



ALFRED NOBEL UNIVERSITY

**L.I. SEMERENKO
O.R. SVITLYCHNA**

INTERPRETING BUSINESS COMMUNICATION





УНІВЕРСИТЕТ імені АЛЬФРЕДА НОБЕЛЯ

Л.І. СЕМЕРЕНКО
О.Р. СВІТЛИЧНА

ПРАКТИКУМ З УСНОГО ПЕРЕКЛАДУ У СФЕРІ БІЗНЕСУ

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кандидата педагогічних наук, доцента *Н.В. Зінукової*

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Рецензенти:

О.І. Панченко, доктор філологічних наук, професор
Дніпровського національного університету імені Олеся Гончара;
Т.В. Іщенко, кандидат філологічних наук, доцент кафедри англійської філології
та перекладу Університету імені Альфреда Нобеля.

Семеренко Л.І.

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Посібник «Interpreting Business Communication» побудовано на автентичному матеріалі. Він являє собою збірник матеріалів та вправ для практики усного професійно-орієнтованого перекладу (послідовного, послідовного двостороннього, АФП та перекладу з аркуша). Система різноманітних вправ спрямована на ознайомлення з тематичною лексикою та її засвоєння, розвиток уваги і пам'яті, меморизацію і відтворення прецизійної інформації, а також формування фахової компетенції перекладача.

Посібник призначено для студентів вищих навчальних закладів, які спеціалізуються на перекладі.

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INTRODUCTION

INTERPRETING: THEORETICAL ASPECTS

1. УСНИЙ ПЕРЕКЛАД У СУЧАСНОМУ СВІТІ

Переклад відіграє надзвичайно важливу роль у сучасному глобалізованому світі. Без перекладу, зокрема усного, неможливі були б міждержавні контакти на вищому рівні, діяльність міжнародних організацій, міжнародні конференції, з'їзди, симпозиуми, дво- чи багатостороннє економічне, культурне співробітництво тощо. Як жартують єврочиновники, «мовою Євросоюзу є переклад». Позиція міжнародних організацій є принциповою: задля забезпечення рівності народів, збереження національної самобутності міжнародне спілкування має вестися не однією, нехай і поширеною у світі мовою, а всіма робочими мовами тієї чи іншої організації.

Саме тому останнім часом все більш гострою стає потреба у великій кількості кваліфікованих усних перекладачів. За кордоном таких фахівців готують на факультетах перекладу університетів, у вищих школах перекладу. В Україні ринок усного перекладу почав швидко розвиватися, і відповіддю на це стала спеціалізація з усного перекладу, яку тепер пропонують у деяких ВНЗ, як державних, так все частіше і комерційних.

У світі вимоги до професійних якостей усних перекладачів високі. Законодавцем у цьому секторі ринку праці є АІІС (Association Internationale des Interpretes de Conference) – Міжнародна асоціація перекладачів конференцій, заснована у 1953 р. Згідно з її нормами, усний перекладач має, по-перше, добре володіти рідною та робочими іноземними мовами. По-друге, йому мають бути притаманні такі професійно необхідні якості: аналітичне мислення, вміння узагальнювати, миттєва реакція, інтуїція, вміння швидко пристосовуватися до ситуації, здатність концентрувати увагу, особлива фізична і психічна витривалість, гарна пам'ять, ораторські здібності, приємний голос, надзвичайна допитливість, тактовність, дипломатичність.

Вимоги, дійсно, неабиякі. Втім, переважна більшість цих якостей може бути сформована, відтренована під час цілеспрямованого вишколу чи самовдосконалення.

2. ВИДИ УСНОГО ПЕРЕКЛАДУ

Вирізняють кілька видів усного перекладу. Три з них основні — це послідовний переклад, переклад з аркуша та синхронний переклад. Контактний переклад, переклад-шепотіння та синхронний переклад з текстом вважаються підвидами основних видів усного перекладу.

Послідовний переклад (*consecutive interpreting*) передбачає перебування перекладача поруч з промовцем (біля трибуни, на сцені, за столом переговорів тощо). Перекладач слухає оратора, часто вдаючись при цьому до занотовування, чекає паузи чи закінчення виступу і перекладає.

Різновидом послідовного перекладу є **контактний переклад** (*liaison interpreting*). Він застосовується в умовах безпосереднього жвавого контактування співрозмовників — при ділових переговорах, візиті на підприємство, на виставках, круглих столах тощо. При контактному перекладі перекладаються невеликі за обсягом фрагменти тексту — репліки, питання, відповіді, пояснення. Зазвичай це переклад двосторонній. Навантаження на пам'ять перекладача є меншим, ніж при послідовному перекладі, є можливість добре зорієнтуватися в ситуації спілкування, зробити належну прагматичну адаптацію перекладу, при потребі перепитати, уточнити. Вимоги до мовного оформлення контактного перекладу не є надто суворими, але лише за умови, що це не вплине на бізнесові інтереси замовника перекладу.

Переклад з аркуша (*'at sight' translation*), або як його ще називають, **усно-зоровий переклад**, відбувається тоді, коли виникає потреба швидко, не вдаючись до письмового оформлення, перекласти написаний чи надрукований текст. Сучасна практика перекладу свідчить, що це дуже поширений вид перекладу — таким чином перекладають електронні та друковані на папері листи, факси, тексти на моніторі комп'ютера, різні інструкції, програми, рекламні буклети, різні документи тощо.

Синхронний переклад (*simultaneous interpreting*) є найсучаснішим за часом виникнення видом усного перекладу. Він з'явився у 30-ті роки ХХ ст., коли виникли необхідні для нього технічні засоби (мікрофони, магнітофони, навушники), адже синхронний переклад потребує особливого технічного устаткування. При синхронному перекладі перекладач разом із своїм колегою сидить у спеціально обладнаній кабіні. Перекладач слухає через навушники оратора (який говорить у мікрофон) і миттєво відтворює текст мовою перекладу, послуговуючись мікрофоном. Слухачі у залі сприймають переклад через навушники.

Переклад-«шепотіння» (*simultaneous whispering*) є своєрідним синхронним перекладом без обладнання. До нього вдаються у випадку, коли лише один або кілька учасників круглого столу, семінару, лекції потребують усного перекладу. Перекладач сидить поруч (або трохи позаду) учасника зустрічі і пошепки, фактично у вухо, синхронно перекладає те, що говорить промовець. Зазвичай кількість перекладачів у залі, які здійснюють переклад-«шепотіння», не перевищує двох осіб, оскільки, якби перекладачів було більше, їхні голоси заважали б проведенню заходу. Такий переклад найчастіше передбачає недовгі за часом виступи.

Синхронний переклад з текстом в кабіні (*simultaneous proper*) міг би вважатися вдалим синтезом перекладу з аркуша та синхронного перекладу. Але досвідчені перекладачі найчастіше і не заглядають у текст доповіді чи промови. Хіба що текст вони отримали за день чи кілька днів до конференції, і тоді в них була можливість ознайомитися з темою, термінологією, датами, власними назвами тощо. Але часто тексти, якщо і з'являються в кабіні з ласки організаторів, то відбувається це буквально в останні хвилини перед перекладом. Вигоди від того, що перед очима перекладача в кабіні є текст виступу, виявляються сумнівними. Нерідко промовець відхиляється від підготовленого тексту, і сліпе слідування друкованому тексту може призвести до кризової ситуації в перекладі. Тому текст у кабіні може допомогти зорієнтуватися в прецизійній інформації, але здійснювати замість синхронного перекладу переклад з аркуша не варто.

3. ІНТЕРПРЕТАЦІЯ ТЕКСТУ ПРИ УСНОМУ ПЕРЕКЛАДІ

Увага усного перекладача до тексту має бути надзвичайною. Адже на відміну від письмового перекладача, який кілька разів може повертатися до тексту, аналізувати його зміст і особливості все глибше, шукати необхідну інформацію в енциклопедіях, словниках, фаховій літературі, Інтернет-ресурсах, звертатися за порадою до вузьких спеціалістів з певної теми (і, відповідно, покращувати, редагувати свій переклад), усний перекладач сприймає текст оригіналу лише один раз, в умовах дефіциту часу і публічно. Тому його перший варіант перекладу є і останнім. Через це усний перекладач мусить погодитися з думкою про те, що не можна зациклюватися на проблемах, помилках, мовчати чи самовиправлятися. Не треба вимагати від себе стилістично кращого перекладу ніж той, який щойно зроблено. Важливо рухатися вперед, продовжувати, непомітно для слухачів вносити необхідні корективи змісту чи термінів.

Щоб у повному обсязі сприйняти, а потім інтерпретувати текст, усний перекладач має розуміти, на що йому звертати свою увагу. Передусім варто зрозуміти ситуацію спілкування та особливості учасників зустрічі, мету та завдання промовця. Перекладач має враховувати, якого характеру текст перекладається – інформаційний, описовий чи аргументативний, і, залежно від стилю і жанру тексту, обрати стратегію і тактику перекладу. Аналіз і врахування прагматики тексту є необхідною складовою професійних дій усного перекладача.

Будь-який текст, з яким працює усний перекладач, не є хаотичним нагромадженням речень (хоча бувають поодинокі винятки), текст має свою структуру, логічний малюнок. Саме на вміння зрозуміти і відтворити логіку тексту, хід думки оратора, ланцюжок причин та наслідків, різні види аргументів, протиставлень, паралелей, алузій спрямоване тренування у майбутніх перекладачів навичок аналізу і синтезу тексту. Крім логічної, має здійснюватися і смислова інтерпретація тексту. На думку представників французької школи усного перекладу, вона є ключовою для успішного перекладу. Слідом за Св. Ієронімом, який ще у IV ст. писав про те, що треба перекладати не від слова до слова, а від смислу до смислу, Даніка Селескович та Маріанна Ледерер, які обґрунтували так звану «інтерпретативну модель перекладу», вважають, що не можна усно перекладати, не інтерпретуючи текст, – «перекладати треба не слова, а смисл».

Усний текст має ще ту особливість, що йому характерна значна надлишковість (*abundance*), підраховано, що в деяких текстах вона становить 60–70%. Надлишковість є універсальною властивістю усних текстів, вона забезпечує надійність передавання важливої інформації. Саме тому в усних повідомленнях багато різних повторів, витлумачень, висловлювань однієї і тієї ж думки різними словами і т. ін. Надлишковість усного тексту не лише дозволяє перекладачеві впевнитися, що він правильно сприйняв смисл, але й зробити, як це і необхідно, текст перекладу коротшим за текст оригіналу.

Але завдяки надлишковості інформація в тексті розподіляється нерівномірно: важливі за змістом смислові блоки чергуються з дублюючою чи незначущою інформацією. Тому алгоритм смислової інтерпретації тексту усним перекладачем виглядає таким чином. Під час сприйняття тексту перекладач подумки розбиває текст на смислові блоки, потім миттєво оцінює ступінь важливості того чи іншого блоку в конкретній ситуації перекладу і за цим критерієм ієрархізує блоки інформації в тексті.

Р.К. Міньяр-Белоручев запропонував свого часу таку ієрархію квантів інформації в тексті:

- унікальна (ключова) інформація;
- додаткова інформація;
- уточнююча інформація;
- повторна (дублююча) інформація,
- нульова інформація (слова-паразити, обмовки тощо).

Найчастіше ключова інформація сконцентрована на початку тексту, тому перекладачеві доводиться виявляти максимум уваги та зосередженості вже з перших слів промовця. Що ж до критеріїв, за якими відбувається оцінювання важливості того чи іншого блоку інформації, то тут в першу чергу враховується чинник інтересів учасників комунікації. До того ж інформативність повідомлення буває не тільки поверховою, але й глибинною, іноді говорять одне, маючи на увазі інше. Зрозуміти справжні наміри промовця в певній ситуації, зрозуміти підтекст, натяки або можливу іронію, гумор і донести до слухачів, якщо це доречно, приховані, імпліцитні смисли – складне і відповідальне завдання усного перекладача.

