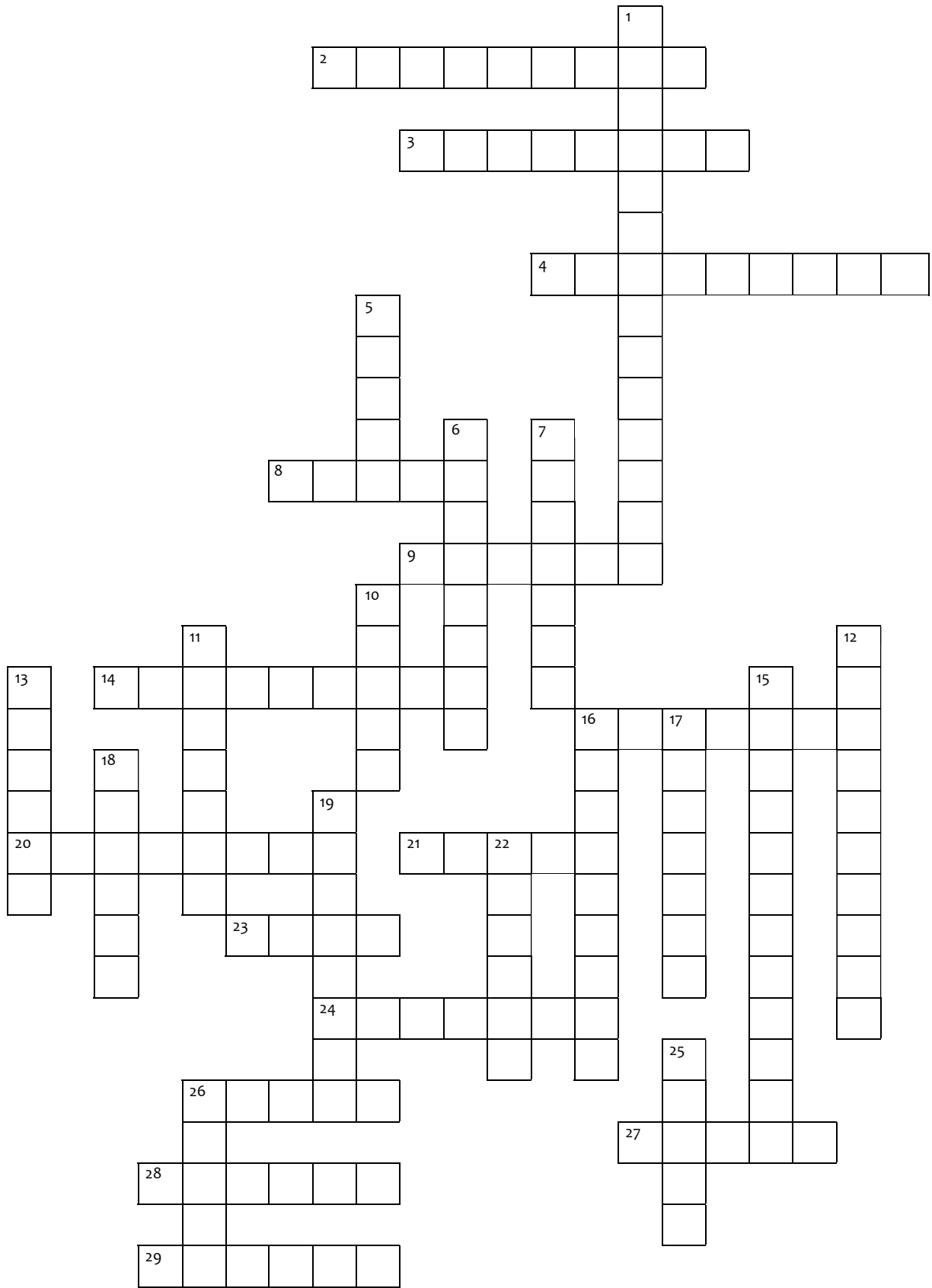
Across

2. A company which specializes in arranging and handling the transport of goods.
3. Another word for *send*, used in connection with goods.

4. An offer stating prices and conditions.
8. How much something is worth in money.
9. A wooden base on which goods can be transported.
14. This is where goods are stored.
16. A company which transports goods.
20. A company which provides goods.
21. To send money.
23. To choose or select goods.
24. A document that gives details about the cost of something and is also a request for payment.
26. Another word for *freight*.
27. A ship used to transport goods on inland waterways.
28. A box made of cardboard.
29. Another word for *consequence*, e.g. as a

Down

1. A secure payment method used in international trade. (3 words – 6, 2, 6)
5. A piece of paper providing specific information, either on the product itself or the packaging.
6. A business that sells goods to the end consumer.
7. The weight of goods which can be loaded onto a vehicle.
10. A motor vehicle used for transporting goods.
11. This means that something breaks easily.
12. Another word for *buying*.
13. Another word for *inform*.
15. Important document used in international trade.
16. A large metal box in which goods are shipped.
17. Another word for *get*.
18. The opposite of *export*.
19. Finding an item in transit.
22. The measurement system used in most countries.
25. To put things on top of each other.
26. A device used for lifting heavy goods.



EXPRESSIONS MOST COMMONLY USED IN LETTERS CONCERNING TRANSPORT DOCUMENTS

The documents required are...	Требуемые документы должны включать...
The originals and the nonnegotiable copies of the B/L should be sent by ship's mail (air mail).	Оригиналы и не подлежащие передаче копии коносамента должны быть высланы судовой почтой (авиапочтой).
The B/L should be clean, endorsed by the Shippers.	Коносамент должен быть чистым, индоссированным отправителем.
The first (second, third) original of the B/L (blank endorsed, to our order) should be sent by ship's mail, while the mate's receipt should be sent by air mail.	Первый (второй, третий) оригинал коносамента (с бланковой передаточной надписью) должен быть выслан судовой почтой, а расписка капитана – авиапочтой.
Please note that on receipt of the goods we have discovered the following difference against the B/Ls.	Пожалуйста, отметьте, что по получении груза мы обнаружили следующие расхождения с коносаментами.
Please note that the documents received by us are short of the following...	Пожалуйста, отметьте, что в документах, полученных нами, не хватает...
Please issue and sign on our behalf...	Пожалуйста, выпустите и подпишите от нашего имени...
Please introduce the following corrections in the cargo documents.	Пожалуйста, внесите следующие исправления в грузовые документы.
the B/L. № ... is cancelled (not shipped)	коносамент № ... снят с погрузки
The cargo belongs to the parcel shortshipped per m.v. ..., B/L № ...	Груз принадлежит к партии, не погруженной на теплоход ... коносамент № ...

Instead of the clean B/L we have received the foul B/L.

Вместо чистого коносамента мы получили коносамент с оговоркой.

Since the validity of the L/C ceases, please antedate the B/Ls.

В связи с истечением срока аккредитива, пожалуйста, датировать коносаменты задним числом.

The date of the Airfreight (Railway, Autoway) Bill is considered as the date of delivery.

Дата авиационной (автомобильной, железнодорожной) накладной считается датой доставки.

SAMPLE LETTERS

1. Buyer to foreign exporter stipulating what kind of transport and other documents are necessary.

Dear Sirs.

Our Indent¹ SB 55

We received your e-mail of the 22nd March requesting shipping instructions for our above order.

Will you please arrange for these goods to be shipped at the first opportunity from a suitable Continental Port. We require two originals and two-negotiable Bills of Lading² which should be taken out in our name as shippers and consigned to "Order"³, the ultimate consignees being⁴ Messrs. Wodehouse Co. Ltd., Accra.

When Bills of lading become available, these should be forwarded to us in London together with 4 copies of your certified invoice and your draft through the Bank⁵ of British West Africa, 37, Gracechurch St., London E.C.4. Freight charges incurred should be shown on invoices and included in your draft⁶.

We trust that this information will be of assistance to you.

Yours faithfully.

2. Agent advising shipper about transport and other documents necessary for export delivery.

Dear Sirs.

Universal Rapid Electro Hygrometer⁷ for Textiles

Further to our letter of the 8th March, we now have the pleasure to inform you that Messrs. Populos confirmed with us their order for the Hygrometer quoted in your Proforma Invoice of March 16, ... Also we have obtained Import

Licence No.87531 of March 30, ... for the above order through the Bank of Greece, Athens.

Please note that, after the order has been shipped, the following documents will have to be sent for collection to the Bank of Greece⁸, Athens, under their reference No.03534:

- a) Complete set "On Board Bills of Lading", issued unto "Order"⁹,
- b) Invoice in eight copies,
- c) Certificate of Origin in duplicate,
- d) Copy of the Insurance Policy on the full invoice value plus ten per cent.

Though the important licence is valid up to the 30th September ... , we trust that nevertheless you will stick to the delivery time specified in your proforma invoice, i.e. one month after the receipt of the order.

We now look forward to receiving your Order Confirmation.

Yours faithfully.

3. Continuation of the above – agent receiving order confirmation.

Dear Sirs.

One hygrometer – Order Confirmation No.25611

We thank you very much for your Order Confirmation No.25611 which has been duly passed on to Messrs. Populos of this place.

