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АНГЛИЙСКИЙ ЯЗЫК

Методические указания к практическим занятиям
и самостоятельной работе для студентов направления
38.03.04 «Государственное и муниципальное управление»

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Предисловие

Методические указания по английскому языку к практическим занятиям и самостоятельной работе составлены в соответствии с рабочей программой направления подготовки бакалавров 38.03.04 «Государственное и муниципальное управление» и предназначены для студентов 1 и 2 курсов, изучающих дисциплину «Иностранный язык». Данная методическая разработка также может быть рекомендована для студентов других направлений обучения.

В соответствии с ФГОС 3+ *целью* методической разработки является формирование иноязычной коммуникативной компетенции, в частности, развитие умений различных видов речевой деятельности. Студентам предоставляется возможность ознакомиться с ключевыми понятиями и терминами менеджмента на английском языке.

Задачами данной разработки являются: расширение словарного запаса студентов по теме «Management»; формирование умений монологической и диалогической речи в рамках изучаемой темы, а также развитие самостоятельного логического мышления.

Методические указания состоят из трех частей:

- Different Types of Management
- The Governance Structures
- What every Student Should Know about Management.

В первых двух частях предлагаются тексты изучающего и ознакомительного чтения, имеющие информативный характер. С их помощью вводится вокабуляр и предлагаются упражнения на его закрепление на основе предложенных текстов. Особый акцент делается на предтекстовые и послетекстовые упражнения коммуникативной направленности.

Третья часть содержит глоссарий, в котором представлены основные термины и терминологические сочетания по теме «Management» в виде англо-английского словаря.

Методические указания позволяют преподавателю учитывать уровень подготовки студентов и применять соответствующие тактики организации как аудиторной, так и самостоятельной работы на основе дифференцированного подхода.

Автор надеется, что использование аутентичных источников, различного рода творческих заданий будет способствовать достижению поставленной цели.

PART ONE

Different Types of Management

UNIT I

1. Read and translate the text.

Notes on the text:

to accomplish	достигать, завершать
deployment	развёртывание
feedback	обратная связь
goal	зд. цель
intangible	непостижимый
manipulation	обращение
mission	зд. предназначение
to monitor	контролировать, отслеживать

Definition of Management

“Management” (from Old French management “the art of conducting, directing”, from Latin manii agere “to lead by the hand”) characterizes the process of leading and directing all or part of an organization, often a business, through the deployment and manipulation of resources (human, financial, material, intellectual or intangible). Early twentieth-century management writer Mary Parker Follett defined management as “the art of getting things done through people”. We define management as the process of designing and maintaining an internal environment in which individuals working together in groups, accomplish efficiently selected aims.

One can also think of management functionally, as the action of measuring a quantity on a regular basis and of adjusting some initial plan, and as the actions taken to reach one’s intended goal. This applies even to situations where planning does not take place. Traditionally, the term “management” refers to the activities (and often the group people) involved in the four general management functions listed below:

- Planning, including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Examples of planning are strategic planning, business planning, project planning, staffing planning, advertising and promotions planning, etc;
- Organizing resources to achieve the goals in an optimum fashion. Examples are organizing new departments, human resources, office and file systems, re-organizing, businesses, etc;
- Leading, including and setting direction for the organization, groups and individuals and also influencing people to follow that direction. Examples are establishing strategic direction (vision, values, mission and / or goals) and championing methods of organizational performance management to pursue that direction;
- Controlling the organization's systems, processes and structures to reach effectively and efficiently goals and objectives. This includes ongoing collection of feedback, and monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks, etc.

Another common view is that “management” is getting things done through others. Yet another view, quite apart from the traditional view, asserts that the job of management is to support employee's efforts to be fully productive members of the organizations and citizens of the community.

To most employees, the term “management” probably means the group of people (executives and other managers) who are primarily responsible for making decisions in the organization. In a nonprofit enterprise, the term “management” might refer to all or any of the activities of the board, executive director and / or program directors.

2. Answer the questions.

- 1) What does “management” characterize?
- 2) How can we define management?
- 3) How many general management functions do you know? What are they?
- 4) What is the job of management?
- 5) What does the term “management” mean to most employees?

3. Translate the following word combinations.

The process of leading and directing; to lead by the hand; the process of designing and maintaining; the art of conducting and directing; the deployment and manipulation of resources; предварительный план; контролирование и регулирование систем; поддерживать усилия служащих; неприбыльное предприятие.

UNIT II

1. Read the text and try to explain the meaning of “strategic planning”.

Notes on the text:

decline	снижение
maturity	зрелость
product life cycle	товарооборот
to deserve	заслуживать
variety	разнообразие

Marketing Management

Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Management is a variety of specific activities. Marketing management refers to a broad concept covering organization of production and sales of products, which is based on consumer requirements research. All companies try to look beyond their present situation and develop a long-term strategy to meet changing conditions in their industry. Marketing management, therefore, consists of evaluating market opportunities, selecting markets, developing market strategies, planning marketing tactics and controlling marketing results.

Strategic planning includes defining the company’s long-term objectives as well as specific objectives, such as sales volume, market share, profitability and innovation, and deciding on financial, “material and their sources necessary to achieve those objectives”.

In problems of market selection and product planning one of the

key concepts is that of the Product Life Cycle. Those products pass through various stages between life and death (introduction – growth – maturity – decline) is hard to deny. Equally accepted is the understanding that a company should have a mix of products with representation in each of these stages. Companies can make far more effective marketing decisions if they take time to find out where each of their products stands in its life cycle. However, the concept of the product life cycle seems frequently forgotten in marketing planning, which leads to wrong decision-making. This may well be seen in the following story.

A supplier of some light industrial equipment felt that the decline in the sales of his major product was due to the fact that it was not receiving the sales support it deserved in order to give extra sales support to this problem case, a special advertising campaign was run. This required cutting into marketing budgets of several promising products that were still in their “young” growth phase, in fact, the major product has long since passed the zenith of its potential sales, and no amount of additional sales support could have extended its growth. This became quite clear in the end-of-year sales results which showed no improvement. The promising products, however, went into gradual sales decline. In short management has failed to consider each product’s position in its life cycle.