4. КОГНІТИВНІ ОСОБЛИВОСТІ ПОСЛІДОВНОГО ПЕРЕКЛАДУ

Особливими етапами послідовного перекладу є: 1) девербалізація (виокремлення смислу, смислової сегментація тексту та ієрархізація смислових блоків); 2) сам досі ще малодосліджений потаємний процес перекладу, який відбувається в мозку перекладача; 3) ревербалізація (поновне втілення усвідомленого смислу в слова, але вже в слова іншої мови).

При послідовному перекладі навантаження на оперативну пам'ять перекладача значне, адже одиницями перекладу тут є не окремі слова чи речення, а найчастіше великі складні речення чи групи речень. Текст, який доводиться перекладати послідовно, може тривати від кількох хвилин і довше, це залежить від ситуації перекладу, жанру тексту, бажання промовця тощо.

Позаяк перекладачеві доводиться запам'ятовувати значні фрагменти тексту або й цілий текст, виникає потреба у смисловій трансформації тексту, а саме в згортанні інформації в ядерні смислові блоки і об'єднання кількох блоків, укрупнення блоків. Девербалізація передбачає вивільнення від гіпнозу слів оригіналу, тобто вивільнення змісту тексту від мовних засобів, форм та структур.

Але зрозуміти експліцитні та імпліцитні смисли тексту — це лише частина справи. Необхідно ще здійснити ревербалізацію, тобто втілити сприйнятий зміст відповідно до норм цільової мови, створити гарний текст мовою перекладу. Саме тому оволодіння ораторською майстерністю є однією із засадничих складових професійної компетентності усного перекладача. Психологічні особливості становлення людської особистості дозволяють сформуватися навичкам красномовства повною мірою лише десь у віці 23 років, тому студентам, які навчаються усному перекладу, слід спокійно ставитися до того, що спочатку в них можуть існувати труднощі з досконалим оформленням перекладу. Красномовство, хоча певною мірою є вродженим, формується і удосконалюється внаслідок систематичного тренування вимови та практичних прийомів риторики.

Під час етапів послідовного перекладу деяка частина інформації втрачається, і усний перекладач має розуміти, що ці втрати інформації є неминучими. Важливо обов'язково передати головні положення тексту промовця, не перекрутивши зміст. Загалом найбільшою помилкою при послідовному перекладі вважається вигадкування, додавання ключової інформації. Така помилка може бути фатальнішою, ніж та, коли ключова інформація випускається, не передається. Додавання чи втрата другорядної інформації є менш серйозною помилкою. Загалом при послідовному перекладі текст, що створюється перекладачем, має становити десь 70% від часу тривалості оригінальної промови. Але залежно від комунікативної ситуації може змінюватися обсяг тексту перекладу і тактика перекладу, яку обирає перекладач. Даніка Селескович та Маріанна Ледерер вирізняють три види послідовного перекладу:

Переклад-пояснення (*explicatory interpretation*). Він відбувається під час наукових і технічних дискусій, лекцій і тренінгів для стажерів тощо, тобто, тоді, коли головне — це відтворити смисл, а не форму. Переклад-пояснення може бути трохи довшим чи коротшим за оригінал, а перекладач часто вважається своєрідним учасником дискусії.

Переклад-аргументація (*interpretation-argumentation*). Здійснюється в умовах політичних чи ділових переговорів, судових засідань тощо. Тут позиції сторін певною мірою відомі заздалегідь, і йдеться не про тлумачення якихось положень, а про чіткий виклад усіх аргументів сторін. У таких ситуаціях треба бути до дрібниць вірним найменшим нюансам смислу слів, вживати необхідну спеціальну термінологію. Тривалість виступу промовців при цьому в перекладі зберігається.

Переклад-вправління в красномовстві (*interpretation-exercise in eloquence*). Зазвичай він має місце в різних протокольних ситуаціях, коли перекладаються вітальні і прощальні промови, тости, виступи на якихось офіційних чи напівофіційних церемоніях і т. ін. Переклад тут має бути коротшим за оригінал.

Головне завдання – дотриматися відповідного стильового реєстру, жанрових канонів, викликати ті емоції, які планував викликати промовець.

5. ПРИНЦИПИ СИСТЕМИ ЗАПISУ ПРИ ПОСЛІДОВНОМУ ПЕРЕКЛАДІ

Аби зафіксувати в пам'яті якомога повніше всю необхідну інформацію, при послідовному перекладі бажано користуватися перекладацьким скорописом, тобто спеціальною системою перекладацького нотування.

Нижче викладено основні засади системи запису, поширеної серед європейських усних перекладачів. Система базується на принципах, сформульованих ще в середині ХХ ст. Ж.Ф. Розаном. Принципи Ж.Ф. Розана певною мірою доповнюються тими чи іншими національними школами усного перекладу, але підручник його і досі вважається базовим для навчання нотування.

Користування системою записів не обов'язкове. Застосовувати її чи ні і як саме занотовувати, є особистим рішенням перекладача. Разом з тим світова практика усного перекладу засвідчує, що більшість фахівців застосовують записи при послідовному перекладі, часто вживаючи власну систему запису, яка творчо використовує принципи Ж.Ф. Розана.

Перекладацьке нотування докорінним чином відрізняється від стенографії, бо перекладач записує не слова в тому порядку, в якому вони виголошуються промовцем, а ключові поняття, що відображають смислові опорні пункти повідомлення (і робить це таким чином, щоб вони чітко зафіксували хід думки оратора), а також прецизійну інформацію – цифри, дати, власні назви тощо.

Таке занотовування передбачає вміння миттєво аналізувати та інтерпретувати інформацію, а також володіння технікою занотовування, яка базується на чітких принципах і правилах, тобто стає передбачуваною, усталеною, що дозволяє перекладачеві на етапі створення тексту перекладу безпроблемно дешифрувати власні нотатки.

Отже, за Ж.Ф. Розаном, система записів при послідовному перекладі ґрунтується на семи принципах:

1. Передавання думки, а не слова.

2. Застосування правил скорочення.
3. Застосування зв'язок.
4. Позначення заперечення.
5. Акцентуація певних слів.
6. Вертикалізм.
7. Зсув.

Перший принцип означає, що необхідно аналізувати смисл тексту і в запису передавати думки якнайпростіше, якнайлаконічніше. Скажімо, речення «*Існує чимало шансів на те...*», «*Є цілком вірогідним...*» за смислом можна звести до слова «*можливо*». Або «*Питання, які заслуговують на увагу...*» замінюється на «*важливі питання*».

Другий принцип передбачає скорочений запис слів. При цьому діють такі правила:

- скорочують слова, що містять більше, ніж чотири літери;
- краще записати першу і останню літери, аніж кілька перших;
- слова скорочуються в першу чергу за рахунок голосних, а також деяких приголосних, які знаходяться всередині довгих слів (але якщо слово починається з голосної літери, вона ніколи не скорочується): виробництво – Врбво, committee – Come, regional – Rgnl (зазвичай значущі слова занотовують з великої літери, а закінчення дається у вигляді ніби математичного ступеня – вгорі справа Com^e).

Для позначення множини вгорі справа ставлять або літеру *s*, або цифру 2:

Coop^s (тобто «*країни*», якщо застосовується відповідний символ).

Відповідно до третього принципу надзвичайно важливо навчитися занотовувати не лише ключові моменти змісту, але й показувати логічний зв'язок між думками. Для цього використовують так звані слова-шарніри, слова-зв'язки:

as, that's why (до цих коротеньких слів, що передають ідею пояснення, причини, наслідку і замінюють такі довгі вирази, як «*виходячи з того, що...*», «*зважаючи на те, що...*», «*це є причиною того, що...*» та ін., ми додали б і українське слово «*бо*», (що втілює ідею припущення і умови, замінюючи вирази «*за умови, якщо...*», «*якщо буде можливість...*», «*якщо дозволять обставини...*» тощо);

= є позначенням ідеї рівності, відповідності, схожості і замінює вирази «*те ж саме стосується і...*», «*така ж ситуація з...*» тощо;

>/< виражає ідею нерівності, несхожості, відмінності, протиставлення і служить для заміни виразів «*на противагу...*», «*на відміну від...*», «*натомість...*» і т. ін.

За четвертим принципом, заперечення позначають або ризикою, що закреслює слово чи символ, або англійським словом «no», яке пишеться перед словом чи символом: *немає інвестицій* – *no Invst's*.

П'ятий принцип: для підсилення значення слова, його підкреслюють один чи два рази: *interesting* – *Intrstng*, *very interesting* – *Intrstng*. Послаблення якості передається через підкреслення пунктиром – *which is not very interesting* – *n.intrstng*.

Шостий і сьомий принципи (вертикалізм і зсув) доцільно розглядати паралельно. В європейських школах усного перекладу пропонують таку схему запису. У лівому верхньому кутку записується підмет і, якщо вони є, означення до нього. Рядком нижче (вертикалізм) і з кроком вправо (зсув) записують присудок і, якщо є, прямий і непрямий додатки. Ще рядком нижче і знову з кроком вправо занотовуються обставини часу, місця, причини, мети тощо. Таким чином фіксується ключова інформація. Уточнююча інформація в разі потреби (і якщо на це не бракує часу) подається в четвертому рядку під довгою горизонтальною ризикою, яка відокремлює цей рядок від трьох попередніх.

Країни позначаються літерами, які прийняті для автомобільних номерів: *Ua, Ru, F, USA, GB* тощо. Однорідні члени речення, переліки записуються в стовпчик, один під одним, інколи ставлять вертикальну риску зліва, наприклад, «*Європейський Союз, Сполучені Штати та Росія...*»

| | | |
|-----------|-----|-----------|
| <i>EU</i> | | <i>EU</i> |
| <i>EU</i> | або | <i>EU</i> |
| <i>RU</i> | | <i>RU</i> |

Місяці записують римськими цифрами: *вересень* – *IX*, *липень* – *VII* і т. д. Не треба перейматися тим, що вже за кілька годин після перекладу власні записи важко піддаються декодуванню. Це нормальне явище, адже нотатки є власним шифром перекладача і мають свій особливий сенс тільки в певній ситуації перекладу.

6. ПЕРЕКЛАД З АРКУША

Переклад з аркуша (*'at sight' translation*) у наш час є часто вживаним видом усного перекладу. Його ще називають усно-зоровим перекладом, бо при цьому про себе, без підготовки, читається текст з аркуша і миттєво здійснюється усне відтворення цього тексту мовою перекладу.

Усно з аркуша перекладають різноманітні невеликі за обсягом документи, листи, інструкції, іноді інформаційні повідомлення друкованих чи електронних ЗМІ.

Усно-зоровий переклад має свою специфіку, і його фахове здійснення потребує знання відповідних принципів.

Засади перекладу з аркуша найбільш повно були сформульовані Д. Селескович. Перш за все перекладачеві необхідно навчитися розуміти прагматику тексту (його жанр, стиль, особливості адресата перекладу, ситуацію перекладу тощо). Аналіз прагматичних особливостей зумовить вибір тактики перекладу. Скажімо, перекладаючи проект резолюції, треба передати стиль і мову документа; при перекладі інструкції щодо використання приладу слід звернути увагу на спеціальну термінологію; при перекладі листа чи факсу важливо відтворити мовно-комунікативні особливості ділового чи приватного листування.

При перекладі з аркуша перекладач перекладає речення, а очі його вже сприймають, а мозок аналізує наступне (наступні) речення. Це нелегко, і таку вправність треба відтреновувати. Темп перекладу має бути темпом, властивим звичайному читанню тексту вголос, без довгих пауз, «екань», самовиправлянь. Не слід боятися здійснювати граматичні, зокрема синтаксичні трансформації. Даніка Селескович радить не відтворювати слова в реченні в їх оригінальному синтаксичному порядку. Слова перекладають відповідно до контексту, причому не треба зберігати кількісну відповідність слів оригіналу і перекладу.