Yours Faithfully.

4. Continuation of the above – agent advising shipper about invoices and certificates of origin.

Dear Sirs.

One Hygrometer for Messrs. Populos

Messrs. Populos have just informed us that their bankers, the Bank of Greece, Athens, received the shipping documents for the above order. Unfortunately they are accompanied by one copy, only, of the final invoice instead of the eight copies required. Furthermore the documents are short of¹⁰ Certificate of Origin in duplicate. In our letter of March 26, ... , the receipt of which you acknowledged with your letter of April 8, ... , we informed you which documents would have to be sent in order to avoid complications at this end¹¹.

We therefore request you to examine whether the required Certificate of Origin and the Invoice copies have been sent under separate cover¹². Otherwise, please send them to our address as soon as possible. Another point which we should like to draw your kind attention to is this: on the invoice which you sent

to the Bank of Greece, only the total value of USD 1850.00 is stated. In fact also our commission of USD 185.00 should be shown. Please, be so kind as to put in the amount of our commission on the additional copies of the invoice you will send us, and deduct it from the total CIF value¹³ exactly as on your proforma invoice of March 16,

Yours faithfully.

5. Continuation – agent confirming receipt of shipping documents.

Dear Sirs.

Hygrometer Documents in Order

We are much obliged for your letter of 17th May, ... and apologize for not having replied any sooner.

We are sorry for the inconvenience we caused you with our letter of 10th May However, we simply passed on the news we had received from the customers and their bankers. On receipt of your above letter we ascertained that actually a clerk of the bank mistook the Advice of Despatch for the shipping documents¹⁴.

In any case the actual shipping documents were duly received in the meantime and customers paid the value of the order to their bankers. Furthermore they took delivery of the Hygrometer yesterday. We visited them to hand over the translation of the operation manual¹⁵, and helped them to start work with the instrument.

The directions for measuring the moisture contents of bobbins are very clear¹⁶. Unfortunately, however, we are not sure of the correct measuring process when the gauge bobbins is to be used, the material being wool¹⁷. Would you, please, send us the necessary technical advice?

We should be glad to hear from you soon.

Yours faithfully.

6. Carrier requesting agent to issue and sign on his behalf amended Bills of Lading.

Dear Sirs.

Re: m.v. Pioner Vyborga, Sailed from¹⁸ St. Petersburg Oct. 12, ...

Please issue and sign on our behalf¹⁹ B/Ls with the following amendments²⁰:

B/L VGA 301

The total number of cars shipped should be 303 unpackages²¹ instead of 340; VAZ-2108 – should be 80 unpackages 80 000 kgs (instead of 90); VAZ-2109 – should be 43 unpackages, 43 000 kgs (instead of 70).

B/L EC 309

The total number of empty containers²² shipped per this B/L should be 83.

B/L C 315

Please introduce the following corrections into Container Nos and Seals²³:

SZDV3458049, Seal No: B-89364

MMMV8960022, Seal No: B-89365

MMMV3141492, Seal No: VAZ-216

Many thanks in advance and best regards.

Faithfully yours.

7. *Foreign port authority advising Russian carrier about new requirements in shipping documents.*

For the Attention of

The BSC Commercial Director,

Manager of the Cargo Documentation Department²⁴,

Manager of the B/L Department

of the St. Petersburg Port.

Dear Sirs.

Re: New Regulations Concerning Documents for the Port of Brazil

In line with the new port legislation²⁵ which is being introduced now in Brazil and is going to come into force beginning with September 1 ... , we would like to inform you of the following new rules²⁶ concerning cargo documentation of all ships calling in the ports²⁷ of Brazil.

1. The B/L Numeration.

The numbers of all B/Ls should now consist of five digits²⁸, the first digit showing the type of cargo, i.e. 50000 – autotechnique, 30000 – normal cargo in containers, 70000 – consolidated cargo in containers²⁹, 20000 – dangerous cargo, in containers or otherwise³⁰.

The numeration of the B/Ls should not necessarily be through³¹ from the first to the last B/L for the same port. This is the matter to be decided by yourselves, and you may well continue the old practice of introducing the new count of B/Ls for each type of cargo³², e.g. 50001, 50002, etc., then 30001, 30002, etc. This will not hamper³³ the work of the new National Computer Cargo System which is being introduced in all ports of Brazil. However, it would be convenient for us and indeed speed up the handling of the vessels³⁴, if you would have the Reference Numbers which do not repeat themselves. Some instances of this (although rarely) have occurred in the past, and we would be much obliged if you would take up this question with³⁵ that department which

gives numbers to the Shippers' notes and settle the matter with them. We believe that this is to your convenience as well.

2. Ship's Mail.

With the introduction of the computer system mentioned above, we are now able to reduce considerably the number of documents required in the ship's mail. The set of documents required³⁶ now is the following:

- to the **Agents**: 5 copies of the B/L, 3 copies of the Cargo Manifest, 2 copies of the Freight Manifest, 2 copies of the Dangerous Cargo Manifest³⁷;

- to the **Consignees**: 1 copy of the B/L, 2 copies of the Cargo Manifest, 2 copies of the freight manifest;

- to the **Port Authorities**³⁸ in Brazil: 1 copy of the Cargo Manifest, and 1 copy of the Dangerous Cargo Manifest;

- to the **Customs** in Brazil: 1 copy of the Cargo Manifest only.

We believe that these changes in the regulations concerning documents will be duly noted by you and will serve to facilitate the handling of your vessels and cargoes in our ports.

Faithfully yours.

The national Association of the Ports of Brazil.

8. Foreign agent advising Russian carrier about a mistake in shipping documents.

Dear Sirs.

Re: The Shipment of Phosphate of Ammonium per m.v. Novodruzhesk

The m.v. Novodruzhesk, which arrived in Montreal 12.04. ... has discharged 2213 bags of Phosphate of Ammonium. However, the number of bags stated in the B/L³⁹ is 2220. This is in apparent contradiction with the actual amount of cargo discharged, as well as with the amount stated in the freight manifests received by us from the ship's mail and air mail, and in the B/Ls received by air mail.

Apparently, there is an error in the B/Ls in the ship's mail. However, since the first original (endorsed to our order⁴⁰) of the B/L is in ship's mail (stating the incorrect number of bags, i.e. 2220 instead of 2213), we are at a loss what to do.

Please advise us how to act, since the matter is rather urgent.

Faithfully yours.

9. Reply to the above – new Bill of Lading sent by courier's mail.

Dear Sirs.

Re: Phosphate of Ammonium, 2213 Bags

We must apologize for the mistake made in the B/L (copies and first original in the ship's mail). The mistake was made through a clerical error.

The new corrected original of the B/L (endorsed to your order) stating the number of bags 2213 has been sent to you today by Courier's Mail⁴¹ and will arrive not later than tomorrow morning.

We apologize for the inconvenience caused.

Faithfully yours.

WORDS AND EXPRESSIONS

- | | |
|--|---|
| 1. indent = order <i>n</i> | – заказ |
| 2. non-negotiable B/L | – коносамент, не подлежащий передаче (т.е. копия) |
| 3. taken out in our name as shippers | – в коносаменте наша фирма должна быть указана как отправитель |
| 4. the ultimate consignees being | – окончательными получателями являются |
| 5. your draft through bank | – ваша тратта, оплачиваемая банком |
| 6. Freight charges incurred should be shown on invoices and included in your draft. | – затраты на фрахт должны быть указаны в счетах и включены в вашу трату |
| 7. hygrometer <i>n</i> | – гигрометр (<i>измеритель влажности</i>) |
| 8. to be sent for collection to the Bank of Greece | – должны быть посланы для получения банком Греции |
| 9. complete set "On Board Bills of Lading", issued unto "Order" | – полный комплект бортовых ордерных коносаментов |
| 10. the documents are short of | – в документах не хватает |
| 11. to avoid complications at this end | – чтобы избежать осложнений с греческой стороны |
| 12. sent under separate cover | – посланные отдельным пакетом |
| 13. put in the amount of our commission on the additional copies of the invoice you will send us, and deduct it from the total CIF value | – проставьте сумму нашего комиссионного вознаграждения на дополнительных копиях счетов, которые Вы нам вышлете, и вычтите эту сумму из общей стоимости с.и.ф. |