2. Answer the questions.

- 1) What is management?
- 2) What is marketing management?
- 3) Could you explain what does Product Life Cycle mean?
- 4) Could you give the Russian equivalents for the following words: managerial; consumer; requirements; long-term; share; profitability; resource; supplier; support; zenith.

3. Express the main idea of this text using the following phrases.

The text deals with the problem (question) of ...	Текст имеет дело с проблемой (вопросом) ...
The text speaks in detail about ...	Текст говорит в деталях о ...
It should be noted that ...	Следует отметить, что ...
By the way ...	Между прочим ...
It is also touches upon ...	Он также касается ...

I think the most interesting fact in this text is ...	Я думаю, что самый интересный факт в этом тексте это ...
I found this text useful (cognitive, informative, important for me, hard or easy to understand).	Я нахожу этот текст полезным (познавательным, важным для меня, трудным или легким для понимания).

UNIT III

1. Words to be remembered:

fringe benefit	дополнительная льгота
insurance	страхование
personnel department	отдел кадров
personnel manager	начальник отдела кадров
responsibility	ответственность
retirement	выход на пенсию
to manage	управлять, заведовать
to supervise	смотреть, руководить
wage and salary scale	шкала заработной платы

2. Read the text and make up five questions to it.

What is Personnel Management?

Personnel management is concerned with the effective use of the skills of people. They may be salespeople in a store, clerks in an office, operators in a factory, or technicians in a research laboratory. In a business, personnel management starts with the recruiting and hiring of qualified people and continues with directing and encouraging their growth as they encounter problems that arise in working toward established goals. In addition to recruiting and hiring, some of the responsibilities of personnel manager are:

- To classify jobs and prepare wage and salary scales;
- To counsel employees;
- To deal with disciplinary problems;
- To develop safety standards and to put them into practice;
- To manage fringe benefit programs, such as group

insurance, health, and retirement plans;

- To provide for periodic reviews of the performance of each individual employee, and for recognition of his or her strengths and needs for further development;

- To assist individuals in their efforts to develop and qualify for more advanced jobs;

- To plan and supervise training programs;

- To be informed of developments in personnel management.

Personnel managers often deal with the following difficult situations concerning the employees.

The firm's employees (especially the most qualified ones) can get better jobs with other employers.

When a firm has not enough supervisory and specialized personnel with adequate experience and job capabilities, it has to train and develop its own people. This can be time consuming and expensive.

The cost of hiring and training employees at all levels is increasing, for instance, several thousand dollars for a person. A mistake in hiring or in slow and inefficient methods of training can be costly.

Most employees want better direct compensation, employee benefits, and working conditions that the firm cannot afford, but other employers can. So, all employee policies and operating procedures should be developed with great care.

The personnel department has the responsibility to define and implement policies, procedures and programs for recruitment, selection, training, placement, safety, employee benefits, compensation, labor relations, organizations, organization planning, and employee development. Effective human resource management develops the abilities of job candidates and employees to meet the needs of the firm. Human resource (HR) management is a balancing act. At one extreme, you train and develop employees to meet the firm's needs. Most expanding businesses fall between the two extremes, they hire the best people they can find and afford, and they also recognize the need to train and develop both current and new employees as the firm grows.

2. Divide into groups and discuss advantages and disadvantages of the personnel manager's work.

3. Formulate the most important responsibilities of personnel manager.

UNIT IV

1. Read the text and give the Russian equivalents for the marked words and expressions from the text.

Notes on the text:

expenses	расходы
fiscal year	финансовый год
in this way	таким образом
objective	цель
profit	польза, выгода
to develop	развивать
to forecast	прогнозировать, предвидеть
to match	приводить в соответствие

Financial Management

In the past, financial management was not a **major concern** for a business. A company **used to** establish relations with a local bank. The bank handled the financing and the company **took care** of producing and setting.

Today only a few firms operate in this way. Usually businesses have their own financial managers who work with the banks. They **negotiate terms** of financial transactions, compare rates among competing financial **institutions**. **Financial management begins with the creation of a financial plan**. The plan includes **timing** and **amount** of funds and the **inflow** and **outflow** of money.

The financial manager develops and controls the financial plan. He also forecasts the economic conditions, the company's **revenues**, expenses and profits.

The financial manager's **job** starts and ends with the company's **objectives**. He reviews them and **determines** the funding they require. The financial manager compares the expenses **involved to the expected** revenues. It helps him to **predict** cash flow. The **available** cash consists of beginning cash plus customer payments and funds from financing.

The financial manager plans a **strategy** to make the ending cash positive. If cash outflow exceeds cash inflow the company will **run out** of cash. The **solution** is to **reduce** outflows. The financial manager can **trim** expenses or ask the customers to pay faster.

The financial manager also chooses financing **techniques**. One of them is short-term financing. Another is long term finance.

2. Answer the questions.

- 1) Was financial management always a major problem for business?
- 2) What did a bank do in the past to help a company operate?
- 3) What did the company take care of?
- 4) Who of the company's personnel usually works with the bank?
- 5) What does the financial plan include?
- 6) What are the major financing techniques?
- 7) What is the financial manager's major concern at the end of the fiscal year?

3. Make up dialogues using the following situations.

- 1) Your company is running out of cash.
- 2) You employ a new financial officer and instruct him.
- 3) You negotiate the terms of funding with the bank.

UNIT V

1. Read the text using the dictionary.

Managers

Management applies to managers at all organizational levels, to small and large organizations, to profit and not-profit enterprises, to manufacturing as well as service industries. Organizations are two or more people working together in a structured, formal environment to achieve common goals. Managers provide guidance, implementation,

and coordination so those organizational goals can be reached. The modern manager coaches employees of the organization to develop teamwork, which effectively fulfills their needs and achieves organizational objectives. The traditional autocratic organization with its hierarchical system of management and an overbearing “boss” that forces performance out of people is no longer needed. The modern manager provides an atmosphere of empowerment by letting workers make decisions and inspiring people to boost productivity.

A classic definition of a “manager” is that “leaders do the right thing and managers do things right”. A more standard definition is usually something like “managers work toward the organization’s goals using its resources in an effective and efficient manner”. Managers are charged with responsibility of taking actions that will make it possible for individuals to make the best contributions to group objectives.