Д. Жиль звертає увагу на деякі когнітивні особливості перекладу з аркуша. Щезають проблеми з розпізнаванням слів на слух (адже слова перед очима, вони надруковані). Немає проблеми втрати інформації, — вона теж тут, викладена на папері. Здавалося б, такий вид усного перекладу легкий. Але переклад з аркуша створює чималі труднощі. Перекладач має справу з письмовим текстом, а відтак, стикається з притаманною такому тексту інформативною насиченістю, гущиною смислу, а також складною синтаксичною структурою більшості речень. Тому цей текст важко ділити при усно-зоровому перекладі на окремі чіткі смислові блоки. До того ж весь час доводиться боротися з інтерференцією мов, адже одночасно текст однією мовою сприймається візуально, а текст іншою мовою відтворюється вокально.

7. СИНХРОННИЙ ПЕРЕКЛАД

У той час як при послідовному перекладі перекладач перебуває поруч із промовцем та слухачами, при **синхронному перекладі** (*simultaneous interpreting*) перекладач працює в спеціально обладнаній кабіні, використовуючи технічні засоби — навушники, мікрофони, пульт з перемикачами.

Перекладач-синхроніст має у своєму розпорядженні лише секунди, аби почати перекладати, а темп його мовлення не є довільним, як це було при послідовному перекладі, він залежить від темпу мовлення промовця. Не можна ані випереджати оратора (хіба що на два-три слова, коли, скажімо, закінчення прислів'я, усталеного виразу, відомої цитати чи переліку можна з упевненістю спрогнозувати), ані відставати (бо тоді є ризик втратити розуміння логіки висловлювання, пропустити інформацію). Таким чином, поле діяльності синхроніста – це не цілий текст чи фрагмент тексту, де можна зрозуміти завершену думку, а речення або частина довгого речення. Інколи доводиться починати перекладати тоді, коли повністю смисл того, що сказано, ще не усвідомлюється.

Фахівці з усного перекладу оперують поняттям так званого **EVS – the Ear Voice Span**. EVS – це часовий зсув, тобто проміжок часу між тим моментом, коли вуха перекладача сприйняли перші слова промовця, і тим моментом, коли синхроніст почав уголос формулювати текст перекладу. Вважається, що EVS має становити від 2 до 10 секунд (оптимальним є EVS у 2–4 секунди). Часовий зсув меншим 2 секунд об'єктивно бути не може, а от відставання на більше, ніж 10 секунд небезпечно і негативно вплине на якість перекладу.

Синхронний переклад потребує спеціального вишколу перекладача, адже при ньому здійснюється одночасно кілька операцій – слухання фрагмента тексту при одночасному озвучуванні перекладу попереднього уривку промови. При цьому паралельно працюють і короткочасна пам'ять (накопичуючи інформацію з почутих фрагментів), і довгочасна пам'ять (утворюючи «базу даних» щодо теми зустрічі, особливостей її учасників, спеціальної термінології, корпоративної лексики тощо.) Чинником, який може становити найбільшу проблему при синхронному перекладі, є, безумовно, часовий пресинг. Тому дуже важливо автоматизувати частину когнітивних операцій, які відбуваються під час синхронного перекладу. У першу чергу йдеться про відтворення сталих відповідників. Їх треба завчити напам'ять з тим, щоб при перекладі не витратити на пригадування чи пошуки можливих еквівалентів час і зусилля. Це стосується, наприклад, контрастивних топонімів, назв організацій, посад, скорочень, найчастіше вживаних фразеологізмів, зокрема мовних штампів, кліше, стандартизованих виразів.

Так само, як і послідовний переклад, синхронний переклад потребує активної інтерпретації тексту перекладачем; втім, ін-

терпетація тексту в цьому випадку має іншу специфіку. Відбувається вона, як свідчать дослідження, у вигляді так званого **chunking**, тобто членування тексту оригіналу на смислові фрагменти та їх миттєвий аналіз для належного відтворення. Має місце три різновиди такого членування:

- ідентифікація: перекладач очікує на паузу в промові, щоб краще усвідомити і перекодувати фрагмент смислу;

- сегментація: перекладач починає перекодувати мовою перекладу фрагмент ще до закінчення його промовляння оратором;

- злиття: два або більше фрагменти смислу оригіналу зливаються, об'єднуються в одну одиницю повідомлення.

Операції сегментації та злиття становлять до 90% всього обсягу роботи досвідченого перекладача. Отже, постійне очікування паузи в промові для здійснення синхронного перекладу може свідчити про некомпетентність перекладача. Таким чином, важливо навчитися застосовувати не синтаксичний, а семантичний підхід до вихідного тексту, тобто, руйнуючи синтаксичну оболонку повідомлення, передавати цільовою мовою основний смисл. Від синхроніста не вимагається перекладати слово в слово. Він просто не встигне цього зробити. Тому при синхронному перекладі треба рішуче жертвувати неважливою інформацією, видаляти окремі речення чи частини речень, а також здійснювати генералізацію — об'єднання кількох речень в одне, змістовне і логічне.

Так само, як і при інших видах усного перекладу, при синхронному перекладі роботу перекладачеві полегшить інформованість, наявність у нього знань енциклопедичного характеру. Тому допитливість, постійний пошук і здобуття різнобічної інформації є неодмінною складовою професійної діяльності усного перекладача. Фонові, а також спеціальні знання (які набуваються під час цілеспрямованої підготовки до конкретної ситуації перекладу) забезпечать більшу впевненість у собі перекладача, особливо синхроніста, який завжди працює в умовах нервового напруження.

Таким чином, усний перекладач — це фахівець, який не просто володіє двома або, відповідно до сучасних професійних вимог, кількома мовами. Це людина, яка публічно, в умовах стресу і часового пресингу, здійснює складну інтелектуальну діяльність, пов'язану із сприйняттям, аналізом, систематизацією, меморизацією інформації та відтворенням її усно, відповідно до норм цільової мови і прагматики комунікативної ситуації.

8. КРИТЕРІЇ ОЦІНКИ ЯКОСТІ РОБОТИ УСНОГО ПЕРЕКЛАДАЧА

В Європі до роботи усного перекладача висуваються жорсткі вимоги. Вони є менш суворими, якщо перекладач працює гідом або перекладачем в невеличкій фірмі чи на підприємстві. Натомість переклад міжнародних конференцій передбачає дуже високий професіоналізм при здійсненні всіх видів усного перекладу. До тих людей, хто оцінює роботу перекладача, належать як слухачі, для яких він перекладає, так і промовець, а також і працедавець, який найняв перекладача. Якщо перекладач дбає про свою репутацію і хоче в подальшому мати пропозиції роботи, він має дотримуватися прийнятих в цьому фаху вимог і деонтології, тобто кодексу професійної етики. Знайомство з деонтологічними засадами діяльності усного перекладача є обов'язковим елементом підготовки майбутніх фахівців у цій галузі.

Професійна етика дає приписи щодо поведінки усного перекладача на робочому місці і поруч з ним, щодо спілкування з учасниками процесу перекладу, колегами, працедавцем, щодо зовнішнього вигляду перекладача тощо.

За правилами АПС, усний перекладач може погоджуватися на запропоновану роботу тоді, коли відчуває, що зможе виконати її на належному рівні. Усний перекладач погоджується з тим, що його професія передбачає нефіксований робочий режим, необхідність поїздок, уміння працювати в команді з іншими перекладачами. Усний перекладач готується до перекладу. Існує два види підготовки – постійна підготовка, яка ведеться систематично, протягом усієї професійної кар'єри (поповнення енциклопедичних знань, відслідковування міжнародних подій, поглиблення мовної компетенції, в тому числі укладання власних тематичних глосаріїв та ін.), а також спеціальна (*ad hoc*) підготовка, спрямована на забезпечення конкретної ситуації перекладу (ознайомлення з тематикою конференції, складом учасників, наявними документами, укладання спеціального термінологічного словничка, пошук необхідної інформації в Інтернет-ресурсах тощо). Перекладач приходить за 20–30 хвилин до початку роботи зібрання з тим, щоб зорієнтуватися в умовах, в яких доведеться здійснювати переклад, отримати, по можливості, додаткові документи, іншу інформацію, перевірити, чи справно працює технічне обладнання. При синхронному перекладі необхідно впевнитися, чи добре видно з кабіни промовців та екран, на якому, можливо, показуватимуть слайди чи діапозитиви. Перекладачі-синхроністи зазвичай беруть із собою

пляшечку мінеральної води (з якої, в разі потреби, відпивають, не наливаючи воду в склянку, аби через мікрофон не було чути булькотіння води), ручку, папір чи блокнот, необхідні документи і глосарії, досить потужний бінокль, через який краще видно тексти чи таблиці на екрані, до яких звертається промовець. Синхроніст у кабіні працює в парі з колегою, вони перекладають по черзі, змінюючись (за домовленістю) кожні 15-20 хвилин. Відповідно до норм АПС перекладач не має погоджуватися здійснювати синхронний переклад самостійно, без партнера, а тривалість перекладу без зміни перекладача не має перевищувати 30 хвилин. У той час як один перекладач синхронно перекладає, його колега в кабіні також слухає промову через навушники, занотовуючи точну інформацію – дати, цифри, власні імена, скорочення, щоб у разі необхідності ці записи могли придатися колезі, який саме перекладає. Якщо перекладач хоче чхнути чи кашлянути в кабіні, він натискає спеціальну «cough button» («кнопку для кашлю»), відмикаючи на 1-2 секунди свій мікрофон. Так звана «дисципліна мікрофона» є взагалі дуже важлива. Коли переклад не здійснюється, перекладачі мають обов'язково пересвідчитися, що мікрофони не ввімкнені і що їхні приватні розмови не транслюються до зали. У кабіні не можна шарудіти паперами, обгортками цукерок, постукувати олівцем чи ручкою, мобільні телефони переводять у безгучний режим, бо всі звуки в кабіні мікрофоном посилюються і створюється неробочий шумовий фон.

Перекладач не має погоджуватися без дозволу промовця і організаторів на те, щоб хтось із слухачів встановлював у кабіні диктофон, аби мати запис лекції чи виступів. До того ж не слід забувати, що здійснений переклад є інтелектуальною власністю перекладача, і ця власність має бути захищена. При послідовному перекладі перекладач має при собі блокнот і ручку для занотовування.

Позаяк усний переклад є професією публічною, зовнішній вигляд – одяг, зачіска, макіяж (якщо це перекладачка) – мають відповідати ситуації ділового спілкування. В умовах послідовного перекладу чим менше зовнішній вигляд і поведінка перекладача привертають до себе увагу, тим краще. Перекладач має погодитися з тим, що він є посередником між оратором і публікою, він ретранслює чужі думки та ідеї. Проте він не є прозорим склом між мовцем і отримувачами тексту. Перекладаючи, він інтерпретує текст певним чином, і діяльність його є високоінтелектуальною і креативною. Але в ситуації перекладу він обслуговує процес комунікації, і відволікання уваги від промовця до перекладача є недоречним. Кольори, крій, стиль одягу і взут-

тя, зачіска, макіяж, прикраси мають відповідати моменту, а міміка та жести мають весь час контролюватися перекладачем (не можна мімікою виявляти своє ставлення до оратора чи публіки, нервово посміхатися, жестами і руками допомагати собі говорити тощо). Протягом перерви на каву чи обід перекладачі, якщо це передбачено, можуть пригощатися в тій же залі, що й учасники конференції. І в кафетерії, і в кулуарах перекладачам належить виявляти тактовність: утримуватися в розмовах між собою від коментарів стосовно конференції, її учасників та організаторів; не погоджуватися надавати інформацію про хід конференції незнайомим особам, які можуть потім виявитися журналістами, які шукають сенсації; не роздавати делегатам свої візитівки з надією на майбутні пропозиції роботи. Якщо послідовний переклад відбувається під час застілля (бенкету, фуршету, обіду), перекладач не п'є спиртних напоїв і не їсть багато, пам'ятаючи, що він на роботі.