- | | |
|---|--|
| 14. a clerk of the bank mistook the Advice of Despatch for the shipping documents | – служащий банка ошибочно принял сообщение об отправке за судовые документы |
| 15. operation manual | – учебник, руководство по эксплуатации |
| 16. The directions for measuring the moisture contents of bobbins are very clear. | – указания по поводу измерения содержания влаги в бобинах очень ясны. |
| 17. we are not sure of the correct measuring process when the gauge bobbin is to be used, the material being wool | – мы не уверены, как в точности проводить измерения, когда используется измерительная bobbin, а используемый материал – шерсть |
| 18. sailed from St. Petersburg Oct. 12, ... | – отход из Петербурга 12.10. ... |
| 19. issue and sign on our behalf | – издайте и подпишите от нашего имени |
| 20. amendment <i>n</i> | – поправка |
| 21. unpackage <i>n</i> | – «неупаковка» (<i>термин, применяемый обычно для обозначения единиц автотехники, перевозимых морем</i>) |
| 22. empty container | – порожний контейнер |
| 23. Container Nos and Seals | – номера контейнеров и пломбы |
| 24. Cargo Documentation Department | – отдел грузовых документов |
| 25. port legislation | – портовое законодательство |
| 26. rule <i>n</i> | – правило |
| 27. to call in the port | – заходить в порт |
| 28. five digits | – пять знаков |
| 29. consolidated cargo in containers | – сборный груз в контейнерах |
| 30. dangerous cargo, in containers or otherwise | – опасный груз, перевозимый в контейнерах или иначе |
| 31. through (<i>numeration</i>) | – сквозная (<i>нумерация</i>) |
| 32. new count of B/Ls for each type of cargo | – новый отсчет (<i>номеров</i>) коносаментов для каждого типа груза |
| 33. to hamper <i>v</i> | – мешать |

- | | |
|--|---|
| 34. to speed up the handling of the vessels | – ускорить обработку судов |
| 35. to take up the question with | – поставить вопрос перед |
| 36. the set of documents required | – комплект требуемых документов |
| 37. cargo manifest, freight manifest, dangerous cargo manifest | – грузовой манифест, фрахтовый манифест, манифест на опасный груз |
| 38. port authorities | – портовые власти |
| 39. stated in the B/L | – указанное в коносаменте |
| 40. endorsed to our order | – индоссированный нашему приказу |
| 41. courier's mail | – курьерская почта |

9. *Pointing out clerical error.*

Moscow, 18th August, 2...

Dear Sirs,

m.v.¹ “Valerian Kuybyshev” Order² No. 2330

We confirm³ our telephone conversation⁴ of this morning during which we informed you that you had omitted⁵ to enclose with your letter of the 15th August the invoice⁶ for the goods⁷ shipped by m.v. “Valerian Kuybyshev” against⁸ Order No. 2330.

Please send us the invoice by air-mail.

Yours faithfully,

10. *Reply to the above – error acknowledged.*

London, 18th August, 2...

Dear Sirs,

Order No. 2330

With reference to our conversation by telephone today with Mr. G.P. Sidorov, we regret that through a clerical error our invoice for the goods shipped by m.v. “Valerian Kuybyshev” was not enclosed in our letter to you of the 15th August.

We are sending you the invoice herewith⁹ and apologize for the inconvenience you have been caused.

Yours faithfully,

Enclosure

11. Pointing out error in documents.

Moscow, 21st October, 2...

Dear Sirs,

Portable Gas Turbines¹⁰. Order No. 1816

We thank you for your letter of the 18th October enclosed in which was your confirmation¹¹ of our Order No. 1816 for 3 Portable Gas Turbines. We would like to draw your attention to¹² an error¹³ which we noticed¹⁴ in the order confirmation, viz.¹⁵ the nominal rating¹⁶ of the turbines is indicated as 180 b.h.p.¹⁷ instead of 150 b.h.p.

For order's sake we would like you to acknowledge receipt of this letter¹⁸.

Yours faithfully,

12. Reply to the above – error acknowledged.

London, 24th October, 2...

Dear Sirs,

3 Portable Gas Turbines. Order No. 1816

We acknowledge with thanks receipt of your letter of the 21st October and very much regret that through a typing error the nominal rating of the Portable Gas Turbines was indicated in the confirmation of the order as 180 b.h.p. instead of 150 b.h.p.

We thank you for pointing out¹⁹ this mistake to us.

Yours faithfully,

13. Letter accompanying order for paints.

Portsmouth, 27th April, 2...

SW / PL

The Southern Paint Co. Ltd.,
Grayling Lane, Eastleigh

Dear Sirs,

The demand for FINEX HOUSEMAN paints has been so heavy²⁰ this month that our stocks²¹, generally quite high at this time of the year, have fallen to a minimum. This means that we shall be unable to wait for the next bulk delivery²², but must replenish²³ stocks at once.

The attached order, No. 4743, is for a total of²⁴ 56 boxes. As this falls appreciably short²⁵ of the amount necessary to qualify for the maximum

discount²⁶, we cannot claim²⁷ it. Nevertheless, as customers of long standing²⁸, we feel that we may ask you to include this order with our quarterly one²⁹ due next month in order that we may take advantage of the best terms³⁰.

We should be obliged if you would treat this order as urgent³¹ and arrange for³² immediate delivery.

Yours faithfully,
T.Nicholls & Sons
S. Wilkins
Enc.

14. Reply to the above – manufacturer unable to supply the order fully.

2nd May, 2...

The Southern Paint Co. Ltd.,
Grayling Lane, Eastleigh 236
PL / SB
Messrs. T. Nicholls & Sons,
Broad Street, Portsmouth

Dear Sirs,

We thank you for your order No. 4743, which is receiving immediate attention³³ and will be delivered within the week³⁴. We, too, have had a run³⁵ on HOUSEMAN paints with the result that we may not be able to supply you every colour marked on your order.

With regard to your request for the inclusion of this order with your quarterly order, we regret that this will not be possible since it would involve³⁶ extended credit at maximum discount. What we are prepared³⁷ to do, however, is to invoice this order separately but at full discount³⁸.

We trust that this compromise meets with your approval³⁹ and look forward to⁴⁰ your further orders.

Yours faithfully,
The Southern Paint co. Ltd.,
P.Liston

15. Reply to enquiry – sending proforma invoice.

July 15th, 2...

Gentlemen:

Your Enquiry⁴¹ of July 3, ...

Our factory, "Sevzappribor", sent us your above enquiry for further attention. We enclose a proforma invoice⁴² showing all details required. Unfortunately, the relative catalogue is at present available⁴³ in Russian only. That is why the proforma invoice is accompanied by a prospectus covering CO₂ Recorders⁴⁴, which may prove helpful.

We are confident that our offer will induce⁴⁵ you to send us your order soon.

Yours faithfully,

Encl.

WORDS AND EXPRESSIONS

- | | |
|-------------------------------------|---|
| 1. m.v. = motor vessel | – теплоход |
| 2. order, <i>n</i> | – заказ |
| to order, <i>v</i> | – заказывать |
| 3. to confirm, <i>v</i> | – подтверждать |
| 4. conversation, <i>n</i> | – разговор |
| 5. to omit, <i>v</i> | – упускать (из вида) |
| omitted to enclose with your letter | – забыли (упустили) приложить к Вашему письму |
| 6. invoice, <i>n</i> | – счет |
| to invoice, <i>v</i> | – выставлять счет |
| 7. goods, <i>n</i> | – товар(ы) |
| 8. against, <i>prep</i> | – против |
| against Order No. | – по (согласно) заказу № |
| 9. herewith, <i>adv</i> | – при сем (прилагается) |
| We are sending the invoice herewith | – при сем высылаем Вам счет |
| 10. gas turbine | – газовая турбина |
| portable, <i>adj</i> | – переносной, передвижной (портативный) |
| 11. confirmation, <i>n</i> | – подтверждение |
| 12. to draw one's attention to | – привлечь чье-либо внимание к |
| 13. error, <i>n</i> | – ошибка |
| erroneous, <i>adj</i> | – ошибочный |
| to err, <i>v</i> | – ошибаться |
| 14. to notice, <i>v</i> | – замечать (видеть) |

	notice, <i>n</i>	– нотис, извещение
15.	viz. – videlicet (лат.)	– то есть, а именно
16.	nominal rating	– номинальная мощность
17.	b.h.p. = brake horse power	– тормозная лошадиная сила
18.	For order's sake we would like you to acknowledge receipt of this letter.	– для порядка мы хотели бы, чтобы Вы подтвердили получение этого письма
19.	to point, <i>v</i> point, <i>n</i> to point out smth	– указывать – пункт, точка – указывать на что-либо
20.	demand, <i>n</i> supply, <i>n</i> to demand, <i>v</i> heavy demand for paints	– спрос – предложение – требовать – сильный (большой) спрос на краску
21.	stocks, <i>n</i>	– запасы
22.	bulk delivery to deliver, <i>v</i> delivery, <i>n</i> bulk, <i>n</i>	– партия поставок (<i>если поставки осуществляются партиями</i>) – поставлять – поставка – масса, большое количество чего-либо
23.	to replenish, <i>v</i>	– пополнять
24.	the order is for a total of...	– заказ (выдача) на общее количество, составляющее...
25.	to fall short of falls appreciable short of the amount necessary to...	– не хватать, быть меньше требуемого
26.	to qualify for the maximum discount discount, <i>n</i> to discount, <i>v</i>	– составлять количество, значительно меньшее необходимого для того, чтобы иметь право на максимальную скидку – скидка – делать скидку
27.	to claim, <i>v</i> claim, <i>n</i>	– требовать – претензия
28.	customer, <i>n</i>	– покупатель