The scope of authority held may vary and the types of problems dealt with may be considerably different, but all managers, including top managers, middle managers and first-line managers, obtain results by establishing an environment for effective group endeavour. Top (or executive) managers are responsible for overseeing the whole organization and typically engage in more strategic and conceptual matters, with less attention to day-to-day detail. Top managers have middle managers working for them and who are in charge of a major function or department. Middle managers may have first-line supervisors working for them and who are responsible to manage the day-to-day activities of a group of workers.

Note that you can also have different types of managers across the same levels in the organization. A project manager is in charge of developing a certain project, e. g. development of a new building. A functional manager is in charge of a major function, such as a department in the organization, e. g. marketing, sales, engineering, finance, etc. A product manager is in charge of a product or service. Similarly a product line manager is in charge of a group of closely related products. General managers are in charge of numerous functions within an organization or department.

In a very real sense, in all kinds of organizations, whether business or non-business, the logical and most desirable aim of all managers should be a surplus – managers must establish an

environment in which people can accomplish group goals with the least amount of time, money, materials and personal dissatisfaction, or they can achieve as much as possible of a desired goal with available resources. In a non-business enterprise, such as a police department or hospital, those are not responsible for total business profits, managers still have goals and should strive to accomplish as much as possible with available resources.

2. Formulate your own opinion about the manager's work using following words and word combinations.

To manage the day-to-day activities; profit and not-profit enterprises; to develop teamwork; as much as possible; an effective and efficient manner; to be charged with; to provide; to make decision; to be in charge; a modern manager; to accomplish; to achieve.

3. Look at the picture below. You can see a typical manager's working day. Do you really want to have such a routine job?



UNIT VI

1. Read the text and choose the words and phrases concerning to the concept of management.

Notes on the text:

attainment	достижение, приобретение
communication	сообщение, связь
enterprise	предпринимательство
separate	отдельный, самостоятельный
to contribute	жертвовать (деньги), содействовать
to define	определять, обозначать (границы)
to train	воспитывать, обучать

Organizing as a basic management function (1)

Organizing is a basic function of management. In order for people to cooperate effectively, they must know their roles, their objectives, their responsibilities and their authority. This requires a formal structure to define relationships and to facilitate the communication of decisions. Such a structure is efficient if it makes it possible for individuals to contribute to the attainment of the objectives of the enterprise with minimum costs.

A small enterprise may have a very simple centralized organization with a single manager, but if the enterprise grows beyond a certain limit, the manager will be unable to supervise everyone effectively and will have to appoint subordinate managers. This limitation is commonly called the manager as span of control. As the organization grows further, the subordinates will eventually reach the limits of their own spans of control, which will necessitate the establishment of a third level of managers. The span of control varies in different organizations and is generally wider at lower levels. Thus, a top executive may have from three to eight subordinates, whereas a lower-level supervisor may manage from twelve to thirty persons.

As the number of levels increases, administrative costs rise and communication, planning and control become more difficult. Therefore, an enterprise will try to have the minimum possible number of levels, which means that the span of control of each manager should be as broad as possible in order to manage more subordinates; a manager must limit the time spent with each one. To avoid waste of time, the superior must assign clear responsibility for certain tasks to each subordinate and must delegate to each the

necessary authority to achieve those tasks. If the subordinates are properly trained for their duties, if they have clear objectives and understand the objectives and policies of the enterprise, much of the superior is time can be saved. Good communications with a minimum of face-to-face meetings are another time-saving factor.

The organization of an enterprise into separate departments, each under a subordinate manager, is not generally based simply on numbers. It most commonly reflects the functions of the enterprise, functions such as engineering, production marketing, operations and finance. These vary with different types of enterprise: an airline, for example, would have co-production department, and a manufacturing company would have cooperation departments.

If an enterprise covers a broad geographic area, it may be efficient to have departments based on geography. Such departmentation may save transportation costs, simplify the hiring of personnel and, especially in less developed countries, simplify communications. On the other hand there will be higher costs because of the separate management and services in each area, and the top management will have increased problems of control. There are still other types of departmentation, such as grouping by product, a common system in large corporations.

2. Divide into two groups. The both groups make up five questions to the text and then answer them.

3. Translate the following word combinations from Russian into English.

Основная функция менеджмента; определять взаимоотношения; содействовать передаче решений; предприятие с минимум затрат; централизованная организация; наблюдать за; период контроля; управлять чем либо; лицом к лицу; развитые страны; с другой стороны.

UNIT VII

1. Words to be remembered:

acquisition	приобретение
competitive	конкурентоспособный
cuts	прекращение, снижение
external	внешний
flexibility	гибкость, податливость
internal	внутренний
incentive	побуждение, стимул
the opposite side of the coin	обратная сторона монеты
predecessor	предшественник, предок
via	через
to decline	приходить в упадок, склонять
to evolve	развивать (ся)
to fix	назначать, устанавливать
to merge	сливать (ся), соединять (ся)
to reward	наградить, вознаграждать

2. Read and translate the text.

Organizing as a basic management function (2)

After the managers of an organization have planned a course of action, they must organize the firm to accomplish their goals. Many early writers in management were concerned with organization. Frederick Taylor was one of the first to apply scientific principles to organizing work. He was followed by Frank and Lillian Gilbreth, pioneers in the field of time and motion studies. Their work contributed to the development of the assembly line and other modern production techniques.

The question that constantly confronts managers today is how best to organize the firm given the internal and external environments – how to approach the problem not only from the company's perspective, but from the perspective of the economy as a whole. Are large organizations better than small ones? Each has advantages and disadvantages. Which is better to compete in the global environment

against organizations from different countries with different expectations and rules?

There are two ways a company can grow. One is to merge with and acquire other firms; the other is to expand the current businesses internally by building upon their already-established business units. A recent trend in American industry has been to grow via the merger and acquisition route, but growing internally is often more rewarding.

People are not machines; they are looking for fulfilling and enjoyable work. Managers must therefore design jobs to be interesting and rewarding. The days of assembly line workers doing the same task over and over are numbered. Such positions are being replaced by jobs that vary in the types of tasks the worker performs every day. Another change is that quality control is now each worker's responsibility. No longer can a worker pass the defects down the line for someone else to fix.