Зовнішній вигляд і поведінка створюють загальну картину та інколи відіграють вирішальну роль у формуванні враження від роботи усного перекладача. Але, звичайно, слухачам важливо, яким чином забезпечується спілкування між людьми, що говорять різними мовами. Тут оцінюватимуться такі чинники: чи правильну стратегію перекладу обрав перекладач, чи розбирається в проблематиці виступів, чи передав ключову інформацію, чи відтворив аргументацію промовця, чи передав гру слів і алюзії, чи був переклад насичений необхідною кількістю термінів, чи передана прецизійна інформація – цифри, дати, реалії, власні назви, чи достатньою мірою володіє перекладач навичками красномовства тощо. Але, як не дивно, здійснені дослідниками опитування учасників міжнародних конференцій неодноразово свідчили про те, що найбільше в усних перекладачах цінують приємний голос, спокійну інтонацію, ясність і зрозумілість викладу. Через це вироблення добре поставленого, приємного, невисокого за тембром, із спокійними модуляціями голосу є професійним завданням усного перекладача. Як би він не нервувався перед перекладом, з першими ж реченнями оратора він має подолати в собі можливі панічні настрої і не передавати стрес і напруження публіці.

Усний перекладач засвідчить також свою компетентність, якщо покаже, що вміє управляти кризовими ситуаціями, які виникають під час перекладу.

Існують фахові рекомендації стосовно того, що вважається професійно прийнятним у тих чи інших ситуаціях, які можуть постати в ході усного перекладу.

При послідовному перекладі іноді виникають проблеми, пов'язані з перенасиченням перекладача інформацією, тоді певна частина інформації втрачається або перекручується, мовне оформлення перекладу погіршується, в голосі перекладача починають звучати ноти невпевненості. Аби цього уникнути, необхідно добре володіти технікою перекладацького скоропису, вміти спрямовувати свою увагу на ключову інформацію (зокрема прецизійну лексику), контролювати свій голос, міміку, не гіпнотизуватися словами оратора, а рішуче здійснювати лексичні та граматичні трансформації, не забуваючи при цьому, що за послідовного перекладу треба відтворити десь 70% обсягу звучання тексту оригіналу, а не кожне речення промовця. У протокольних ситуаціях, коли більш вагома форма, а не зміст (мета промови легко передбачається), в певних частинах виступу, в разі крайньої потреби, перекладачеві дозволяється вдатися до так званої «паралельної промови», використовуючи загальноприйняті мовні штампи, протокольні формули, кліше, які відповідають ситуації.

Навіть найдосвідченіші синхронні перекладачі стикаються з кризовими ситуаціями в перекладі. Теоретики й практики усного перекладу пропонують кілька тактичних прийомів подолання кризових ситуацій. Якщо значення терміна невідоме, можна вдатися до його семантизації за контекстом. Якщо стався «провал» у пам'яті, відповідник не пригадується або вираз незрозумілий, при синхронному перекладі можна трохи збільшити EVS, поки наступні слова не підкажуть, про що йдеться, а пам'ять не активізується. Можна звернутися (мовчки) по допомогу до колеги або до документів, які є в кабіні.

Завжди стануть у нагоді прийоми генералізації чи перифрази – замість прізвища подається професія чи посада, національність особи; вживаються гіпероніми («рослина» замість назви квітки чи трави тощо). Якщо якийсь вираз (ім'я, термін і т. ін.) в промові звучить незнайомою мовою, можна просто імітувати його звучання. При синхронному перекладі іноді дозволяється вдатися до буквального перекладу і до певного надуживання інтернаціоналізмами і запозиченнями. Доречно в разі необхідності переорієнтувати аудиторію до іншого джерела інформації – схем, карт, таблиць, слайдів, які демонструє доповідач. У крайніх випадках рекомендується вдаватися до елементів паралельної промови (це треба робити дуже обережно, тільки для того, щоб не затягнулося мовчання перекладача). Ще кілька років тому, у випадку, якщо технічні умови не давали перекладачеві змоги якісно працювати (не чути оратора, оратор говорить надто швидко тощо), усний перекладач міг відімкнути свій мікро-

фон, припинивши переклад. Нині це вважається неприйнятним. У подібних випадках краще звернутися до промовця, пояснивши проблему, або попередити аудиторію про наявні об'єктивні труднощі. Втім, застосовуючи подібну тактику, усний перекладач виходить із своєї ролі alter ego («другого я») промовця, порушуючи таким чином правила гри, що їх приймають при синхронному перекладі промовець, слухачі і перекладач.

UNIT 1. EMPLOYMENT. CREATIVITY IN BUSINESS

1. Memory training exercises.

Listen to some useful phrases which can be used in an interview, repeat them in the same order and suggest their translation equivalents.

- I can work / perform well under pressure.
- I am willing to take the initiative.
- I have a proven track record in...
- I have extensive knowledge of...
- I have extensive experience in/of...
- I am able to delegate.
- I can work effectively in a team.
- I am fluent in...
- I have a good knowledge of...

Listen to the job titles of the management team, reproduce them in the order they follow along with translation equivalents.

Chairman of the Board
Chief Accountant
Finance Director
Human Resources Director
Managing Director
Marketing Director
National Sales Manager
Personnel Manager
Production Director
Regional Sales Manager
Research and Development Director

Listen to the staff grades in a company, repeat them in the same order and suggest their translation equivalents.

White-collar grades
Senior management
Middle Management
Junior Management
Clerical grades

Blue-collar grades
Supervising grades
Skilled grades
Semi-skilled grades
Unskilled grades

Listen to the position-nominative information and interpret.

- Aphrodite Cosmetics, a world leader in the health and beauty sector.
- The position of Managing Director advertised in the International Herald Tribune, dated 29 June.
- Tina Davis, Chief Accountant, Warners LTD.
- Tereza Tropez, the credit controller for a chinaware goods manufacturer based in the South of England.
- Don McGill, training manager of Pharmac International Inc, an Australian pharmaceutical company.
- M.T. Carney, Walt Disney Studio's new president of movie marketing.
- Peter Sealey, a former Columbia Pictures marketing chief.
- David Vinjamin, author of Accidental Branding and an adjunct professor at New York University.
- Barret Roberts, the senior brand manager at Axe.
- David Kolbazz, a creative director at Bartle Bogle Hegarty in London.

Listen to the company description and repeat it in Russian/Ukrainian.

I work for the company called Kwikshoe. Our main products are sports shoes. Kwikshoe is a world leader in the tennis shoe sector. It has a national market share of 23%. It has 2,500 employees in this country. It has seven subsidiaries in 5 different countries. Its main customers are aged between 15 and 35. Its main competitors are in Britain and the USA. Its main shareholders are banks and pension funds. Its turnover last year was \$1,2 billion. Its profit last year was \$16 million. Its share price today is \$57.

When creating your personal brand statement it can be helpful to use adjectives that describe your personality/ Listen to the adjectives, memorize and interpret them.

| | | |
|-------------|-----------|-----------|
| Assertive | easygoing | organized |
| Competitive | flexible | outgoing |

| | | |
|------------------|-----------------|-------------------|
| Conscientious | forceful | patient |
| Cooperative | imaginative | resourceful |
| Self-disciplined | individualistic | self-assured |
| Time-driven | self-sufficient | solution-oriented |

2. Enriching background knowledge.

Listen to some idioms used in business, their definitions, memorize them and interpret.

Blueprint – a detailed plan of future actions (in reference to business activities)

To branch out – to open another section in business

Commitment window – the amount of time an employee is ready to spend in the service of the company

Downside factor – a possibility of making a loss (in an investment)

Downside risk – the maximum loss that can be made from a project or business if everything goes wrong

Fast burner – a person whose success is rapid (esp. in business)

Fat cat – a privileged person (esp. a wealthy businessman; a tycoon)

To fleet a business – to start a business

Follower – an organization which is not the leader in its market (either in terms of market share or product innovation)

Front-line management – managers who have immediate contact with the workers

Listen to (read) realia (units of specific national lexicon); explain and translate them.

Hadrian's Wall, Halloween, Hampstead, Hampstead Heath, Hampton Court, Hastings, Battle of Hastings, Hawthornden Prize, Heathrow, Hebdomadal Council, Heriot-Watt University, Herstmonceaux Castle, Hertford College, High Hertford Commissioner, High Court of Justice, higher doctorate, Highland costume, Highlands, General Synod, Gilbert and Sullivan operas, Guilded Chamber, girl Friday, Girl Guides, Goldsmiths College.

Memorize the following phraseological units and give their Ukrainian/Russian equivalents.

– To fish in troubled waters

In tune

- | | |
|--------------------------------|-------------------------|
| – To rise to the fly | Out of tune |
| – To swallow the bait | To be in the limelight |
| – To join the colours | To be out of limelight |
| – To hunt the wrong hare | Snake in the grass |
| – To feel one's pulse | A peeping Tom |
| – To lead somebody by the nose | To touch the right cord |

Memorize the expressions borrowed from the mythology, the Bible and associated with historical events, give the Russian translation version.

- Розкидати бісер свиням – cast pearls before swine
 Свята святих – holy of holies
 Магдалена, що кається – repenting Magdalene
 Свята істина – the gospel truth
 Земля обітована – the promised land
 Терновий вінець – crown of thorns
 Голос волаючого в пустелі – the voice of him crying in the wilderness
 Вавилонська вежа – the tower of Babel
 Умити руки – to wash the hands of smth.
 Заборонений плід – the forbidden fruit/pleasures
 Нести свій хрест – to bear one's cross / to carry the cross

3. Listening Comprehension and Interpreting.

Listen to the person speaking about the company's environmental policy and interpret the information you can hear.

In future we should only buy rechargeable batteries. We should recycle all glass bottles and newspapers we consume. There should be different bins in every office for different kinds of waste. We should make sure that everyone separates paper from plastic. We should ask a firm of specialist accountants to do an environmental audit on our activities. We should encourage office staff to use scrap paper for notes and messages. We should ask people to make fewer photocopies. We should encourage everyone to make suggestions about how to make environmental savings. We should reduce the amount of packaging on our products. We should aim to be a company with a reputation for greenness.

Listen to the extracts about projects that various companies are currently involved in and translate them by ear.

Ford is aiming to corner 10% of car sales market in the Asia-Pacific region within the next 10 years. It currently has about 1% of the region's market but hopes to significantly expand its operations in China, Japan, Thailand and India.

IBM in Europe chooses schools with the technology to teach collaboration, writes Della Bradshaw. The firm is opting for external management training in a big way and is using its purchasing power to push the business schools involved into adopting the very latest technology to deliver their courses.

Showa Shell Sekiyu and Cosmo Oil are stepping up plans to cut costs and improve cash flow. The chief reforms are the elimination of 900 jobs and the reduction of sales, general and the administrative expenses.

The New Zealand government has decided to sell the country's second biggest electricity generator. It is seeking commercial advisers for the sale of Contact Energy, which produces 27% of the country's energy supply.

Sales of DVD videos should take off in Europe next year when nearly 500,000 players will be sold, according to a new study. After a slow start, the CD version of the video cassette is now selling well in the North America.

Listen to the mission statements and interpret them.

A mission statement talks in general terms about a company's overall policies and objectives.

Restless? Yes. Dissatisfied? True. We cheerfully admit it. We always welcome change and continuous improvement. Today consumers spend more than \$25 billion a year on our products. We lead – or come a very close second – in all our business segments, which means that vigorous growth depends on our own imagination, commitment and skill. So we regularly introduce new products, improve distribution channels and work round the clock to be more efficient. Most

of all we stay absolutely 100% geared towards the customer, who is definitely number 1 in our book.