customers of long standing	– постоянный (хорошо известный) покупатель
29. quarterly, <i>adj</i> quarterly one = quarterly order	– кварталный – кварталный заказ
30. terms, <i>n</i> terms of delivery terms of payment the best terms	– условия (финансовые, коммерческие и т.п.) – условия поставки – условия оплаты – лучшие условия (<i>поставки с максимальной скидкой</i>)
31. urgent, <i>adj</i>	– срочный
32. to arrange for smth arrange for immediate delivery	– устроить (организовать) что-либо – организовать немедленную поставку
33. attention, <i>n</i> receiving immediate attention	– внимание – <i>зд.</i> спешно рассматривается
34. within the week	– в течение недели
35. we have had a run on paints	– у нас был большой спрос на краску
36. to involve, <i>v</i> it would involve extended credit	– затрагивать, касаться – <i>зд.</i> это будет означать (касаться) продление кредита
37. to prepare, <i>v</i> What we are prepared to do (is...)	– готовить – что мы готовы сделать (так это...)
38. at full discount	– с полной (максимальной) скидкой
39. approval, <i>n</i> meets with your approval	– одобрение – встретит Ваше одобрение
40. to look forward to smth	– ожидать чего-либо
41. enquiry, <i>n</i>	– запрос
42. a proforma invoice	– образец фактуры (предварительная фактура)
43. available, <i>adj</i> catalogue is available in Russian only	– доступен, имеется в наличии – каталог имеется только на русском языке
44. prospectus covering CO ₂ Recorder	– проспект, посвященный счетчику углекислоты
45. to induce, <i>v</i>	– побуждать, подталкивать

EXAMPLES OF TWO BILLS OF LADING

1. Through¹ Bill of Lading

RECEIVED in apparent good order and condition from the firm _____

_____ in (residence) _____

for transportation by railway or river-ship from (station) _____

_____ via² _____

to the sea-port or railway-station of _____

to be forwarded thence by steamer / motor-ship (name of ship) _____

_____ or any following steamer / motor-ship (substitute), bound for the port of _____

Sender's ³ marks and numbers:	Numbers of ⁴ pieces and kind of packages	Which are said to contain ⁵ : (Sender's description of goods and statement of quantity)	Gross weight ⁶ stated by sender

Marked and numbered as mentioned above, TO BE DELIVERED unto _____ or to ORDER against surrender⁷ of this FORWARDERS' through bill of lading and against payment of freight and charges, if any. The OCEAN bill of lading is to show the clause: NOTIFY⁸. This forwarders' through bill of lading is at the same time a deed of contract between the sender and the undersigned forwarding firm and establishes the rights and obligations between the sender and the undersigned forwarding firm. In accepting this bill of lading the sender as well as the acquirer or the holder⁹ of this bill of lading ratify all its stipulations and all exceptions, conditions and reservations mentioned herein.

The conditions of this bill of lading, mutually agreed upon, are as follows*:

1. The undersigned forwarding firm while undertaking to proceed with the care of a proper businessman when taking over and storing the goods, when procuring the transportation and when selecting the carriers, shipping companies and forwarders, does not assume any responsibility as carrier¹⁰, therefore, it must not be considered as carrier, being merely a forwarding agent in accordance with legal regulations and forwarders' usances. Consequently the undersigned forwarding firm cannot be made responsible for any actions of the carriers or their representatives.

2. The fulfillment according to this forwarders' through bill of lading is dependent upon prior fulfilment¹ by the actual carriers participating in the transportation, according to the relative transport documents. Prior to the completion of transportation neither the sender nor the holder of this bill of lading has the right of claiming delivery of transport documents.

3. The undersigned forwarding firm is responsible for the loss of and damage to the goods during transportation or for the damages resulting from delayed delivery only so far as¹² the selected carriers or the other forwarders' participating in the transportation are responsible towards the undersigned forwarding firm.

4. The undersigned forwarding firm will procure the insurance of the goods, and act as intermediary, however only in case it has been so instructed.

IN WITNESS WHEREOF the undersigned forwarding firm has signed _____ bills of lading, all of this tenor¹³ and date, one of which being accomplished, the others stand null and void.

Place. _____ 2005. For delivery of the goods please apply to the firm:

FREIGHT:

The printed style of the forwarding firm and its lawful signature¹⁴:

* Условия данного коносамента, взаимно принятые сторонами, состоят в следующем:

1. Нижеподписавшаяся экспедирующая компания, хотя и обязуется действовать в соответствии с требованиями деловой этики во время получения и хранения груза, организации перевозки и выбора перевозчика, отправителя и транспортных экспедиторов, в то же время не берет на себя обязательств перевозчика, поэтому не может считаться перевозчиком, но только экспедирующим агентом, действующим в соответствии с законом и

обычаями. Соответственно, нижеподписавшаяся экспедирующая фирма не может отвечать за любые действия перевозчиков или их представителей.

2. Выполнение обязательств по данному сквозному экспедиторскому коносаменту зависит от предыдущего выполнения обязательств перевозчиками, реально осуществляющими транспортировку груза согласно соответствующим транспортным документам. До завершения транспортировки ни отправитель, ни держатель данного коносамента не имеют права требовать предоставления транспортных документов.

3. Нижеподписавшаяся экспедирующая фирма ответственна за потерю или порчу груза во время перевозки, а также за порчу, вызванную задержкой в доставке, лишь в той степени, в какой выбранные перевозчики или другие экспедиторы, участвующие в данной перевозке, ответственны перед нижеподписавшейся экспедирующей фирмой.

4. Нижеподписавшаяся экспедирующая фирма обеспечивает страхование груза и выступает в роли посредника, однако лишь в случае получения соответствующих инструкций. В УДОСТОВЕРЕНИЕ ЧЕГО нижеподписавшаяся экспедирующая фирма подписала _____ коносаментов, все одного содержания и даты, и если один из них будет использован, то другие являются недействительными.

Место _____ 2005. Для получения груза, пожалуйста, обратитесь к фирме:

Фрахт:

Напечатанное наименование экспедирующей фирмы и подпись:

2. Form of Bill of Lading Used by the Baltic Shipping Company

Bill of Lading No. ...

Shipped in apparent good order and condition by _____

on board the steamship / motor vessel called the _____

where of Master is _____

trading under Russian flag, Owners Baltic State Steamship Line, Carrier _____

and now lying in _____

the following goods, viz.:¹⁵ _____

SUPPLIER:¹⁶ _____

(Full address) _____

IMPORT INSTITUTION:¹⁷ _____

TERMS OF DELIVERY: _____ COUNTRY

OF

ORIGIN:¹⁸ _____ (if f.o.b. also state port) _____

Lic. No.	Transport ¹⁹ Instruction No.	Order ²⁰ No.	Nariad No.	Calling Forward No.

CONSIGNEE: _____

(Address) _____

DETAILS OF GOODS: _____

Marks and numbers	Nos. of packages and kind of packing	Total cubic measurement	Description of goods

WEIGHT: Total Gross _____

(tons, cwts, qrs, lbs)²¹

Total Net _____

(tons, cwts, qrs, lbs)

VALUE _____

Rate of freight	Received on account ²² of freight	To be paid by ²³ Consignee

Being marked and numbered as above but not guaranteed for the adequacy of marks and to be carried and delivered subject to all conditions, terms and clauses inserted into this Bill of Lading in the like apparent good order and condition from the ship's deck (either into lighters or on the quay²⁴ at Master's option²⁵) where the responsibility of the Carrier for the carriage of aforesaid goods shall cease.

The goods to be delivered at the port of or as near there as the ship may safely get always a float, to the Consignee or to his or their assigns²⁶, on payment of freight as per margin of this Bill of lading and all other charges due under this contract of carriage.

Nothing of this Bill of Lading whether printed, or written, or stamped shall limit or affect the above-mentioned conditions²⁷. If the freight and all charges in connection with the contract of carriage payable on or before delivery of goods have not been paid, the Carrier, on delivery of the goods to warehouse (ware-houseman), or into lighters (lighterman) or other custodian²⁸ entrusted to hold the goods for their Owner, shall be entitled to stipulate²⁹ that the said custodian shall not part with the possession³⁰ thereof until payment has been made of full freight and any other charges due under this contract of carriage.

Neither the weight nor the measure of goods carried in bulk as well as the conformity³¹ of all kinds of goods with their description in this Bill of Lading are checked by the Carrier during loading.

The shipper, the receiver of goods and the holder of the Bill of Lading as well as any other person interested hereby expressly accept and agree to all printed, written or stamped provisions, terms and reserves of this Bill of lading including those on the back hereof.

In witness³² whereof the Master, Carrier or his Agent has affirmed³³ to Bills of Lading, all of this tenor and date, one of which being accomplished the others stand null and void. One Bill of Lading duly endorsed is to be given up in exchange for the goods, or for a delivery order³⁴ for same.

Dated in _____ this _____ day of _____ 20 ____ .