Firms today must be designed to meet the increasingly competitive environment of a global economy. Organizations must learn to do more with fewer resources and fewer people; management overlap and deadwood can no longer be tolerated. Middle management is where the cuts have come and where they will continue to come. The future for middle managers will be increasingly competitive, as businesses evolve with greater expectations, while the rewards for management in terms of pay and other incentives may decline. The opposite side of this coin is that the middle manager who is able to survive and prosper in this new environment will be a better leader, having been tempered in a hotter furnace than were his or her predecessors.

To remain competitive in a rapidly changing environment, organizations must evolve to meet the rapidly developing global economy with which they will have to interact. These "new and improved" organizations will have the world as their market and as their competitor. They must be able to foresee changes in their environment and to react quickly to turn those changes to their advantages. Organizations will need the strength and flexibility to meet these changes or they will suffer the fate of dinosaur that failed to adapt to a new environment.

3. Give the English equivalents for the following word combinations and use them in the sentences of your own.

Внутренняя и внешняя обстановка; в денежном выражении; обратная сторона монеты; иметь преимущество перед кем-либо; искать удовлетворительную и доставляющую удовольствие работу; быть толерантным; реагировать быстро.

4. Challenge questions.

- 1) Organizations can grow either by acquisition or internally. Which way is best for economy?
- 2) Job design is an evolving process that is leading to more interesting work. Can you think of any examples of jobs that would benefit from better or more complete job design?
- 3) Organizations are changing as they prepare for the future. What are some pressures that are causing this evolution? What are some of the results?

UNIT VIII

1. Read and translate the text using the dictionary.

Leadership

Leadership is the ability to lead, to handle the human aspect of management. It calls for an understanding of the psychology of motivation in order to induce differing individual employees to support organization objectives. Leadership includes the ability to delegate authority wisely, so that subordinates who will accept responsibility can exercise it productively under the superior is guidance. Leadership also involves mastering techniques for effective written and spoken communication with subordinates, so as to secure their cooperation. Leadership, then, can be analyzed into skills that can be learned and developed with the proper encouragement, and yet leadership as such can apparently not be taught to any great extent. Some people simply appear to be born leaders. They have the ability to inspire other people with trust and a desire to satisfy their own needs by following the leader toward group goals. Leaders enjoy exercising power or influence over other people to get things done. They are generally forceful and persuasive talkers.

Of course, there are different types of leadership. There is the authoritarian system, in which leaders make all the decisions without listening to their subordinates, whose primary motivation is fear of punishment. This is the system based on the so-called Theory X of motivation. Then, based on Theory Y, there are the newer more democratic types of leadership, in which managers have full confidence in their subordinates and make use of their ideas. Leadership also depends on situation in which the manager operates. If the enterprise is highly organized with widely understood policies and methods of operation, there may be little need for strong leadership. Moreover, the same executive may be extremely effective in one situation – “the right person in the right place at the right time” – and far less effective in another situation. Thus, an element of chance may affect judgments of a person is leadership ability.

2. Answer the questions.

- 1) What does leadership include?
- 2) Who appears to be born leaders?
- 3) What do leaders enjoy?
- 4) Are there any different types of leadership?
- 5) What does leadership depend on?

3. Give the synonyms of the following words.

Leadership, to lead, to support, to analyze, skill, to develop, to appear, trust, to organize, to understand.

4. Look at the picture below. What's your attitude to women-leaders?



UNIT IX

The Partnership

1. Before reading the text pay your attention to the definitions of 'partnership'. Can you give more definitions?

'Partnership' is ...

- the state of being partners
- a relationship between partners
- a business that is owned by partners

2. Read the text and answer the following questions.

- 1) What are partnerships formed for?
- 2) What does a person do to join a partnership?
- 3) Are partnerships a common form of business organization?
- 4) What do partners usually specialize in?
- 5) Sometimes the partnership is not a very stable type of organization, is it? Why?

Notes on the text:

access	доступ
dormant	нереализуемый, скрытый
flexible	гибкий
stable	устойчивый, постоянный
to acquire	приобретать, получать, овладевать
voluntary	добровольный

Partnerships are voluntary combinations of from 2 to 20 persons formed for the purpose of carrying on business with a view of profit. This type of organization represents a logical development from the one-person business since the obvious method by which such a firm may acquire further capital is to form a partnership. The motive, however, may not be financial and partnerships are often formed in order to bring new ability and enterprise into the business.

The partners usually share in the task of running the business, but a partner need not play an active role. A person who joins a partnership, supplying capital and sharing in the profits, but taking no part in the management is known as a dormant or sleeping partner. Partnerships are a common form of business organization in such professions as law, accountancy, surveying, and medicine. The advantages of this type of firm are similar to those of the one-person business. It is a flexible organization which allows a greater degree of specialization than the one-person business. Partners usually specialize in one or more aspects of the business; one may be responsible for buying, one for selling, one for production, and so on. Since it has greater access to capital, it can achieve greater size than the sole proprietor.

The survival of a partnership depends upon the continued harmonious relationship between a number of people in situations which often give much cause for disagreement. Thus, where trading risks are very great, the partnership is not a very stable type of organization.

3. Make up a dialogue between two partners establishing their own partnership.

PART TWO

The Governance Structures

UNIT I

1. Read the text and make a short summary.

Notes on the text:

artificial	искусственный
embodiment	воплощение, объединение
legislature	законодательная власть
State Machinery	государственный механизм

The Governance System of England

The State System of any nation is not an artificial creation of some genius or simply the embodiment of different rational schemes. It is nothing else but a work of many centuries, a product of a national spirit, a political mentality and the consciousness of people. A system of power is a complex of organically connected and bonded together governmental bodies, establishments and persons given the highest authority, and also political parties and organizations, directly having the power and putting it into life. The sources of power in a democratically organized community are its people and its system. This system is the core of legal functioning and serves as the foundation of state and public life. Its main parts are legislative and executive power. The organs of government in the United Kingdom of Great Britain are:

- the legislature, which consists of the Queen in Parliament, and is the supreme authority of the realm; the executive, which consists of:
 - the Cabinet and other ministers of the Crown, who are responsible for initiating and directing national policy;
 - Government departments, most of them under the control of ministers, and all staffed by civil servants, who are responsible for administration at the national level;

- local authorities, who administer and manage many services at the local level;
- statutory boards, which are responsible for the operation of particular nationalized industries or public services;
- “shadow cabinet” which is the directing and leading body of the oppositional group.