Eastman Kodak Company believes that a diverse group of highly skilled people in an organizational culture which enables them to apply their collective talents to shared objectives delivers the greatest value to customers and shareowners alike.

The company and its employees strive to support an inclusive Kodak culture that cultivates unique thinking in the context of teamwork and common business goals. Kodak endeavors to provide a flexible, supportive work environment that acknowledges employees as partners in the business and community. To this end, it gives employees access to a multitude of work /life resources and fosters programs that help individuals balance their commitment to meeting business needs with their personal, family and community responsibilities.

4. Resume making exercise/ Summary translation.

Listen to (read) the given article, making notes of keywords (up to 10). Using these keywords summarize the essential information of the article. Retell the article in your mother tongue.

DOES GRAMMAR MATTER?

According to a report published recently, standards in written English are falling. This is mainly because people see the e-mail as an informal way of communicating, where the normal rules of grammar and punctuation do not apply. In a survey by MSN, two-thirds of those aged 14-24 admitted that they were more concerned about the content than the grammatical correctness of their e-mails. One in four of older users also said they were not concerned about grammatical correctness in their messages.

Surprisingly, in the same survey, most people said that they were annoyed by errors in the e-mails they received. This intolerance is even greater when it comes to conventional letters. In another survey by the UK's royal mail, bosses said they would not do business with companies whose correspondence had mistakes in it. Unbelievably, they thought it was worse than overcharging. The survey calculated that bad writing skills could be costing offending firms \$2 bn in lost contracts.

5. Practise consecutive interpreting.

EMPLOYMENT

Listen to the following words and word combinations pertaining to Employment and translate them by ear.

Recruitment, personnel, Cinderella of company departments, performance appraisal review, to provide training for personnel, complaints and disputes procedures, human resources management, selection procedures, policy of empowerment, promotion, racial and sexual discrimination in hiring, harassment in the workplace, incentive schemes to increase motivation, remuneration system, downsizing, delayering, a lean (flat) organization, severance packages, to make redundant, to offer outplacement services, compensation packages, freelancers/portfolio workers, outsourcing, life-time employment, flexibility, to maintain employability.

Listen to Alan Lawson, National Sales Manager with Japanese Electronics Company talking about interviewing and interpret consecutively.

Int. Alan, how can a candidate impress an interviewer?

Al. Well, David, I feel it's basically all down to good preparation. First of all find out about the job. You could ring up the Press Officer or the Marketing Department and get the latest press releases or perhaps an annual report. The annual report, for example, will say where the company operates and the products it sells. Then, when you get there, you perhaps could congratulate the interviewer on a recent success the company had. In a nutshell, find out about the company. Show that you've taken the interest in the company and show the enthusiasm for the job, because after all, that's what they're looking for in the candidate. They want somebody not only who's qualified for the job but will want to do the job, and will be interested and enthusiastic about the job. Secondly, you could go to the company maybe a few days before the interview, talk to the receptionist, get a company newspaper – you can always pick up literature on the products maybe you'll be involved in. A very good tip – find out what the dress code is. You need to fit in and you need to make good impression. Finally, your CV. Make sure it's easy to read, it's well written, but it's concise – don't ramble. I must say that I have done all of this, I've prepared my CV, it was really good. I left it behind – I didn't get the job!

Int. Alan, are there any key questions that you regularly use when interviewing candidates?

Al. Yes, there are and it's almost a ritual with me. Following CV tells you about the person and their qualifications. What you also want to know is their personality. So key questions I ask – what do they like most and what do they like least about their present job? They might say that they like travelling and they like meeting new people. These are standard answers. I think more interestingly perhaps is what they don't like about the company. They might not like working weekends at their current company. You might have the same problems with yours, working weekends might be essential for the job. Also, ask them what their weaknesses are. They're usually, generally I would say, quite honest when they're giving their weaknesses. And ask them what their strengths are. It gives you an in-depth, if you like, feeling about their personality rather than just the straightforward qualifications that they have on their CV. Do they fit in? That's what you're really looking for.

6. Practise 'at sight' translation.

First, look through the text to grasp the main idea, then translate it at sight.

WITH WORK SCARCE IN ATHENS, GREEKS GO BACK TO THE LAND

CHIOS, Greece – Nikos Gavalas and Alexandra Tricha, both 31 and trained as agriculturalists, were frustrated working on poorly paying, short-term contracts in Athens, where jobs are scarce and the cost of living is high. So last year, they decided to start a new project: growing edible snails for export.

As Greece's blighted economy plunges further into the abyss, the couple are joining with an exodus of Greeks who are fleeing to the countryside and looking to the nation's rich rural past as a guide to the future. They acknowledge that it is a peculiar undertaking, with more manual labor than they, as college graduates, ever imagined doing. But in a country starved by austerity even as it teeters on the brink of default, it seemed as good a gamble as any.

Mr. Gavalas and Ms. Tricha chose to move back to his native Chios, an Aegean island closer to Izmir, Turkey, than to Athens. They set up their boutique farm using \$50,000 from their families' life savings. That investment has yet to pay off; they will have their first harvest later this year. But the couple are confident about their decision.

“When I call my friends and relatives in Athens, they tell me there’s no hope, everything is going from bad to worse,” Ms. Tricha said on a recent afternoon, as she walked through her greenhouse, where thousands of snails lumbered along on rows of damp wooden boards. “So I think our choice was good.”

Unemployment in Greece is now 18 percent, rising to 35 percent for young people between the ages of 15 and 29 – up from 12 percent and 24 percent, respectively, in late 2010. But the agricultural sector has been one of the few to show gains since the crisis hit, adding 32,000 jobs between 2008 and 2010 – most of them taken by Greeks, not migrant workers from abroad, according to a study released this fall by the Pan-Hellenic Confederation of Agricultural Associations.

“The biggest increase is in middle-aged people between 45 and 65 years old,” said Yannis Tsiforos, the director of the confederation. “This shows us that they had a different sort of employment in the past.”

In Greece, as elsewhere in the Mediterranean, most families have traditionally invested heavily in real estate and land, which are seen as far more stable than financial investments, and it is common for even low-income Greeks to have inherited family property. Increasingly, as the hard times bite deeper, many Greeks are deciding or being forced to fall back on that last line of defense.

Enrollment in agricultural schools is also on the rise. Panos Kanellis, the president of the American Farm School in Salonika, which was founded in 1904 and offers kindergarten through high school as well as continuing education in sustainable agriculture, said applications tripled in the past two years and enrollment in classes like cheesemaking and winemaking has been rising.

Mr. Kanellis says that young people frequently come to him and say: “I have two acres from my grandfather in such-and-such a place. Can I do something with it?”

A growing number of Greeks are asking themselves that question, and some are deciding they can. “I think a lot of people will do this,” Ms. Tricha said. “In big cities, there’s no future for them. For young people, the only choice is for them to go to the countryside or to go abroad.”

If the refugees from the cities are expecting an easy or idyllic existence in the countryside, they are quickly disabused of such notions. In 2006, Vassilis Ballas and his wife, Roula Boura, both 36, left their jobs in Athens, where he worked in content management at a Web site and she in marketing, to move to Chios, where his grandparents were from.

That was before the financial crisis, but they wanted a change and decided to try their luck cultivating mastic trees, which grow only in southern Chios and produce an aniselike resin that is harvested and crystallized to produce mastic liquor, foodstuffs, candles and soap.

“It was a personal decision,” Mr. Ballas said. “We were thinking of moving out of Athens, and a friend told us, ‘My grandmother produces 100 kilos of mastic going out on her own with a donkey,’” or about 220 pounds, Mr. Ballas recalled, a crop for which a producer can earn around \$40 a pound wholesale. But the couple found that mastic cultivation was much more difficult than they supposed. So while they still have 400 mastic trees, they have broadened into mastic-related ecotourism to make ends meet.

Such undertakings – which on Chios includes a fledgling wine cooperative, Ariousios, which is working to resuscitate an ancient grape varietal, Chiotiko krassero – indicate that there is money to be made in agriculture and tourism.

Some young Greeks are returning not to the land but to the sea, joining another venerable Greek industry. Since 2008, the number of applications to maritime schools across Greece has quadrupled to nearly 7,000, according to the Naval Ministry.

Yannis Menis, 27, a Chios native, said he had a promising career ahead of him as a nuclear physicist. But just shy of his Ph.D., he could not afford to continue his studies and decided to follow in his father’s footsteps as a ship engineer, responsible for ship maintenance.

7. Interpreting interviews/Liaison interpreting.

Listen to the interview with Pavel Palazchenko and interpret it.

Q. – Mr. Palazchenko, do you think the diplomatic interpreter’s life at the top has changed drastically since the times of Stalin and his famous translators Msrs Berezhkov and Pavlov? Do you believe the fear syndrome still exists (though of a different kind even among top professionals?)

A. – Я, конечно, не работал в те времена. Судя по мемуарам Бережкова, воспоминаниям некоторых других людей, тогда все-таки сильно работал страх. Не только страх переводчика провалиться в профессиональном плане, а тот страх, который, по сути, составлял – причем в госучреждениях, видимо, в концентрированном виде – всю атмосферу в стране.

Когда я начинал, был уже не столько страх, сколько волнение, в основном профессионального характера. Каждый пере-

водчик, начиная работу на более высоком уровне, конечно, волнуется.

Q. – One can often see on TV the following situation at some important negotiations: each side brings its own interpreter. Why is that and how the interpreting process organized in such cases. What happens if, say, you notice your colleagues' mistake?

A. – Каждый переводит своего, то есть на иностранный язык с родного, и это понятно: свой своего всегда лучше понимает. Но если переводчик с другой стороны замечает, что в моей интерпретации есть сильная неточность, он может либо шепотом внести поправку, либо даже громко. И ничего страшного в этом нет. Такое редко, но бывает.

Q. – Do top government or Foreign Office interpreters have access to confidential or classified information? Have you witnessed any dramatic and yet unknown episodes you could share with us now?

A. – Я бы не преувеличивал. Как все мидовцы, они кое-что знают. Но главные секреты, касающиеся технологий, вооружений, стратегии, тактики, известны только в объеме, сообщаемом другой стороне. Хотя есть моменты, о которых я молчу до сих пор и о которых молчат мои коллеги. Кстати, действующие чиновники госдепартамента не имеют права давать интервью.

Interview 2.

*Listen to the interview **Creativity in business** and interpret it.*

Presenter: Art & Business is an organisation that develops creative partnerships between business and the arts. Peter Jones is going to talk about the company's ideas and tell us about some of their success stories. Peter, maybe you could begin by telling our listeners why Art & Business was created?

Peter Jones: Well, in the twenty first century productivity is no longer a matter of machines. The success of a company depends on its people and on the creativity of its people. It makes sense that the way to increase productivity is to stimulate creativity.

Presenter: And what better way to stimulate creativity than through reading books.

Peter Jones: Exactly. Every reader knows that a good book can stimulate the imagination and the intellect, get you thinking along lines you might not have thought of before, open up new worlds.

Presenter: So, have you had any help in setting up the project?

Peter Jones: Yes. The London Libraries Agency and an organisation called The Reading Partnership work with us on this project. We

are trying to use the power of the written word to motivate staff in the workplace. In a recent survey seven hundred business leaders were asked which book had inspired them and had a positive influence on their career. They were able to choose any kind of book, any kind at all. Only about 40% chose a business book. Most people chose a work of fiction: a novel, a play or even poetry.

Presenter: How can reading help somebody to become a more creative worker?

Peter Jones: Successful managers need to be well-rounded people. They need active imaginations. When they interpret fictional scenarios, they are using their creativity. Readers combine imaginative skills with critical and analytical skills.

Presenter: Are we talking about the right and left sides of the brain?

Peter Jones: Yes. Our logical left side of the brain interprets the language of a book. The creative right side looks at the forms of expression. The left side analyses the plot while the right side is more interested in the relationships between characters – the emotional aspects.