WORDS AND EXPRESSIONS

- | | |
|--|--|
| 1. through (Bill of Lading) | – сквозной (коносамент) |
| 2. <i>via prep</i> | – через |
| 3. Sender's marks and numbers | – марки и номера отправителя |
| 4. number of pieces and kind of packages | – число мест и род упаковки |
| 5. said to contain (STC) | – по заявлению содержит
(обычная формулировка в коносаментах) |
| 6. gross weight stated by sender | – вес брутто по заявлению отправителя |

- | | | |
|-----|--|--|
| 7. | against surrender ... and against payment | – после сдачи (коносамент) и уплаты |
| 8. | “Notify” | – “извещать по адресу”
(стандартная графа в коносаментях) |
| 9. | the acquirer, the holder of the B/L | – получатель, держатель коносамент |
| 10. | carrier <i>n</i> | – перевозчик |
| 11. | prior fulfilment | – предшествующее исполнение |
| 12. | only so far as | – лишь в той степени, в которой |
| 13. | tenor <i>n</i> | – содержание |
| 14. | The printed style of the forwarding firm and its lawful signature | – напечатанное наименование экспедирующей фирмы и подпись |
| 15. | viz. | – именно, то есть |
| 16. | supplier = shipper <i>n</i> | – отправитель |
| 17. | import institution = consignee | – получатель |
| 18. | country of origin | – страна происхождения |
| 19. | transport instruction | – транспортная накладная |
| 20. | order <i>n</i> | – поручение |
| 21. | tons, cwts (hundred-weights), qrs (quarters), lbs (pounds) | – тонны, центнеры, четверти (мера веса), фунты |
| 22. | received on account of freight | – получено в счетах фрахта |
| 23. | to be paid by consignee | – к уплате получателем |
| 24. | either into lighters or on the quay | – либо на лихтеры, либо на причал |
| 25. | at Master’s option | – по выбору (на усмотрение) капитана |
| 26. | assign <i>n</i> | – правопреемник |
| 27. | Nothing of this Bill of Lading whether printed, or written, or stamped shall limit or affect the above-mentioned conditions. | – Ничто в этом коносаменте, напечатано ли оно, вписано от руки или отштампелевано, не может ограничить и изменить вышеупомянутые условия |
| 28. | warehouseman <i>n</i>
lighterman <i>n</i>
custodian <i>n</i> | – владелец склада
– владелец лихтера
– хранитель |
| 29. | shall be entitled to stipulate | – получит право оговорить |

30. to part with (the possession of smth)	– выпускать что-л. из своего владения
31. conformity <i>n</i>	– соответствие
32. witness <i>n</i>	– свидетель, доказательство, свидетельство
in witness whereof	– в удостоверение чего
33. to affirm <i>v</i>	– зд. подписать
34. delivery order	– деливери-ордер (<i>распоряжение о выдаче товара</i>)

USEFUL PHRASES

STARTING A MEETING

Well, ladies and gentlemen, I think we should begin.
 Perhaps we'd better get started / get down to business.
 Right then, I think it's about time we got started / going.
 Right then, I think we should begin.
 Let's begin / get going, shall we?
 Shall we start?

STARTING OBJECTIVES

The purpose of this meeting is, first, to ... and secondly to ...
 We are here today to consider firstly ... secondly ... thirdly ...
 The main objective of our meeting is ...
 I've called this meeting first to ... secondly to ...

KEEPING THE MEETING MOVING

Would you like to begin / to open the discussion ... ?
 Perhaps you'd like to explain / tell us / give us ...
 What do you think ... ?
 Shall we continue then?
 Let's move on.
 Would you like to comment here?
 What about you?

ASKING FOR OPINIONS

To one person	To a group of people
What are your views on ... ?	Any reaction to that?
What are your feelings about ... ?	Has anybody any strong feeling about / views on that?
What do you think about ... ?	What's the general view on / feeling about that?
What's your opinion about that?	Has anybody any comments to make?

GIVING OPINIONS

Strong	Neutral	Tentative
I'm sure that ...	I think / I believe that ...	It seems to me that ...
I'm convinced that ...	As I see it ...	I'm inclined to think that ...
I feel quite sure that ...	From a financial point of view ...	My inclination would be to...
It's perfectly clear to me that...	The way I see it is that ...	I tend to favour the view that...

DISAGREEING AND AGREEING AGREEMENT

Strong	Neutral
I'm in complete agreement.	I agree.
I quite agree.	You're right there.
I couldn't agree more.	I think you're right.
Yes, definitely.	Yes, and ...
Exactly!	That's true.
Precisely.	That's right.

DISAGREEMENT

Strong	Neutral
I disagree completely.	I don't agree.
That's out of the question.	That's not how I see it.
On the contrary.	I wouldn't say that.
Of course not!	I think you are wrong.
That's ridiculous.	I disagree.

MAKING SUGGESTIONS AND RECOMMENDATIONS

Strong suggestions ...

The only solution is to ...

I see no other alternative but to ...

There is no alternative but to ...

We must ...

NEUTRAL SUGGESTIONS

I recommend that we should ...

I think we should ...

My recommendation is that we should ...

I would suggest that we ...

We should / ought to ...

If I were you I would ...

TENTATIVE SUGGESTIONS

We could always ...

It might be a good idea to ...

Have you thought of _____ ing ...

One solution would be to ...

What about _____ ing ...

ACCEPTING PROPOSALS

Standard

I'm completely in favour of that

I've absolutely no objections

I'm sure that's the best solution / idea

I'd be / I'm in favour of that

That's a good idea

That seems quite a good idea

I suppose that's OK

Informal

Great idea

Excellent

Terrific

Good idea

Sounds fine

Fine by me

OK by me

DEALING WITH INTERRUPTIONS AND RETURNING TO THE POINT

Well, I don't think we should discuss it further today. As I said before ...

I take your point but can we please stick to the main subject in hand.

I see what you mean but I think you're losing sight of the main point.

That's all very well but I don't see what it's got to do with the main point of the meeting.

To go back to what I was just saying, ...
To return to the main point, ...
Going back to what I said before ...
Getting back to my original point, ...
As I was saying, ...

GOING TO A CONCLUSION

So, if there are no more objections I suggest that you ...
If everyone's in favour I suggest that ...
If everyone's in agreement I propose that ...
Then I recommend that ...
Do you all agree that ...?

BRINGING A MEETING TO AN END

Is there anything else we ought to consider now?
Right, if no one has anything else to add ...
Does anyone have anything else to add ... ? Right, then I think we can end the meeting at this point.
If nobody has anything to add then we can draw the meeting to a close.
So, if that's everything then we can stop here.

GLOSSARY

Авария общая (general average)

Ущерб, наступающий в результате добровольного отказа от частей корпуса судна или части перевозимого груза, с целью спасения судна, а также из-за расходов, связанных с обеспечением защиты судна и оставшейся части груза. Если предпринятые меры были успешными, все понесенные при этом убытки подлежат возмещению на пропорциональной основе между всеми сторонами предприятия.

Авария частная (particular average)

Частичный ущерб в результате несчастного случая, который полностью несет владелец поврежденного или утраченного груза.

Авиагрузовая накладная (air waybill – AWB)

Перевозочный документ, удостоверяющий заключение договора перевозки между грузоотправителем и воздушным перевозчиком в международном сообщении. А. н. включает след. реквизиты: код перевозчика, наименование и адрес грузоотправителя и грузополучателя, код валюты, код вида оплаты, массу брутто груза (в фунтах или кг), класс тарифа и т.д. А. н. не только подтверждает наличие договора на перевозку, но и служит доказательством того, что груз принят перевозчиком.

Акциз (excise, excise-duty)

Вид косвенного налога, включаемого в цену товара. Распространяется на определенный круг товаров и услуг массового спроса и предметов роскоши.

Ад валорем (ad valorem)

Метод исчисления провозных платежей при перевозке ценных грузов либо размера таможенных пошлин в виде твердых ставок за единицу измерения товара в процентах от его цены.

Аквизация груза (acquisition of cargo)

Привлечение груза для загрузки линейных судов. А.г. обычно осуществляется специальными агентскими фирмами, которые имеют постоянные договорные отношения с линейными конференциями и осуществляют весь комплекс мер по загрузке судов компании в данном порту. Эти фирмы обычно поддерживают широкие контакты с клиентурой (грузовладельцами), ведут работу по привлечению грузов, а также выполняют представительские функции в порту, получая за А.г. комиссию с суммы фрахта или определенную фиксированную плату (так называемую агентскую линейную комиссию).

Базисные условия поставки (basic terms of delivery)

Условия поставки, распределяющие между продавцом и покупателем обязательства по оформлению документов и оплате расходов, определяющие момент перехода прав собственности, страховых рисков и ответственности за товар.

Баратрия (barratry)

Умышленный ущерб, нанесенный судну или грузу действиями капитана или команды судна без ведома судовладельца, а также др. незаконные действия, причинившие ущерб судовладельцу или грузовладельцу. Риск баратрии страхуется совладельцем.

Бездокументный груз (astray freight)

Груз, который обнаружен на складе терминала или на трансп. средстве без перевозочных документов, и принадлежность которого установить не удалось. Б. г. подлежит реализации в установленном порядке.