The most interesting and important aspect of the British political system, its peculiarity, lies in its division of powers. It is common knowledge that Great Britain, having the oldest Parliament in the world, has one of the most stable and effective political regimes of our time. Its stability is mostly the result of the division of powers, which by the way, is not the exception from the general rule.

The main 4 principles of division of powers are: sovereignty of the Parliament, as the highest body of political management; the leading role of the Cabinet and the government in the legislative process; a strict Parliamentary and committee control of the legislative branch; a special role given to the State Machinery, which not only executes the instructions, but also influences a political process. So, as we see, the legislators provide the execution of the laws and resolutions of the Parliament by controlling the State machinery, and in its turn. The State machinery participates in the legislative process, providing its preparatory stage.

2. Answer the questions.

- 1) What is a system of power?
- 2) What are the organs of government in UK?
- 3) What country has the oldest Parliament in the world?
- 4) How many principles of division of powers do you know? What are they?
- 5) Where does the State machinery participate in?

3. Complete the sentences with the prepositions.

The sources ... power ... a democratically organized community are its people and its system.

It is common knowledge that Great Britain, having the oldest Parliament ... the world, has one ... the most stable and effective political regimes ... our time.

Its stability is mostly the result ... the division ... powers, which ... the way, is not the exception ... the general rule.

So, as we see, the legislators provide the execution ... the laws and resolutions ... the Parliament ... controlling the State machinery, and ... its turn.

UNIT II

1. Try to answer the following questions.

- 1) Do you know any information about British Parliament?
- 2) What are the responsibilities of the Prime Minister?
- 3) What do the House of Commons and The House of Lords do?

2. Read the text. Try to guess possible title to it.

The British Parliament is the oldest in the world. It originated in the 12th century as Witenagemot, the body of wise counsellors whom the King needed to consult pursuing his policy. The British Parliament consists of the House of Lords and the House of Commons and the Queen as its head.

The House of Commons plays the major role in law-making. It consists of Members of Parliament (called MPs for short). Each of them represents an area in England, Scotland, Wales and Ireland. MPs are elected either at a general election or at a by-election following the death or retirement. Parliamentary elections are held every 5 years and it is the Prime Minister who decides on the exact day of the election. The minimum voting age is 18. And the voting is taken by secret ballot. The election campaign lasts about 3 weeks. The British parliamentary system depends on political parties.

The party which wins the majority of seats forms the government and its leader usually becomes Prime Minister. The Prime Minister chooses about 20 MPs from his party to become the cabinet of ministers. Each minister is responsible for a particular area in the government. The second largest party becomes the official opposition with its own leader and "shadow cabinet". The leader of the opposition is a recognized post in the House of Commons. The parliament and the monarch have different roles in the government and they only meet together on symbolic occasions, such as coronation of a new monarch or the opening of the parliament.

In reality, the House of Commons is the one of three which has true power. The House of Commons is made up of six hundred and fifty elected members, it is presided over by the speaker, a member acceptable to the whole house. MPs sit on two sides of the hall, one side for the governing party and the other for the opposition. The first 2 rows of seats are occupied by the leading members of both parties (called “front benches”). The back benches belong to the rank-and-file MPs. Each session of the House of Commons lasts for 160-175 days. Parliament has intervals during his work. MPs are paid for their parliamentary work and have to attend the sittings.

As mention above, the House of Commons plays the major role in law making. The procedure is the following: a proposed law (“a bill”) has to go through three stages in order to become an act of parliament; these are called “readings”. The first reading is a formality and is simply the publication of the proposal. The second reading involves debate on the principles of the bill; it is examination by parliamentary committee. And the third reading is a report stage, when the work of the committee is reported on to the house. This is usually the most important stage in the process. When the bill passes through the House of Commons, it is sent to the House of Lords for discussion, when the Lords agree it, the bill is taken to the Queen for royal assent, when the Queen signs the bill, it becomes act of the Parliament and the Law of the Land. The House of Lords has more than 1000 members, although only about 250 take an active part in the work in the house. Members of this Upper House are not elected, they sit there because of their rank and the chairman of the House of Lords is the Lord Chancellor. And he sits on a special seat, called “Woolsack”. The members of the House of Lords debate the bill after it has been passed by the House of Commons. Some changes may be recommended and the agreement between the two houses is reached by negotiations.

3. Translate the following words and word-combinations using the text.

Мудрый; председатель; советник; избирать; отставка; тайное голосование; коронация нового монарха; большинство мест; прения (дебаты); королевская санкция; канцлер; переговоры; председательствовать.

UNIT III

1. Read and translate the text using the dictionary.

The State Power System in the Russian Federation

In 1992 – shortly after the Soviet Union broke up – Russia established a transitional (temporary) government headed by Boris N. Yeltsin. Yeltsin had been elected president of the R.S.F.S.R. in 1991. After the break-up of the Soviet Union, Yeltsin continued to serve as president of Russia. In December 1993, Russia adopted a new constitution that established a permanent government.

Russia is a democratic federative state based on rule of law and a republican form of government. State power in Russia is exercised by the President, the Federal Assembly, the Government and the courts. One of the basic principles of constitutional government is the division of powers. In accordance with this principle, power must not be concentrated in the hands of one person or one institution, but must be divided among the legislative, executive and judicial branches of power. The division of powers requires that there be a clear delineation of responsibilities and a system of checks and balances so that each branch of power can offset the others.

The President is at the summit of the system of state power. He ensures that all the state institutions are able to carry out their responsibilities and keeps watching over them to ensure that no institution can encroach on another's prerogatives, attempt to usurp power in the country or take over another's powers. The President of Russia is the government's chief executive, head of state, and most powerful official. He is elected by the people to serve a four-year term. The President, with the approval of the lower house of parliament, appoints a Prime Minister to serve as head of government.

The Prime Minister is the top-ranking official of a Council of Ministers (cabinet). The council carries out the operations of the government. Each institution of state power is only partially responsible for enforcing the Constitution. Only the President has the responsibility of safeguarding the state system, the state's sovereignty and integrity overall. This is the guarantee that the other state institutions and officials can exercise their powers in a normal

constitutional fashion. The President's place in the state power system is tied to his constitutional prerogatives regarding, above all, the executive branch of power. Legally, the President is distanced from all the branches of power, but he nonetheless remains closer to the executive branch.