Presenter: How does this transfer to the world of Business?

Peter Jones: Creative ideas make businesses more competitive. Shared reading experiences improve communication and morale at work.

Presenter: Can you give listeners some examples of how this scheme has been brought successfully into the workplace?

Peter Jones: Employees at WH Smith have stuck poems and quotations above their desks for inspiration.

Presenter: Well, WH Smith deals in books. What about other examples?

Peter Jones: The telecommunications company Orange set up a project called “Talk Books at Work”. They discovered that encouraging employees to read helped them to develop their linguistic and interpersonal skills.

Marks and Spencer has set up reading groups at work. The groups cut across the usual hierarchies and working relationships have improved greatly.

UNIT 2. MONEY MATTERS. MANAGING DIVERSITY

1. Memory training exercises.

Listen to the summary of a report and repeat it in Russian/Ukrainian.

The first section of this report provides introductory comments, focuses on important new developments and highlights some of our operations outside the United States. The second section analyses the result for the group as the whole. The final two sections address our consolidated cash flow and financial condition. The report concludes by pointing out the need for further investment if the group is to continue its expansion policy.

Listen to some newspaper headlines, repeat them in the order they are given and interpret.

- Unilever sells coffee operations.
- Russia doubles tea import duties.
- Markets tumble as investors take profits.
- Pepsi link with Suntory.
- Shortages force up food prices.
- Bank regulator blocks merger.
- Bonn to speed cut in corporate tax.
- Central America to get \$6 bn aid.

Listen to and memorize the definitions of the given terms and suggest their translation version.

1. The perception that people have of a corporation (corporate image).
2. What corporate employees climb up during their career (corporate ladder).
3. Company results over a period of time (corporate performance).
4. The values that people have and the ways the things are done in an organization (corporate culture).
5. The way the company is managed at the highest level (corporate governance).

6. Plans that companies have, maintaining and developing their position in the future (corporate strategy).
7. Company failures (corporate collapses).
8. A symbol, usually showing the company's name (corporate logo).

Listen to the sentences with some confusing words. Interpret them and learn these words.

Access/excess

- You need a password to access our premium website.
- You'll have to pay \$20 extra for your excess luggage.

Affect/effect

- How will the higher price affect sales?
- What will be the effect of the higher price on the sales?

Complement/compliment

- I think blue would complement red nicely in our company logo.
- Jack paid me a lovely compliment on my talk.

Device/devise

- This device can be used to measure air pressure.
- We need to devise a plan to increase productivity.

Discreet/ discrete

- We need to be very discreet about the new people.
- This project will be carried out in five discrete steps.

Economic/economical

- The world economic situation is not looking good.
- The car is very economical, it uses very little petrol.

Principal/principle

- The principal reason for using this supplier is price.
- Let's be pragmatic. This is not the point of principle.

Listen to the information about Great Britain, memorize and interpret the geographical names.

On the isle of Wight, with its pleasantly Victorian resorts and multi-coloured sandstone cliffs, yachtsmen gather at Cowes for the regatta in August.

Wiltshire, despite its central location, seems a lonely county in parts, especially on bleak Salisbury Plain, where stand the awe-aspiring circles of Stonehenge, grandest of all prehistoric monuments, built over the course of a thousand years.

Many people regard Dorset as England's loveliest county. The coast is possibly Dorset's chief glory, excellent beaches alternating with rocky coves and dramatic chalk cliffs; woods and meadows, farmland and magnificent heaths.

A few miles up the Avon stands the most elegant of all English cities, Bath, a fashionable spa.

The Severn is the largest English river.

The heart of the West Country (broadly, everything west of a line from Gloucester to Poole) is the county of Devon, and the heart of Devon is Dartmoor – a high archaeologically rich plateau, which despite generally poor soil is increasingly farmed.

Cambridge was a thriving town before the university was established in the 13th century (Oxford claims to be older of England's two ancient universities, but no one agrees about dates) and today it is the center of high-technology engineering – England's 'Silicone Valley'.

Stratford-on-Avon, Shakespeare's home town is one of the most visited provincial towns in England.

The Pennines, a complex chain of hills running north-south create a natural boundary between those old rivals, Yorkshire and Lancashire (contending dynasties in the Wars of the Roses are merely one example of the rivalry).

2. Enriching background knowledge.

Memorize the following phraseological units and translate them into Ukrainian/Russian.

- To hit below the belt To go heart and soul into something
- To go beyond the mark The bird is flown
- To turn one's coat A day after (before) the fair
- To open the ball An Irish bull
- To beat about the bush Skeleton in the cupboard (closet)
- To add fuel to the flame To smell a rat
- To throw dust into the eyes Touch and go
- To have the firm seat in the saddle

Listen to (read) realia (units of specific national lexicon); explain and translate them.

Abbotsford, Accession day, Address from the Throne, Albert Hall, Albion, Aldwych Theatre, Anglican Church, Annus Mirabilis, Arch-

bishop of Canterbury, Arthurian Romances; Arthur, King; Ascension Day, Ascot, Ash Wednesday, Astronomer Royal.

Baby of the House, backbencher, Baker Street, Balliol College, Balmoral (Castle), bank holiday, Barbican, Bard of Avon, Bateman's, Beatlemania, the Beatles, Belgravia, Belgravian, Beowulf, Bloody Tower, Bloomsbury, Bodleian, Boxing Day, British Airways, British Standard Time.

Memorize the following internet abbreviations and translate them into your mother tongue.

afaik – as far as I know it

asap – as soon as possible

brb – be right back

btw – by the way

fyi – for your information

imho – in my humble opinion

kb – keyboard

otoh – on the other hand

ppl – people

rsn – real soon now – at some time in the future

BFF – best friends, forever

TTYL – talk to you later

WRT – with respect to (with reference to)

SFSG – so far so good

WB – welcome back

3. Listening Comprehension and Interpreting.

Listen to four people speaking about where they work and interpret.

Speaker 1

There are a couple of copywriters, accountant executives, an art director – you know. But there aren't many full-time staff. We use freelancers a lot. The whole thing's run by the three partners. They make all the high-level decisions.

Speaker 2

Well, I've never met the CEO of the company and, as for the board of directors, I don't even know who they are. I've only met my boss's boss once. I suppose it's very formal, there are rules and regulations for everything. You always know who does what and who is in charge.

Speaker 3

I go in three afternoons a week to help with his correspondence and administration. I like it, because I love his books. He can be a little bit difficult though.

Speaker 4

There's a boss and then we're divided into three departments, each with a manager. There's sale, admin and print production – that's where I work.

Listen to and interpret the information you can hear.

– The French Government yesterday approved a F4,6 bn urban development project east of Paris, co-ordinated by EuroDisney, and designed to create 22,000 jobs by 2015.

– Yule Catto, the chemicals group, launched a \$240 m bid for Holliday Chemical. Yule Shares fell 32 p (about 10%) to 274 in response to the news. Holliday's shares dropped 8 p to end at 225 p.

– The worldwide fall in stock markets last month encouraged Prince Alwaleed bin Talal to invest in media and technology companies. The Saudi prince spent \$400 m on a 5% stake in News Corporation, 300 m on 1% in Motorola and \$150 m on 5% of Netscape Communications.

– A beach scene painted in 1870 by French impressionist Claude Monet when he was desperately short of money made \$3,8 m at Christie's Auction House in London.

– Sales of the Financial Times hit an all-time record in November. Worldwide sales were 12,4% up on November, last year.

– New car registrations in Western Europe in November rose 10,4% to 991,800 from 898,400 a year ago, said the European Auto Manufacturers Association.

4. Resume making exercise/ Summary translation.

Listen to (read) the given article and summarize the essential information in Russian/Ukrainian.

SHOPPING FROM HOME

What forms of e-commerce will dominate the next millennium? What is it that consumer really wants and will pay for? For a while, companies believed that consumers wanted convenience more than the best price. Catalogue shopping works on this principle, but it makes up only two per cent of the economy.

Consumers really want things to be simple, easy and fast. They want to be entertained when they shop. They want to benefit from shopping . They want the best service. They want great prices. The internet and e-commerce can provide all of this.

High definition graphics and video will be part of the everyday on-line shopping experience. People will be able to virtually shop and interact with their friends without leaving home. Artificial intelligence will put the virtual shop assistant at the service of every on-line shopper. It will suggest colours, sizes and other features that match the shopper's preferences. These will be stored on the company's computers.

The biggest obstacle to the Net is the keyboard. Voice recognition will make it obsolete. The consumer will access the network from anywhere – from home, the car, or perhaps even from the pair of glasses.

The consumer will say, "I'd like to buy a red sweater today, something in the \$25 to \$30 range. The network will take that request, along with other historical preferences the consumer has – such as size, style and fabric. It will assemble a range of options at different prices from a variety of stores. All in the consumer's exact size. Then the consumer will be able to virtually try on the different sweaters using 3D model of herself stored in the computer. And that is real e-commerce.

5. Practise consecutive interpreting.

MONEY MATTERS

Listen to the words and word combinations pertaining to Money and translate them by ear.

Money makes the world go round, return on investment, interest, loan, bonds, default, shares, dividends, a capital gain, bankrupt, risk, return, venture capitalists, start-ups, investors, borrowers, mutual funds, unit trusts, currency market, stock market, equities, commodities market, trading floors, issuers, money supply, to put someone's money on deposit, to lend money, to borrow money, to get interest payments, the trade-off between risk and return, securities, securities house, central bank, to set basic interest rate, to control money supply, cause-and-effect.

Listen to and interpret the interview.

P. – Peter, J. – John, K. – Kate.

P.: I'm glad you managed to make it today. I'd like to start by taking a look at the year's sales profit figures. First of all, John, could you summarize the sales figures?

J.: Well, we had a good January – 5,2 million. January's a difficult month because sales always drop after Christmas. In February we launched a new children's line and it went very well. Total sales rose to almost 8 million, which was nice. Unfortunately they then plummeted after the fire in the main factory. But by the end of April we had recovered – 10,2 million was the figure- and since then sales have gone up steadily month by month. The December figures aren't in yet, but it looks like we will probably reach 15 million this month.

P.: Good. I've got a couple of questions, but I'll save them for later. Kate, sales have increased, but has that meant higher profits?

K.: Yes, it has. We're waiting for the final figures, but we already know that overall, in the first three quarters of the year, profits rose by 15% compared to last year, from 960,000 to 1,1 million. In fact since April, profits have increased every single month and they are still going up.

P.: What about next year?

K.: Well, as you know, next year we're going to centralize distribution so costs will decrease. Even if sales level off, profits will improve.

Listen to the information about one bank's travel and holiday services and interpret.

WHEN YOU TRAVEL

Whether your journey is for holiday or business, we've the widest range of services to help you on your way.

Traveller's Cheques

Available in most of the world's major currencies, these are both a safer way to carry cash – and in many countries the only legal way to travel with all you need. Our sterling traveller's Cheques are available over the counter in values of 10, 20, 50 and 100 pounds. They're accepted in hotels, restaurants and shops around the world and banks will cash them for a small charge.

Foreign currency

We can meet all your requirements – and advise you of any local restrictions. Please try to order well in advance. Exchange rates fluctuate: a footnote on the application form explains how these are calculated. Before returning home, we suggest you spend any foreign coins locally, as these cannot be changed for sterling.

Eurocheques and cards

Used like an ordinary cheque and guarantee card, these guarantee up to equivalent of about 100 pounds each, and can be used wherever you see the 'EC' symbol – at over 200, 000 bank branches and five million retail outlets in 40 countries.

In most countries you write your Eurocheque in the local currency. When using or encashing more than two Cheques at a time, you will be asked for identification – so it's a good idea to carry your passport with you.

Eurocheque books are issued free. The card itself is valid for up to two years, at a 5 pound annual fee.