Беспошлинный ввоз (duty free importation, imports in bond)

Ввоз на территорию страны товаров без уплаты таможенных пошлин, налогов, сборов. В отличие от условно-беспошлинного ввоза, освобождение от уплаты таможенных платежей в случае Б. в является безусловным и распространяется на некоторые товары, предметы личного пользования граждан, недорогие подарки, в т.ч. пересылаемые в международных почтовых отправлениях, и др.

Бодмерея (bottomry)

Денежный заем под залог судна, фрахта и груза, за счет их владельцев получаемый капитаном судна в случаях крайней необходимости в ден. средствах для завершения рейса (необходимость неотложного ремонта, приобретения топлива, воды, продовольствия и пр.). В настоящее время применяется редко.

Бондовые грузы (bonded goods)

Грузы, хранящиеся на бондовом складе.

Бондовый склад (bonded warehouse)

Склад, на котором ввезенные товары хранятся под таможенным контролем без взимания таможенных пошлин и налогов и без применения к товарам лицензирования и квотирования на период хранения.

Вес брутто (gross weight)

Масса товара вместе с упаковкой внутренней (неотделимой от товара до его потребления) и внешней – тарой (ящики, мешки, бочки и т.п.) В международной практике торговых отношений встречается также термин "полубрутто", обозначающий В. б. за вычетом массы наружной упаковки.

Вес выгруженный (delivered weight)

Масса товара, установленная при выгрузке в точке назначения и указанная в документе проверки массы. При сдаче товара по В. в. риск за недостачу несет продавец, а не покупатель.

Вес натуральный (natural weight)

Выражение количества поставляемого сыпучего товара сельскохозяйственного происхождения, например, зерновых, измеряемого в мерах объема – гектолитрах, бушелях, квартах и др. В. н. характеризует также и такие важные показатели качества сыпучего товара, как форма, крупнота, удельный вес, отчасти – влажность, содержание посторонних примесей и др.

Вес нетто (net weight)

Масса товара без тары и упаковки. В ряде стран при исчислении таможенной пошлины в В. н. включается и масса первичной упаковки расфасованных товаров, неотделимой от товара до его потребления, например, зубная паста в тюбике, пачка сигарет (вес "полунетто").

Вес отгруженный (shipped weight)

Масса товара, установленная при его отгрузке в точке отправления и указанная в транспортном документе. В случае оплаты по В. о. продавец не несет ответственности за уменьшение массы в пути.

Весовой сертификат, «отвес» (weight note)

Документ, подтверждающий массу поставленного товара и признающийся бесспорным доказательством массы. По согласованию заинтересованных сторон В. с. составляется весовщиками в точках отгрузки, перевалки и выгрузки товара.

Грузовые операции (cargo operations)

Операции по транспортировке, взвешиванию или иному определению количества товаров, погрузке, выгрузке, перегрузке, исправлению поврежденной упаковки, вскрытию упаковки, упаковке либо переупаковке товаров и транспортных средств.

Дебентура (debenture)

Таможенное свидетельство о возврате пошлин.

Дедвейт (deadweight)

Измеряемая в тоннах грузоподъемность судна при его загрузке до максимально допустимой отметки.

Диспач (dispatch)

Если погрузочно-разгрузочные работы будут завершены ранее предусмотренного договором времени, то отправитель имеет право на компенсацию усилий владельца по досрочному завершению грузовых операций. Обычно диспач равен половине демереджа.

Канцеллинг (cancelling)

Право фрахтователя расторгнуть чартер в случае, если судно к определенному сроку не пришло в порт погрузки.

Естественная убыль (natural loss of goods)

Недостача массы грузов и товарно-материальных ценностей, возникающая при их транспортировке и складировании вследствие присущих им естественных свойств (усушка, утриска, и т.п.). В этом случае перевозчик ответственности за недостачу не несет.

Жизненный цикл изделия (product life cycle)

Период времени от разработки изделия до снятия его с производства и продажи.

Заказ (order)

Предложение покупателя продавцу (изготовителю) поставить (изготовить) определенный товар или услугу, с указанием сроков исполнения (доставки), количества, качества, формы и величины оплаты.

Запасы в пути (in-transit inventory; transportation stock)

Запасы, на момент учета находящиеся в процессе транспортировки.

Запасы неликвидные (excess inventory; surplus stock; overstocked producer goods)

Длительно неиспользуемые или нереализуемые товарные или производственные запасы. Могут образоваться вследствие морального износа, ухудшения качеств, отсутствия спроса.

Запасы страховые (safety stock)

Запасы, предназначенные для непрерывного снабжения в случае непредвиденных обстоятельств – сбоев поставок, нарушения номенклатуры или количества в поставках, роста спроса и т.д.

Импорт (import)

Ввоз в страну товаров, технологий, услуг, капитала (в форме предоставления кредитов и займов) иностранного происхождения непосредственно из страны-производителя или из страны-посредника для реализации на внутреннем рынке, а также для транзита в третьи страны. Различают И. видимый (ввоз материальных ценностей) и И. невидимый (затраты на перевозку импортируемых грузов, пассажиров, туризм, страхование, услуги, а также денежные переводы юридических и физических лиц за границу).

Импортная пошлина (duty on import)

Таможенная пошлина, взимаемая с импортируемых в данную страну товаров и транспортных средств.

Инкотермс (International Commercial Terms, INCOTERMS)

Изданный Международной торговой палатой сборник международных торговых терминов. В словаре приводятся термины по базисным условиям поставок, касающиеся перевозочного процесса, оформления поставок и др.

Коносамент застрахованный (insured bill of lading)

Разновидность коносамента, представляет собой сочетание перевозочного документа со страховым полисом, служит доказательством приема груза к перевозке и одновременно удостоверяет его страхование.

Коносамент сквозной (through bill of lading)

Коносамент, по которому груз принимается к перевозке до порта назначения с перевалкой в промежуточном порту на др. судно. При перевозках по К. с. ответственность за груз несет перевозчик, выдавший коносамент, однако он может договориться с др. перевозчиками о том, что каждый из них отвечает за свой участок пути.

Коносамент чистый (clean bill of lading)

Коносамент, не содержащий оговорок перевозчика относительно качества принятого к перевозке груза и его тары.

Логистика (Logistics)

Наука о планировании, контроле и управлении транспортными, складскими и прочими активами, совершаемыми в процессе доведения сырья и материалов до предприятия, а готовой продукции – до потребителя, передача, хранение и обработка соответствующей информации.

Логистическая операция (Logistic operation)

Логистическая операция – обособленная совокупность действий, направленная на преобразование материального и/или информационного потока.

Логистические операции могут быть заданы множествами начальных условий, параметров внешней среды, альтернативных стратегий, характеристик целевой функции. Различают внешние и внутренние логистические операции.

Мертвый фрахт (dead freight)

Возмещаемый судовладельцу фрахтователем убыток за недогруз судна по чартеру против полного груза. Право на М. ф. у судовладельца возникает как при недоиспользовании грузоподъемности судна, так и при недоиспользовании его грузовместимости.

Навигационный период (navigation period)

Календарное время, в течение которого эксплуатируется речной флот. Определяется с момента выхода судов с зимнего отстоя до постановки их на следующий зимний отстой.

Накладная (waybill)

Документ, которым оформляется отпуск и прием различных товаров, а также перевозка грузов. Регулирует отношения между отправителем, перевозчиком и получателем груза.

Перевозчик (carrier)

Юридическое или физическое лицо, использующее собственные или взятые в аренду транспортные средства для транспортировки грузов, пассажиров и др. на основании заключенного с отправителем (пассажиром) договора.

Резиденты (residents)

Иностранные граждане, лица без гражданства, юридические или физические лица, имеющие постоянное местожительство (местопребывание) в данной стране. На Р. распространяются режимы налогообложения и законодательного регулирования, принятые в данной стране.

Реимпорт (reimport)

- обратный ввоз из-за границы непроданных и не подвергшихся там обработке отечественных товаров. Не включает возврат из-за границы товаров, поставленных туда на условиях временного вывоза или аренды;
- таможенный режим, при котором товары, вывезенные с таможенной территории страны в соответствии с таможенным режимом экспорта, ввозятся обратно в установленные сроки без взимания таможенных пошлин, налогов, а также без применения к товарам мер экономической политики.

Рекламация (claim)

Претензия, предъявляемая потребителем (грузополучателем) к поставщику (грузоотправителю, перевозчику) в связи с несоответствием качества или количества поставляемого товара условиям договора.

Реконсигнация (reconsignment)

Передача права на получение принятого к перевозке груза другому грузополучателю, отличному от первоначально указанного в договоре перевозки или перевозочных документах.

Реэкспорт (re-export)

- вывоз из страны ранее импортированных в нее товаров, чаще всего сырьевых, для перепродажи другим странам. Товары могут реэкспортироваться как в неизменном виде, так и после незначительной обработки, например, переупаковки, сортировки, исключаящей их переработку. Различают Р. с завозом в страну (прямой Р.) и без завоза в страну (косвенный Р.), когда закупленные за границей товары отправляются непосредственно в третьи страны;
- таможенный режим, при котором иностранные товары, ввезенные на таможенную территорию страны, не должны быть на ней выпущены в свободное обращение. При несоблюдении этого условия режим Р. не применяется. Если товары заявляются таможенному органу в качестве предназначенных только для Р., то при их ввозе на таможенную территорию ввозные пошлины, налоги не взимаются и меры экономической политики не применяются.