This closeness is reflected in the specific constitutional powers the President exercises as head of state. The origins of this constitutional situation lie in the particularities of the way the government is formed in Russia. The Constitution does not link the process of forming a government to the distribution of seats in parliament among the different political parties and fractions. In other words the party with the majority in parliament could form the government, but the government does not have to be formed according to this principle. Both approaches would be in keeping with the Constitution. But a situation where the government's makeup does not reflect the parliamentary majority can be a source of problems for many aspects of the executive branch's work, especially law-making. Such problems could reduce the effectiveness of the executive branch's work and make it unable to resolve pressing tasks.

In order to overcome such a situation, the Constitution gives the President a number of powers that he can use on, an ongoing basis to influence the government's work. These powers include approving the structure of the federal executive bodies of power, appointing deputy prime ministers and ministers, the right to preside government meetings, exercise control over the lawfulness of the government's action, and direct subordination of the security ministries to the President. The President has the right to dismiss the government or to accept the Prime Minister's resignation, which automatically entails the resignation of the government as a whole. The President works with two consultative bodies – the Security Council and the State Council. The President chairs these two councils. The system of Presidential power includes the Presidential Plenipotentiary Envoys in the Federal Districts.

2. Give the Russian equivalents of the following words and word-combinations.

Headed by smb.; the democratic federative state; state power; a permanent government; a constitutional government; the summit; to

encroach; to usurp; a chief executive; to be elected by smb.; the lower house of parliament; to be responsible for smth.; the state's sovereignty; the executive branch of power; nonetheless; to overcome; an ongoing basis; the government's makeup; the lawfulness; to entail; the Security Council; the State Council; the Presidential Plenipotentiary Envoys.

3. Answer the questions.

- 1) Who is State power in Russia exercised by?
- 2) The people elect the President to serve a four-year term, do they?
- 3) Who is the second person after the President?
- 4) Who is the current President of Russia?
- 5) How many consultative bodies does our government include? What are they?

UNIT IV

1. Read the text and discuss three types of the Government.

Notes on the text:

act	постановление
constituency	избирательный округ
devolution	автономия
First Minister	премьер министр
home rule	самоуправление
Presiding Officer	председатель парламента
proportional representation	пропорциональное представительство
Scottish Executive	шотландское правительство

The Scottish Parliament

On 12 May 1999, the new Scottish Parliament met in Scotland's capital city of Edinburgh. The parliament elected Sir David Steel as its Presiding Officer (or Speaker). In his opening speech, Sir David made a direct connection between the new Scottish Parliament and the last Parliament to meet in the Scottish capital in 1707. In that year, the Scottish Parliament in Edinburgh and the English Parliament in

London voted for the Act of Union. The Act united Scotland, England (and Wales) to form a new state: the United Kingdom of Great Britain. Scotland retained its own church, education and legal systems, but ceased to exist as an independent state. From 1707 until 1999, all important decisions about Scotland were taken by the British parliament and government in London. Historians and politicians have debated whether Scotland benefited from Union with England. On the one hand, from 1707 Scottish merchants were allowed to trade with colonies that had belonged only to England before 1707. As a result, the city of Glasgow developed as a major centre for trade with the American colonies. Glasgow merchants grew rich by importing American tobacco. In the nineteenth century, parts of Scotland became major industrial centres. Many of the ships for the Royal Navy were built on the river Clyde that flows through Glasgow. On the other hand, many talented Scots, for example James Watt who invented an improved steam engine, moved south to England. Scotland also suffered as the parliament and government in London seemed to be more concerned about England than Scotland. The new Scottish Parliament building at Holyrood, formally opened on Saturday 9 October 2004.

From the nineteenth century, Scots began to demand that the British government took more account of Scottish interests. In 1885 a special department of the government, called the Scottish office, was created to administer some of Scotland's affairs. But this did not satisfy Scots who wanted "home rule" or even independence from England. Scottish nationalist parties were founded in the 1930s. The first Scottish Nationalist MP (member of the British parliament) was elected in 1945. Since the 1960s the Scottish Nationalist Party (SNP) has had several MPs in London, and they began to make their voices heard. "Devolution" (transferring some powers from the British government to Scotland and Wales) became an important issue in British politics. The home up to mid-2004 of the Scottish Parliament was New College, Old Town, Edinburgh.

The Labour party which governed Britain between 1974 and 1979 was in favour of "devolution". In 1978, the Scotland Act became law. The act would have allowed Scots to elect an Assembly which would have been responsible for some areas of government in Scotland. A referendum was held in Scotland in 1979, but not enough

Scots voted for the Assembly and it was never elected. Between 1979 and 1997, the Conservative party governed Britain. The party was strongly opposed to “devolution”. Nevertheless, support for a Scottish parliament in Scotland increased. Scottish politicians from several political parties united to campaign for a parliament in Edinburgh. The Labour party won the election in Britain in 1997 and was committed to creating a Scottish Parliament. A new referendum was held in Scotland in 1979 and 74 % of the voters voted in favour of a Scottish parliament. A new Scotland Act was passed by the British parliament in 1998. The Act called for elections to be held for a Scottish Parliament, and for the parliament to elect a Scottish Executives and a First Minister. The current First Minister of Scotland is Jack McConnell.

Elections were held in Scotland in 1999. The new parliament has 129 members (MSPs). The Scottish electoral system is interesting. Scotland is divided into 73 constituencies each of which elects a single MSP. Candidates who win the most votes win even if they do have fewer than half the votes. The Scottish electoral system differs from the system for the British parliament, because it includes an element of proportional representations. Scotland is also divided into eight larger regions, each of which elects seven MSPs according to the numbers of votes received by each political party. This means that smaller parties that do not get enough votes to win individual constituencies, but do receive sufficient in the larger regions are represented in the parliament. For example, the Green party which campaigns for the environment has members in the parliament elected by the regions, but not by individual constituencies. The system of proportional representation has made it difficult for one party to win an overall majority in the parliament. Thus, parties have to work together in the Scottish Executive. Since 1999, Scotland has been governed by a coalition of the Labour and Liberal Democratic parties. The first First Minister of Scotland was Donald Dewar who died suddenly in 2000. The current First Minister is Jack McConnell.