Cardsafe

Register for card safe protection for only 6 pounds a year (15 pounds for 3 years) and safeguard all your credit and charge cards.

6. Practise 'at sight' translation.

First, look through the text to grasp the main idea, then translate it "at sight".

IN HOLLYWOOD'S CLUBBY CULTURE, A DISNEY MARKETER'S RAPID DOWNFALL

LOS ANGELES – About a year ago, a team of Disney movie executives traveled to rural Britain to visit Steven Spielberg's "War Horse" set. Mud and manure greeted them. But knowing that film sets are usually filthy and suspecting this one might be particularly so, the group arrived in grungy clothes and work boots.

Except for M T Carney, Walt Disney Studios' new president of movie marketing. She wore white pants and white Chanel flats.

A rookie mistake; no big deal: Ms. Carney, 42, had been hired six months earlier and had zero movie experience, coming from a New York marketing agency specializing in packaged goods. But the anecdote ricocheted around the catty movie business, giving visual reinforcement to a judgment that most power players had already made: she's not one of us.

Despite successful ad campaigns since then for films like "The Muppets" and "The Help," Ms. Carney has still not found her footing, and Disney appears to have concluded that she never will. The studio has sought to replace her in recent months, making an offer to at least one marketing executive at a rival studio who declined, according to people with knowledge of the matter who spoke on the condition of anonymity because the recruitment was private.

For her part, Ms. Carney has made it clear to Disney that she would like to return the focus of her career to New York, where her two young children attend school under the care of her former husband. Disney and Ms. Carney declined to comment, but Disney insiders expect her to leave or shift to a lesser role sooner rather than later.

Ms. Carney is not a household name, but she holds what is perhaps Hollywood's most influential marketing position because it includes selling films worldwide from, in addition to Disney, Pixar, Marvel and Mr. Spielberg's DreamWorks Studios. Should she depart, it may say more about the insularity of the movie industry and its resistance to innovation than her marketing talents, which by many accounts are considerable.

"Film is the single most difficult industry for an outside marketer to crack," said Peter Sealey, a former Columbia Pictures marketing chief who co-wrote the book "Not on My Watch: Hollywood vs. the Future." He would know: he was a star marketer at Coca-Cola, which sent him to Hollywood after it bought Columbia in 1982. It was a rocky transition, but he lasted six years with support from Coke — better results than marketers brought in by studios over the years from Burger King and McDonald's.

"It's a clubby, inbred culture that still operates on instinct over research and an almost religious adherence to this-is-how-we-do-it tenets," Mr. Sealey added.

Studios like Disney have an authentic desire to rein in runaway advertising costs and innovate with new types of marketing. They have no choice. Global advertising now costs at least \$150 million for a major event film, but DVD sales continue to decline and attendance at North American theaters is at a 16-year low. Simultaneously, the traditional way of turning out a broad audience — TV commercials — has been undercut by the splintering of television viewing.

But producers, directors, actors and agents often balk at unusual approaches. They just want their film to be No. 1 at the box office on opening weekend, and prefer that marketing experiments be carried out with somebody else's career.

"You need a psychiatrist if you think Steven Spielberg is going to trust M T to tell him how to sell his films," said one Disney executive who spoke on the condition of anonymity to avoid angering his employer. (Ms. Carney goes by punctuation-free initials that stand for Marie Therese).

Part of the challenge for outsiders involves a radical difference in timing. Studios have one opening weekend to persuade people to see a film. When marketing a new hamburger, however, months can be devoted to hooking people. Movie marketing involves dealing with

emotional artists instead of more pragmatic business people. And it requires a distinctive type of vision: what is the movie and who is it for? The answer may be two radically different things.

7. Interpreting interviews/Liaison interpreting.

Listen to the interview and interpret it.

MANAGING DIVERSITY

Interviewer: Tell me, Mr. Griffin, are diversity risks really still an issue? Aren't companies these days dealing with diversity?

AG: Oh yes, they are very much an issue. We have come a long way since those days when employers were allowed to discriminate against job candidates just because of their race or their sex. The trouble is, the boundaries of diversity and discrimination are widening. Companies have a lot more to consider than a person's skin colour or a person's gender.

Interviewer: So can you give listeners an example of what kind of things you are referring to here?

AG: Okay. Let's see, well, one growing area of discrimination is ageism. In 1998, companies in the United States had to pay out more than fifty five million dollars to employees who had filed age related discrimination complaints against their companies. That's a lot of money.

Interviewer: Phew!! So how should companies protect themselves from this kind of thing?

AG: Well, first of all they should think carefully about their recruitment policies and then they should take out insurance to cover themselves.

Interviewer: Isn't that expensive? For the companies, I mean.

AG: No, not as expensive as you might think. These days most small and medium sized organisations take out EPLI that's Employment Liability Practices Insurance. The cost of the insurance has fallen over the years and if a company isn't covered and loses a discrimination case, well, let's just say this is the cheaper option!

Interviewer: You've mentioned ageism as a growing concern but what other kinds of diversity should managers be aware of?

AG: Well, you'd probably be surprised to hear about some discrimination against single people, against married parents, against people who are too tall, too short, too heavy!

Interviewer: Really?

AG: Oh yes. Security firms are a good example here. They typically state that their employees need to be over or under a certain height or weight. They claim it's necessary for the job but there have been cases where people have claimed discrimination.

Interviewer: And won't?

AG: Sometimes yes. Then there are people with a criminal background. Employers used to feel justified in turning away job applicants just because they'd been in trouble with the law.

Interviewer: Isn't that still the case?

AG: No, not exactly. The law states that employers can only reject a job applicant with a criminal record if the crime bears a direct relation to the job in question. So somebody who has served a sentence for, let's say stealing cars, would be all right in a job as a kitchen porter.

Interviewer: And Mr. Griffin, tell me, how many people actually go through with their threats to sue a company for discrimination?

AG: Well, I haven't got the latest figures for the UK but in the United States the Equal Opportunities Commission receive around eighty five thousand complaints every year and that figure is rising. Race and sex account for most of the complaints that are filed but age discrimination is on the increase too.

Interviewer: So, any words of advice for risk managers?

AG: Well, first of all make sure that you have adequate insurance. Then address the issues of diversity from within the organisation. Get the employees involved. Celebrate the differences and try to build up a reputation as a fair employer. And remember it is worth investing time and effort in addressing these issues because statistics have shown that you're much more likely to be sued by an employee than a third party.

TREND ANALYSIS

Interviewer: We have with us in the studio Nicola Bayleigh, our social affairs commentator, to give us some perspective on the changes that have taken place in our working lives over the last twenty years or so. Good morning, Nicola.

Nicola: Good morning.

Interviewer: Now, we hear an awful lot these days about the end to a job for life, the rise of flexible working, the numbers of women now engaged in employment and so on. It's very different from our parents' day, isn't it?

Nicola: Well, it's true there's a lot more terminology around these days. Anyone would think from listening to the media that some kind of social revolution was going on.

Interviewer: And are you saying that these are not real trends for the future?

Nicola: I'm not saying these phenomena are not present today, but I just think we need to put them into some kind of perspective. Traditional 9 to 5 working is not going to disappear quite as fast as some analysts would like to believe.

Interviewer: I think you have some interesting figures from recent research on the subject ...

Nicola: That's right. If you look at the proportion of working people in Britain today who have a permanent contract of employment, for example, you'll find it's not very much different from twenty years ago. It's still around 80%. And around 30% of us have had the same job for more than ten years, which is also little changed from the past.

Interviewer: That doesn't mean that people necessarily feel more secure, though ...

Nicola: Oh, no. Employers still retain the right to use redundancy as a way of reducing their labour force, for example. But the idea that most of us are moving from one temporary job to another is not borne out by the figures. Temporary employment only accounts for about 6% of all jobs.

Interviewer: Well, let's talk about women's employment. Isn't it true that there are far more women in the workplace today?

Nicola: Oh yes, there are certainly more women with dependent children in the workforce than before, but the overall proportion of women in full-time work hasn't really changed in twenty-five years, especially in the more traditional sectors – clerical, secretarial and sales jobs.

Interviewer: And what about specific patterns of working? Is it true there's more part-time work in the UK compared to the rest of Europe? And aren't we working longer hours than before?

Nicola: Well, yes, both of these are unfortunately true. A third of us work more than 46 hours a week, while for other European countries it's not much more than 10%.

Interviewer: So much for new technology liberating us to do other things. And how about the golden future where we are all engaged in 'flexible working'? Is this a reality today?

Nicola: Again, if you look at how many people have some formal agreement, for example to annualise their hours or job share, it's only about 20% of us. The old working patterns persist ...

UNIT 3. TRADE. KNOWLEDGE MANAGEMENT

1. Memory training exercises.

Listen to the information about some inventions and discoveries, repeat in the same order in Russian/Ukrainian and suggest your answer.

1. Between 2000 and 1800 B.C. a method of sticking needles into people to make them feel better was invented in China.

2. In 4000–3000 B.C. a new drink was discovered when the juice from grapes was left to ferment in Turkmenistan.

3. In 4000–3000 B.C. a new aromatic drink was discovered when some leaves fell of a branch and landed in Emperor Shang Yeng's afternoon cup of hot water.

4. They were first made by the Egyptians but no difference was made between the right and the left foot.

5. This card game was first developed in Persia but was later made popular by American gangsters.

6. The first one was written in Akkadian, the language of the Assyrians and Babylonians, the first bilingual one was published in 1840.

7. The drink was discovered by a Yemeni shepherd whose sheep would't sleep after eating the red fruit of a plant.

8. They were invented by Chinese women in order to light fires, to cook and keep warm.

Listen to different kinds of executive pay-offs, translate by ear and memorize the expressions.

– A compensation package for an executive leaving a company is also known as a **golden goodbye**, **golden handshake** or a **golden parachute**.

– Compensation for someone leaving a company may be referred to as a **compensation payment**, **compensation payoff**, or **compensation payout**.

– These payments may form a part of a **severance package**.

– **Severance payments** can be the subject of complex negotiations when an executive leaves or is ousted, forced to leave.

– When executives are ousted people may talk about companies giving them **the golden boot**.

Listen to the story and list the missed opportunities of Peter Metro in Russian/Ukrainian.

As a young man Peter Metro was a gifted musician, who once had a record in the top 20. But he decided to abandon music and study ocean engineering at Florida Atlantic University instead. After four years there he graduated and was offered a research post in the faculty. But by that time he had decided he wanted to see the world and spent a year in Europe. In Italy he happened to meet the film director Roberto Bellini who offered him a role in his latest film, but he turned it down because he had just accepted a job with a small firm specializing in construction of racing catamarans. One day the famous skipper Chris Dickson asked him to sail with him during the Admiral's Cup but Peter decided not to because he was too busy.

Listen to pros of being the employer and interpret.

BENEFITS TO EMPLOYER

1. Better concentration: many interruptions to work flow are avoided => greater productivity.
2. No late starting because of travel difficulties which may cause:
 - A. Late or non-arrival of employee.
 - B. «Decompression» of time lost as employee recovers from a difficult commute.
3. Less time taken off due to illness:
 - A. Employees who are sufficiently unwell not to commute might be able to work from home.
 - B. Employees recovering from serious illness might be able to work during recuperative period.
 - C. Because employees are more isolated, they are less likely to spread or contract contagious diseases such as flu, colds, viruses, etc.
 - D. Employees are generally in better health because of reduced stress and exposure to pollution.
 - E. Employees are less likely to be injured while commuting.
4. Less time taken off due to family crisis. Employees will have what would otherwise be commute time to deal with problems and still be available during any designated «core» work time.
5. Less productivity loss due to early wind down towards the end of the work day as employees mentally start to prepare to leave and clear their desks.
6. Reduced labor turnover because:

A. Flexible work offering makes employees reluctant to leave employment – modem/ISDN line becomes a form of umbilical cord.