При вывозе этих товаров с таможенной территории страны ввозные таможенные пошлины, налоги не взимаются или возвращаются и меры экономической политики не применяются.

Свободное размещение (хранение) (nondedicated storage)

Использование любой свободной ячейки стеллажа секции или места под штабель для хранения поступившей на склад продукции.

Сертификат качества (quality certificate)

Документ, подтверждающий соответствие товара показателям качества, техническим характеристикам, требованиям безопасности для жизни и здоровья людей, природной окружающей среды, предусмотренным условиями договора. Выдается предприятием-изготовителем или экспортером. Составляется в нескольких экземплярах, один из которых следует вместе с грузом, а другой представляется вместе со счетом и другими документами, необходимыми для оплаты.

Субститут (substitute)

Право судовладельца заменить поименованное судно другим. Оно не обязательно должно быть однотипным, но должно иметь сходные эксплуатационные характеристики с тем, чтобы обеспечить перевозку обусловленного количества груза.

Счет открытый (open account)

Форма расчета, при которой экспортер направляет в адрес импортера товар и товарные документы, оплату которых последний должен произвести в течение указанного в контракте срока, а не сразу после реализации товара.

Счет предварительный (proforma invoice)

Счет, выписываемый при частичных поставках товара или в тех случаях, когда приемка товара производится по прибытии к покупателю. После поставки всей партии или приемки продавцом выписывается счет-фактура, по которому производится окончательный расчет.

Счет-спецификация (specified account)

Финансовый документ, объединяющий функции счета и спецификации, в котором указывается цена за единицу товара по видам и сортам и общая стоимость всей товарной партии.

Счет-фактура (invoice)

- документ, выписываемый продавцом на имя покупателя, удостоверяющий фактическую поставку товара или оказание услуг и их стоимость, после приемки. Содержит подробное описание и цену поставленной продукции, номер отгрузочного документа, сумму счета и иные реквизиты. В установленных случаях может служить в качестве накладной, направляемой с товаром, и сертификата о происхождении товара;
- документ, необходимый для осуществления процедуры внутреннего таможенного транзита; содержащий сведения, необходимые для таможенного контроля: дату составления, наименование и почтовый адрес экспортера и импортера, номер и дату контракта, условия поставки, наименование и код

товара, вид и качество грузовых мест и данные об их маркировке, вес брутто, стоимость товара в валюте, штамп экспортера.

Таймшит (time-sheet) и стейтмент оф фэктс (statement of facts)

Первый документ играет только учетную роль – в нем фиксируются все факты, относящиеся к стальнойному времени. По стейтменту осуществляют не только учет, но и расчет стальнойного времени.

Тальман (tallyman)

Работник, занимающийся подсчетом, обмером, контрольной перевеской грузов и другими операциями при проведении погрузо-разгрузочных работ на судне.

Таможенная граница (customs border)

Граница территории, на которой действует единое таможенное законодательство.

Таможенная декларация (customs declaration, customs entry)

Заявление декларантом по установленной форме точных сведений о товарах и транспортных средствах, перемещаемых через таможенную границу, об их таможенном режиме и других сведений, необходимых для таможенных целей.

Таможенная пошлина адвалорная (advalerum duty)

Вид пошлин; начисляется в процентах к таможенной стоимости товаров.

Таможенная пошлина антидемпинговая (antidumping duty)

Применяется в случаях ввоза на таможенную территорию данной страны товаров по цене, более низкой, чем их нормальная стоимость в данный момент в стране вывоза, если такой ввоз может нанести ущерб отечественным товаропроизводителям или препятствует организации или расширению производства подобных товаров.

Таможенная пошлина ввозная (import duty)

Денежный сбор, взимаемый государством при ввозе (импорте) товаров.

Таможенная пошлина вывозная (export duty)

Денежный сбор, взимаемый при вывозе (экспорте) товаров.

Таможенная пошлина компенсационная (compensatory duty)

Пошлина, взимаемая в случаях ввоза товаров, при производстве или вывозе которых прямо или косвенно использовались субсидии, если такой ввоз может нанести ущерб отечественным производителям подобных товаров либо препятствует организации или расширению производства подобных товаров.

Таможенная пошлина сезонная (season duty)

Применяется в целях оперативного регулирования ввоза и вывоза отдельных товаров. При этом ставки таможенных пошлин, предусмотренные таможенным тарифом, не применяются.

Таможенная пошлина специфическая (specific duty)

Вид ставок пошлин, начисляемых в установленном размере за единицу товара.

Таможенная стоимость товара (customs value)

Стоимость товара, определяемая в соответствии с таможенным законодательством страны, используемая при обложении товара пошлиной, ведении таможенной статистики внешней торговли и специальной таможенной статистики, а также применении иных мер государственного регулирования торгово-экономических отношений, связанных со стоимостью товара, включая осуществление валютного контроля внешнеторговых сделок и расчетов банков по ним в соответствии с законодательными актами государства.

Является основой для исчисления таможенной пошлины, акцизов, таможенных сборов и налога на добавленную стоимость.

Таможенная территория (customs area)

Сухопутная территория государства, территориальные и внутренние воды и воздушное пространство над ними.

Таможенный склад (customs warehouse)

- таможенный режим, при котором ввезенные товары хранятся под таможенным контролем без взимания таможенных пошлин, налогов и без применения к ним мер экономической политики в период хранения, а вывозимые товары хранятся под таможенным контролем с предоставлением установленных льгот;
- специально выделенное и обустроенное помещение или иное место, где действует таможенный режим Т. с. может быть открытого типа (доступным для использования любыми лицами) и закрытого типа (для хранения товаров определенных лиц). Ответственность за уплату таможенных пошлин, налогов и внесение иных таможенных платежей несет владелец Т. с., за исключением случая, когда склад принадлежит таможенным органам (ответственность несет лицо, поместившее товары на хранение).

Таможня (customs, customs house)

Государственное учреждение, обеспечивающее порядок перемещения через таможенную границу товаров и транспортных средств, вещей и иных предметов, применение таможенных режимов, взимание таможенных платежей, производящее таможенный контроль и таможенное оформление, сбор и обработку

сведений о перемещаемых товарах и транспортных средствах, возбуждающее уголовные дела по фактам совершения таможенных преступлений, производящее дознание и осуществляющее оперативно-розыскную деятельность, использующее метод контролируемой поставки, контролирующее выполнение санитарных и карантинных правил и т.п.

Упаковка (packaging)

Тара, материалы, обеспечивающие защиту товара, продукции от повреждения или потерь при транспортировке, складировании и т.п.

Упаковочный лист (packing list)

Документ с перечнем предметов, входящих в одно товарное/грузовое место.

Условия поставки (terms of delivery)

Предусмотренные договором требования к количеству и качеству продукции, ассортименту, срокам поставки, форме оплаты, упаковке и т.д.

Фрахт (freight)

- 1) плата за перевозку груза;
- 2) перевозимый на зафрахтованном транспортном средстве (первоначально на судне) груз, а также сама такая перевозка.

Фрахт обратный (back freight)

Фрахт, согласно которому грузовладелец оплачивает перевозчику стоимость обратной доставки груза в порт отправления, если груз не может быть доставлен в порт назначения по не зависящим от перевозчика причинам.

Хоппер (hopper)

Разновидность полувагона. Используется для массовых перевозок сыпучих грузов. Для перевозок цемента, зерна и других сыпучих грузов, требующих защиты от атмосферных осадков, применяются крытые хопперы с загрузочными люками на крыше.

Цедент (cedent)

Страховщик, проводящий вторичное размещение риска (перестрахование).

Чартер (charter)

Договор между владельцем транспортного средства и нанимателем (фрахтователем) об аренде транспортного средства на определенный срок или рейс. Различают несколько видов Ч. в зависимости от распределения рисков.

Частота поставки (delivery frequency)

Число поставок в отчетном периоде.

Штрих-код (bar code)

Код в виде полос разной ширины с нанесенными под ними цифрами.

Находится на упаковке товара, непосредственно на изделии или вносится в сопроводительную документацию. Предназначен для использования в автоматизированных системах идентификации товаров путем автоматического считывания оптическими сканирующими устройствами и преобразования в цифровые коды; используется в магазинах, на складах и т.д.

Экспедитор (freight forwarder)

1) физическое или юридическое лицо, действующее на основании договора поручения или комиссии, организующее транспортно-экспедиторское обслуживание, но не принимающее непосредственного участия в процессе транспортирования;

2) работник предприятия или организации, в обязанности которого входит прием грузов, их сопровождение, оформление перевозочных документов и т.д.; сотрудник экспедиции .

Эксплуатационные качества судна (operational performance of vessel)

Технические качества судна, такие как грузоподъемность, грузовместимость, дальность плавания, автономность, и т.д.