The fact that Scotland now has its own parliament, executive and first minister does not mean it is independent from the rest of Britain. Scotland also elects members of the British parliament in London. The Scotland Act of 1998 carefully divided areas of government between the Scottish parliament in Edinburgh and the British parliament in

London. The Scottish parliament is responsible for such matters as education, health, economic development, transport, the environment, and law and order. The British parliament, however, retains control of foreign policy, defence and financial policy in Scotland. Since 1999, the Scottish Parliament has passed a number of laws that are different from English laws. For example, unlike in England, students at Scottish universities do not pay fees while they are studying, but pay a special tax after they have graduated. It is interesting that the British parliament recently decided to introduce a similar system in English universities. Thus, the Scottish parliament takes important decisions about Scotland that take account of Scottish interests. Some Scots, however, are not satisfied with the new parliament. They want their parliament to have more powers, for example control over financial policy. There are still demands for complete independence for Scotland.

2. Give the Russian equivalents of the following words.

To elect; to cease; a merchant; major; to suffer; to demand; to transfer; an issue; responsible; to vote; to increase; to vote; majority; a coalition; independent.

3. Divide into groups.

- 1) The first group compares the Scottish Parliament with the British one.
- 2) The second group compares the Scottish Parliament with Russian Government.

UNIT V

1. Read the text and summarize the main points.

Notes on the text:

burgess	гражданин, житель города
glimpse	проблеск
indenture	связывать договором
instill	внушать, прививать, вселять
lordship	власть, владение
slavery	рабство, неволя
sprout	рождаться

suppress

пресекать, подавлять

American Government

America as we know includes a vast network of representative governments. During the colonial period of early America, Virginia was the first to introduce a representative assembly. This first glimpse of democracy influenced the shape of America today. It eventually caused the colonies to drift away from monarchical England, and to establish a democratic government. Ironically, from this government, slavery and racism sprouted.

In an attempt to make Virginia a more pleasant place to live, the governor was instructed to create an assembly with the power to make laws. The assembly included two members from each plantation to serve as burgesses, or representatives. Convening in 1619 it became the first colonial, representative body. This was a significant step in the formation of America. A group of men representing the residents of a particular land would make laws that were meant for them. This was democracy at its earliest stage in America.

Everywhere one goes today in America, there is democracy. Whether a church council, school club or the state general assembly, a representative group is always present. Democracy shapes America. One could view the first democratic group responsible for today's freedom. This was the assembly formed by George Yeardly. Perhaps, if the Virginia Company had not instructed the governor to establish an assembly, the idea of democracy might not have instilled into the minds of the colonists. Surely, without this first appearance, it is questionable that an idea suppressed for centuries under the English monarchy would surface anywhere else. Moreover, it led the way for other settlements to adopt a similar code.

Another way the representative body shaped America was slavery. Most representatives approved slavery and practiced it. The early burgesses of the Virginian assembly received land as their pay wages. They needed people to work their newly acquired lands. Therefore, indentured servants were common on their plantations. The whole idea of indentured servants and their later inadequacy eventually led to the flood of black slaves to America. Because these representatives owned servants and slaves themselves, slavery was

easily passed into law. It has a huge impact on the racial tension in America today. Because of the representative government approved slavery, it existed in America.

Virginia's first representative body helped form present America because it set an example of democracy for other colonies and broke from the common practice of lordship and monarchy. It eventually caused the colonies to drift away from monarchical England. If not for this first, the shape of America today would look much different.

2. Give the English equivalents of the following words and word-combinations.

Как мы знаем; обширная сеть; первый проблеск демократии; создать демократическое правительство; попытка; представительный орган; губернатор; более того; принять аналогичный кодекс (свод законов); несоответствие; огромное влияние; расовая напряженность; монархическая.

3. Divide into groups. Imagine you are the representatives of one of the fourth countries. Try to negotiate using the information from the texts.

UNIT VI



1. Read the text in order to know the main points about the region you live.

Some facts of Kemerovo region

Kemerovo Region is located in the southern part of western Siberia, about 3,500 km from Moscow (four hours by air). Over 3 million people live here, mostly in large cities. In fact, Kemerovo Region is a very urbanised part of Russia, with about 87 % of the population residing in cities. Kemerovo Region is also known as Kuzbass from "Kuznetsk basin" – the name of the largest coal deposit on Earth, which is located here.

Kemerovo region is known for industries such as mining, metallurgy, chemicals, and machining. In the Soviet era, Kemerovo region was heavily industrialized, which meant pollution. That's gotten a lot better now, mainly because of cutbacks in production since the collapse of the Soviet economy.

The two really big cities in Kemerovo region are Kemerovo and Novokuznetsk. Almost half of the population lives in these two cities of similar size. There are also smaller cities such as Anzhero-Sudzhensk, Leninsk-Kuznetskiy, Prokopievsk, Kiselyovsk, Mezhdurechensk and others.

Finally we come to Kemerovo – the capital of Kuzbass.



Kemerovo is a relatively big one, with more than 500 thousand residents. It is situated on the banks of the river Tom. First it was the village Scheglovka. Now Kemerovo is a very important industrial and cultural centre. Also there are many interesting historical places for

tourists in it. The most famous are “Krasnaya Gor’ka”, “Tomskaya Pisanitsa” and others. You can see long and wide streets, parks, new big buildings.

Kemerovo is the city of students. There are many higher educational institutions here. The most important are Kuzbass State technical university named after Gorbachev, Kemerovo State university, Russian University of Economics named after Plekhanov, Agricultural Institute, Medical Academy and others. About 30 000 students study at the capital of Kuzbass.

The Kemerovo region is the most densely populated part of Siberia.

Russians make more than 90 % of the population. From the small people Shors, Teleuts and the Siberian Tatars who have kept the cultural traditions live in the region.

Numerous chemical and machinery plants are located here, as well as other enterprises and hordes of small businesses.

Now come to the real Russia, to a place in the middle of Siberia that you could never imagine visiting even a decade ago. It’s an adventure!