Ярлык (label, tag)

Изготовленная из бумаги или другого материала этикетка или бланк, или клеймо на товаре, с обозначением наименования продукции, штрих-кода, количества, цены, гарантийного срока хранения и т.д.

DEFINITION LIST

1. Administered channel systems
various channel members informally agree to cooperate with each other.
2. Brokers
agent middlemen who specialize in bringing buyers and sellers together.
3. Cash-and-carry wholesalers
like service wholesalers, except that the customer must pay cash.
4. Catalog showroom retailers
stores that sell several lines out of a catalog and display showroom with backup inventories.
5. Chain store
one of several stores owned and managed by the same firm.
6. Channel of distribution
any series of firms or individuals who participate in the flow of goods and services from producer to final user or consumer.
7. Close
the salesperson's request for an order.
8. Containerization
grouping individual items into an economical shipping quantity and sealing them in protective containers for transit to the final destination.
9. Contractual channel systems
channel members agree by contract to cooperate with each other.
10. Convenience products
products a consumer needs but isn't willing to spend much time or effort shopping for.
11. Convenience store
a convenient place to shop—either centrally located near other shopping or "in the neighborhood."
12. Customer service level
how rapidly and dependably a firm can deliver what customers want.
13. Demand curve
a graph of the relationship between price and quantity demanded in a market—assuming that all other things stay the same.

14. Department stores	larger stores that are organized into many separate departments and offer many product lines.
15. Direct marketing	direct communication between a seller and an individual customer using a promotion method other than face-to-face personal selling.
16. Distribution center	special kind of warehouse designed to speed the flow of goods and avoid unnecessary storing costs.
17. Diversion in transit	redirection of railroad carloads already in transit.
18. Door-to-door selling	going directly to the consumer's home.
19. Dual distribution	when a producer uses several competing channels to reach the same target market.
20. Elastic demand	if prices are dropped, the quantity demanded will stretch enough to increase total revenue.
21. Elastic supply	the quantity supplied does stretch more if the price is raised.
22. Emergency products	products that are purchased immediately when the need is great.
23. Exclusive distribution	selling through only one middleman in a particular geographic area.
24. F.O.B.	a transportation term that means "free on board" some vehicle at some point.
25. Freight absorption pricing	absorbing freight cost so that a firm's delivered price meets the price of the nearest competitor's.
26. General merchandise wholesalers	service wholesalers who carry a wide variety of nonperishable items such as hardware, electrical supplies, plumbing supplies, furniture, drugs, cosmetics, and automobile equipment.

27. General stores	early retailers who carried anything they could sell in reasonable volume.
28. Gross margin (gross profit)	the money left to cover the expenses of selling the products and operating the business.
29. Gross national product (GNP)	the total market value of goods and services produced in a year.
30. Gross sales	the total amount charged to all customers during some time period.
31. Heterogeneous shopping products	shopping products that the customer sees as different – and wants to inspect for quality and suitability.
32. Homogeneous shopping products	shopping products that the customer sees as basically the same – and wants at the lowest price.
33. Hypermarket	very large store that tries to carry, not only foods, but all goods and services the consumer purchases <i>routinely</i> (also called superstore).
34. Intensive distribution	selling a product through all responsible and suitable wholesalers or retailers who will stock and/or sell the product.
35. Inventory	the amount of goods being stored.
36. Just-in-time delivery	reliably getting products to the customer <i>just</i> before the customer needs them.
37. Limited-function wholesalers	merchant wholesalers who provide only some wholesaling functions.
38. Limited-line stores	stores that specialize in certain lines of related products rather than a wide assortment – sometimes called single-line stores.
39. Logistics	the transporting and storing of goods so as to match target customers' needs with a firm's marketing mix – within individual firms and along a channel of distribution (i.e., another name for physical distribution).

40. Macro-marketing
a social process that directs an economy's flow of goods and services from producers to consumers in a way that effectively matches supply and demand and accomplishes the objectives of society.
41. Mail-order wholesalers
sell out of catalogs that may be distributed widely to smaller industrial customers or retailers.
42. Major accounts sales force
salespeople who sell directly to large accounts such as major retail chain stores.
43. Manufacturers' agents
agent middlemen who sell similar products for several noncompeting producers for a commission on what is actually sold.
44. Manufacturers' sales branches
separate businesses that producers set up away from their factories.
45. Market
a group of potential customers with similar needs and sellers offering various products – that is, ways of satisfying those needs <i>or</i> a group of sellers and buyers who are willing to exchange goods and/or services for something of value.
46. Market development
trying to increase sales by selling present products in new markets.
47. Merchant wholesalers
wholesalers who own (take title to) the products they sell.
48. Net profit
what the company has earned from its operations during a particular period.
49. Physical distribution (PD)
the transporting and storing of goods so as to match target customers' needs with a firm's marketing mix – within individual firms and along a channel of distribution.
50. Physical distribution (PD) concept
all transporting and storing activities of a business and a channel system should be coordinated as one system – which should seek to minimize the cost of distribution for a given customer service level.

51. Price	what is charged for "something."
52. Primary demand	demand for the general product idea, not just the company's own brand.
53. Production	actually <i>making goods or performing services</i> .
54. Promotion	communicating information between seller and potential buyer to influence attitudes and behavior.
55. Prospecting	following down all the "leads" in the target market to identify potential customers.
56. Psychographics	the analysis of a person's day-to-day pattern of living as expressed in his /Activities, /interests, and Opinions – sometimes referred to as AIOs or life-style analysis.
57. Public warehouses -	independent storing facilities.
58. Raw materials	unprocessed expense items – such as logs, iron ore, wheat, and cotton – that are handled as little as needed to move them to the next production process.
59. Retailing	all of the activities involved in the sale of products to final consumers.
60. Risk taking -	bearing the uncertainties that are part of the marketing process.
61. Sale price	a temporary discount from the list price.
62. Sales decline	a stage of the product life cycle when new products replace the old.
63. Sales forecast	an estimate of how much an industry or firm hopes to sell to a market segment.
64. Sales managers	managers concerned with managing personal selling.

65. Sales presentation	a salesperson's effort to make a sale.
66. Selective demand	demand for a specific brand rather than a product category.
67. Selective distribution	selling through only those middlemen who will give the product special attention.
68. Service	a deed performed by one party for another
69. Single-line (or general-line) wholesalers	service wholesalers who carry a narrower line of merchandise than general merchandise wholesalers.
70. Specialty wholesalers	service wholesalers who carry a very narrow range of products and offer more information and service than other service wholesalers.
71. Storing	the marketing function of holding goods.
72. Storing function	holding goods until customers need them.
73. Superstore	very large store that tries to carry, not only foods, but all goods and services the consumer purchases <i>routinely</i> (also called hypermarket).
74. Supplies	expense items that do not become a part of a finished product.
75. Supply curve	the quantity of products that will be supplied at various possible prices.
76. Target market	a fairly homogeneous (similar) group of customers to whom a company wishes to appeal.
77. Target marketing	a marketing mix is tailored to fit some specific target customers.
78. Telephone and direct-mail retailing	allows consumers to shop at home – usually placing orders by mail or a toll-free long distance telephone call and charging the purchase to a credit card.

79. Total cost
the sum of total fixed and total variable costs.
80. Trademark
those words, symbols, or marks that are legally registered for use by a single company.
81. Transporting
the marketing function of moving goods.
82. Transporting function
the movement of goods from one place to another.
83. Vertical integration
acquiring firms at different levels of channel activity.
84. Wheel of retailing theory
new types of retailers enter the market as low-status, low-margin, low-price operators and then – if they are successful – evolve into more-conventional retailers offering more services – with higher operating costs and higher prices.
85. Wholesalers
firms whose main function is providing <i>wholesaling activities</i> .
86. Wholesaling
the <i>activities</i> of those persons or establishments that sell to retailers and other merchants, and/or to industrial, institutional, and commercial users, but who do not sell in large amounts to final consumers.

A Letter from the Author

Dear Students,

Now the time has come to congratulate you, because you have completed another important stage in your English. You are no longer beginners! You have practically covered all the essential rules of English grammar, and your vocabulary now exceeds 1,500 words. You have already learnt enough general English to begin specializing in the English of your profession. This is not a bad result, and you have every reason to be satisfied.

There is something, however, very seriously left to talk about. Unfortunately, there is no such thing as a stabilized state in your knowledge of the language. Like any activity requiring a skill, your ability to use English needs regular practice. You either go on acquiring knowledge, practicing and making progress, or you begin to forget what you have learnt and lose the skills, and very quickly at that!

In other words, once you have started learning a foreign language, you shouldn't stop, otherwise, you risk forgetting a great deal of what you know.

Of course, it isn't always easy to find someone to speak to, but finding a good English book to read is no problem at all. When you read, you sometimes increase your vocabulary without any special effort on your part, but don't forget that a new word is always worth looking up in the dictionary, especially if you are going to use it in your own speech.

In addition to reading, which has always been a reliable way of increasing competence in a foreign language, there is something that only a modern learner can afford to do. It is listening to the radio and tapes and watching video.

Remember the proverb: You are as many a person as many languages you know.

Good luck!

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