And in addition to the feeling of adventure, Kemerovo region can offer a number of things to keep you busy, especially local tourism – rafting, horseback riding, mountain and Nordic skiing, hunting, mountain climbing and much more.

The most fascinating sight is Mountainous Shoria like small Switzerland. Every year thousands of tourists from different countries come here.

The level of service is not always the highest, but prices are amazingly low. If you ever wanted to feel like a millionaire, Kemerovo is a great site to start from the places of interest.

2. Can you give some more interesting facts about the region where you study and live?

3. Imagine you are the native person of Kemerovo. Try to tell your pen-friend from English-speaking country about the infrastructure of Kuzbass.

UNIT VII

1. Read the texts and set a correspondence between headings 1 and 7 numbered paragraphs of the text A – F. Put down your answers in the table. Use every number only once. There is one extra heading.

1. Hydrography
2. Geological situation and minerals
3. Nature conservation
4. Geographical position
5. Soils
6. Fauna
7. Government

A. In a subsoil of area various minerals are found: coal, iron and polymetallic ores, gold, phosphorites, construction stone and other mineral resources. On a combination and existence of natural riches it is possible to call the region unique.

B. A variety of a relief and climate creates diversity of a soil and vegetable cover. The greatest space is occupied by versions of cespitose and podsolic soils, in Kuznetsk hollow are the chernozems having fertility.

C. From large animals there is an elk and a maral, a Siberian roe and a reindeer. From the predatory a brown bear, a lynx, a glutton are most characteristic. A squirrel, a muskrat, from birds a wood-grouse, a hazel grouse, and a black grouse have trade value.

D. In the territory of the region the Kuznetsk Alatau Nature Reserve and Shoriya National Park are located.

E. The largest rivers are the Tom, Inya, the Cue, the Kondoma, the Mrassu, the Sara-Chumysh, the Chumysh, and the Yaya. There are a few lakes in the region; generally they are located in mountains and valleys of the rivers. The most unique in character is the lake Berchikul.

F. Public authorities and officials of the Kemerovo region are:

- Council of People’s Deputies of the Kemerovo region,
- Governor of the Kemerovo region,
- Board of Administration of the Kemerovo region,

– Administration of the Kemerovo region.

1	2	3	4	5

2. Answer the questions.

- 1) What is the administrative-territorial division of the Kemerovo region?
- 2) What can you say about climate in the Kemerovo region?
- 3) Is there a black poplar in the Kemerovo region?
- 4) What are the most developed industries?
- 5) The agriculture, tourism, construction develop in the region fast rates, do they?
- 6) How many universities are there in the region?
- 7) What cultural institutions can you name in the Kemerovo region?

PART THREE

What every Student Should Know about Management

UNIT I

MANAGEMENT GLOSSARY

accomplish (<i>v</i>)	perform; succeed in doing; finish successfully
advantage (<i>n</i>)	sth useful or helpful, sth likely to bring success; profit, benefit
advertise (<i>v</i>)	make known to people
analyze (<i>v</i>)	examine sth in order to learn what it is made up of
benefit (<i>n</i>)	advantage; profit; help
business (<i>n</i>)	buying and selling, commerce, trade; task, duty, concern
compete (<i>v</i>)	take part in a race, contest, examination, etc

contribute (v)	join with others in giving help, money, etc; have a share in; help to bring about
control (v)	have control, authority; regulate (prices, etc); check
coordinate (v)	bring or put into relation
definition (n)	clearness of outline
department (n)	one of several divisions of government, business, shop, university etc
direct (v)	tell or show how to do sth, how to get somewhere; manage, control
disadvantage (n)	unfavourable condition, sth that stands in the way of progress, success; loss, injury
distribute (v)	put sth in different places, give or send out; put into groups or classes
efficient (adj)	capable; able to perform duties well; producing a desired or satisfactory result
employ (v)	give work to usu for payment
employee (n)	person employed for wages
employment (n)	employing or being employed; one's regular work or occupation
enterprise (n)	undertaking, esp one that needs courage or that offers difficulty; courage and willingness to engage in
environment (n)	surroundings, circumstances, influences
executive (adj)	having to do with managing; person or group in a business or commercial organization with administrative or managerial powers
expenses (n, pl)	money used or needed for sth
first-line manager (n) (foreman, supervisor, office manager)	supervising the work of operating employees
government (n)	governing, power to govern

hire (v)	obtain or allow the use or services of in return for fixed payment
interact (v)	act on each other
leadership (n)	being a leader, power of leading, the qualities of a leader
management (n)	skilful treatment; the art or practice of managing business, money, products, and all the people employed by a company
manager (n)	person who controls a business, hotel etc.; one who conducts business, manages household affairs, etc, in a certain way
managerial (adj)	administrative; having to do with management
market (n)	public place where people meet to buy and sell goods; trade in a class of goods; demand
marketing (n)	theory and practice of (large-scale) selling
middle manager (n) (plant manager, operations manager, division head)	making up the largest group of managers in most organizations
negotiate (v)	discuss, confer in order to come to an agreement
objective (n)	object aimed at, purpose
plan (v)	consider and arrange in advance
predict (v)	say, tell in advance
product (n)	sth produced (by nature or by man)
profit (n)	advantage or good obtained from sth; money gained in business
provide (v)	make ready, do what is necessary; give, supply (what is needed, esp what a person needs in order to live)
salary (n)	payment for regular employment on a yearly basis

sale (n)	exchange of goods or property for money; act of selling sth
subordinate (adj)	junior in rank or position; less important
subordinate (n)	person working under another
supervise (v)	watch and direct sth
supervisor (n)	person who watches and directs work, workers, an organization
supply (v)	give or provide (sth needed or asked for)
support (v)	hold up or keep in place; provide for (financially)
tolerate (v)	allow or endure without protest; endure the society of
top-manager (n) (president, vice president, chief executive officer)	making up the relatively small group of executives who control the organization
trade (n)	buying and selling of goods; exchange of goods for money or other goods
trend (n)	general direction; tendency
wage (n, usu pl)	payment made or received for work or services

Abbreviations used in the glossary

adj	adjective
esp	especially
etc	and the others
n	noun
pl	plural
sb	somebody
sth	something
usu	usually
v	verb

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АНГЛИЙСКИЙ ЯЗЫК

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и самостоятельной работе для студентов направления
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