B. Flexible working is more appealing to well educated graduates, so they are less likely to switch jobs as freely.

C. Maternity and medical related incidents will result in less staff leaving employment because they can work almost right up to and much sooner after the event.

D. Employees can move further away without losing their jobs.

7. Facilitates recruiting because:

A. Flexible working is more appealing, especially to the educated younger generation, than having a 7:30 AM – 6:00 PM day (including commute time).

B. Employer can appeal to a large labor pool of disabled, those with young families, or the elderly.

C. Employer can tap into a larger labor pool that is further away from city centers and also often less expensive.

8. Increased client contact because Teleworking / Telecommuting related equipment frees staff from their desks.

9. May be able to save having to offer «company cars» as an employee benefit.

10. May not need to grant public transport season tickets as an employee benefit.

11. May be able to reduce parking subsidies as an employee benefit.

12. May be able to reduce or eliminate catering subsidies or the facilities themselves.

2. Enriching background knowledge.

Listen to some frequently used business abbreviations, decipher them and give the translation equivalents.

Aar – against all risks

AFC – average fixed costs

AVC – average variable costs

Bal. – balance

COD/C.O.D. – cash on delivery

COLA – cost-of-living-adjustment

C.P. – carriage paid

CRC – cost-reimbursement contract

DBA – doing business as...

DBMS – database management system

Check yourself against the suggested translation pattern and give the Ukrainian variant.

Против всех рисков (в страховании), средние постоянные издержки, средние переменные издержки, баланс/сальдо, оплата наличными в момент поставки/наложенный платеж, поправка на рост стоимости жизни/надбавка на дороговизну, провоз оплачен, контракт с возмещением издержек, система управления базами данных.

Understanding signs and notices is rather important. Listen to some of them, repeat and explain their meaning.

1. Giving information

OUT OF ORDER (if a machine is not working)

TO THE PLATFORMS (to direct passengers in a train station)

SOLD OUT (if there are no goods left for sale)

Foreign Exchange Counter (in a bank, you can change currency here)

2. Asking people to do things

PLEASE, HAND IN your key at the desk (at a hotel)

EXACT fare, please, no change given (on a bus)

PLEASE, pay at the checkout (in a supermarket)

PLEASE, have your trays here (in a self-service restaurant)

Listen to (read) realia (units of specific national lexicon), explain and translate them.

Athens of the North, Attorney General, Auld Lang Syne, Ayrshire poet, Belgravia, Belgravian, Beowulf, Bloody Tower, Bloomsbury, Bodleian, Boxing Day, British Airways, British Standard Time, Cantab, Horse Guards (Household Cavalry), Horse Guards Parade, House of Commons, House of Lords, Houses of Parliament (Palace of Westminster), Hundred Years' War, Hyde Park, "Idylls of the King", impeachment, Jack and Jill, jam session, Jesus College, joint select committee, the Joneses (to keep up with the Joneses), jumble sale, jumbo jet, jury, Justice of the Peace, Keats House, Keeper of the Great Seal, Kensington Gardens, Kew Gardens, King Arthur's Castle, King's beasts, King's College, king's evidence, knight of the shire, Knights of the Round Table.

3. Listening Comprehension and Interpreting.

Listen to the news story trying to comprehend the overall message. Listen to the news story again and practise interpreting it sentence by sentence.

GIANT TUNA IS SOLD FOR RECORD \$736,000

A bluefin tuna has been sold at a Tokyo market for nearly three-quarters of a million dollars, the most ever paid for a single fish. The 269 kg tuna was bought by a local restaurant owner. The BBC's Roland Buerk reports from Tokyo.

The first **auction** of the New Year at Tokyo's Tsukiji fish market is always **closely watched** – high prices are a tradition. But when **the bidding** was over the bluefin tuna had become the most expensive fish in history – 56,49 m yen, nearly three-quarters of a million dollars.

It **smashed** the previous record set last year of 32,49 m yen.

The buyer was the owner of a **chain** of sushi restaurants. He said he wanted to **liven up** Japan and help the nation **recover** from last year's earthquake and tsunami.

The fish was caught off Aomori, just north of the coast **battered by** the disaster. At 269 kg it's a giant. But even so when cut up into sushi each **mouthful works out at** 5,000 yen, more than \$65.

The restaurant chain though will sell it for its usual tuna prices, between \$1,60 and \$5,40 per piece, depending on the cut.

4. Resume making exercise/ Summary translation.

Listen to (read) the given article, making notes of keywords (up to 10). Using these keywords summarize the essential information of the article. Retell the article in your mother tongue.

LIFE WITHOUT TIME

How dependent are we on time? Is life without clocks less stressful? One company decided to find it out. If you really want to know how dependent you are on time, try removing your watch for a day and count how many times you find yourself looking at your bare wrist. At AOL they decided to take the experiment one step further by taking away all the clocks in their UK headquarters and covering the time displays on computers with tape. Then they told everybody to carry on working as usual.

The idea was to investigate how pressure of time can lead to stress, and to see how a clockless environment would affect productivity and workflow. After all, they say that time is money and it is true that companies use time to control their activities because it's easy to measure. But humans have a biological clock which doesn't necessarily correspond to the standard eight-hour working day. We are more productive in the morning and then our efficiency tends to dropoff after lunch. So, if you are feeling hungry, why not have something to eat instead of waiting for the lunch break? Or, if you have finished your work, don't hang on until it's time to clock off, just go home. (Yes, but what if it's time to go home and you haven't finished your work? Ask the boss!)

So, what happens when we rely on our internal body clock instead of artificial deadlines? According to one worker, "Most people carried on as normal although some took advantage of the opportunity to have an early lunch". Another said "This is ideal . It makes sense to be able to work when you need to and leave the office when you don't." On the other hand, one secretary found the experience "disorientating" We have a fixed routine and it's difficult to change habits.

However, one office manager was in no doubt: "Thank goodness we are going to bring the clocks back tomorrow. Make no mistake, a clockless office leads to chaos. Some people may be less stressed without clocks, but you need to know where people are and when, and meetings, for example, can last forever if you don't have a time limit."

5. Practise consecutive interpreting.

TRADE

*Listen to the words and word combinations pertaining to **Trade** and translate them by ear.*

World Trade Organization, General Agreement on Tariffs and Trade (GATT), trade barriers, free trade, open borders, deregulation, laissez-faire, intervention, protectionism, trade negotiations, strategic industries, vital for the future prosperity, infant industry, subsidies, dumping, market share, comparative advantage, trading blocks, single market of the EU, North American Free Trade Organization (NAFTA), tariff walls, custom duties, ASEAN, MERCOSUR, letter of credit, shipping documents, clean bills of lading, shipping terms, International Chamber of Commerce.

Interpret the following interview consecutively:

BF – Bella Ford, PH – Pierre Hemard.

BF: If we buy more than 500 cases of the Reserve, what discount can you offer us?

PH: On 500, nothing. But if you buy 1000 cases, we'll offer 15%.

BF: Let me think about that. Now, if I place an order for 1000, will you be able to dispatch immediately?

PH: I don't know about immediately, but certainly this month.

BF: Well, if you get it to us before the Christmas rush, it'll be OK. I take it your prices include insurance?

PH: Actually, no. You'd be responsible for that. If you can increase your order, then we'd be willing to cover the insurance as well.

BF: I'll need to do some calculations.

PH: Let's look at methods of payment. Since we've not dealt with you before, we'd like to be paid by banker's draft.

BF: Well, this is a large order. We've done business with many well-known wine producers and we've always paid by the letter of credit.

PH: OK. If we agree to you paying by letter of credit, then you'll have to pay us within 30 days.

BF: That should be fine.

I – Interviewer, KW – Kevin Warren

I.: When you go into negotiation, do you always expect to win?

KW: I guess the honest answer is that I always have a clear expectation of what I expect to achieve, and I guess I would like to always win. Let me illustrate that for you. Something that was sort of shared with me early in my career was the mnemonic L-I-M and that's Like, Intend, Must. What would I like to do, what would I intend to do, and what must I do? And this is probably well illustrated by a recent contract that we negotiated in UK with a major leisure company. And, I guess our 'like' was, we would like to win the business there and then, in the negotiation on that today. I guess our 'intend' was that we must leave that group thinking that we are a very professional and competent outfit who can best meet their needs. And I guess our 'must' was, we must have done enough to keep the dialogue open and ensure that our competitor didn't win the business on that day. So, the short answer is you don't always win – but I certainly expect to deliver the objective that we went in to achieve.

6. Practise ‘at sight’ translation.

First, look through the text to grasp the main idea, then translate it “at sight”.

BANK REGULATORS TO ALLOW LEEWAY ON CAPITAL RULE

Since the financial crisis, regulators have been pushing big banks to increase capital levels, a move aimed at avoiding the cash flow troubles that brought the financial system to the brink of disaster in 2008.

The oversight panel of the Basel Committee on Banking Supervision, an international organization of financial regulators, met on Sunday and issued a statement saying that while more capital was always better, that did not mean banks would never be allowed to dip below required levels.

“During a period of stress, banks would be expected to use their pool of liquid assets, thereby temporarily falling below the minimum requirement,” the statement said. Among the main topics of the meeting were proposals on the so-called liquidity coverage ratio, which is intended to ensure that financial institutions have enough liquid assets to ride out a crisis.

In 2008, at the peak of the country’s most recent financial crisis, banks ran short of capital and the government stepped in to lend them billions of dollars of taxpayer money. Lehman Brothers, which failed in September 2008, ran short of capital, prompting it to file for bankruptcy, the largest such filing in United States history.

The panel said it would issue more detail on its statement to clarify the liquidity coverage ratio, or L.C.R., rules “to state explicitly that liquid assets accumulated in normal times are intended to be used in times of stress.”

It continued: “It will also provide additional guidance on the circumstances that would justify the use of the pool. The Basel Committee will also examine how central banks interact with banks during periods of stress, with a view to ensuring that the workings of the L.C.R. do not hinder or conflict with central bank policies.”

While the statement may not have been surprising – regulators have pushed for banks to hoard capital so they have enough in times of stress – it will still interest Wall Street executives.

The decision by regulators to require banks, including those in the United States, to raise capital levels has eaten into profits. The money banks must set aside cannot be deployed elsewhere, potentially for higher rewards. This is one reason banks have been less profitable since the financial crisis.

While banks have already been working to increase capital levels, a number of the Basel requirements do not take effect until 2015.

7. Interpreting interviews/Liaison Interpreting.

Listen to the interview and interpret it consecutively.

KNOWLEDGE MANAGEMENT

HRO: Good Morning Mr Johnson, how can I help you?

Mr. J.: Well I'd like to talk to you about Tim Bond, the department manager.

HRO: What seems to be the problem?

Mr. J.: Well... ever since Sandra left the department I feel like I've been targeted to do all her work, as well as mine. Tim has made me work overtime; I'm expected to attend too many meetings and I seem to be spending a lot of my time doing unnecessary paperwork.

HRO: I'm sorry to hear that....

Mr. J.: And...on top of that, I'd specifically asked if I could leave early last Friday, as I'd done a lot of overtime during the week. But we had a deadline on Friday afternoon and even though I'd finished my specific work I was expected to help other colleagues finish their work too.

HRO: But surely that is a positive sign showing that Mr Bond has a lot of trust in you, in getting you to help other colleagues.

Mr. J.: Yes, but I feel like I'm being singled out! Other colleagues get to leave early, and they don't have such a lot of work to do.

HRO: So you feel he's been making unrealistic demands on you?

Mr. J.: Yes, absolutely.

HRO: Do you think it's because Mr Bond is unaware of what you're doing.

Mr. J.: Well he never seems to ask us to do a job. He just delegates, and that's another thing, he never listens!

HRO: Right. Have you approached Mr Bond about this particular problem?

Mr. J.: I've tried to approach him but whenever I go to his office he is either in meetings, or he is never there. It seems like he just has no time for us.

HRO: Well at this stage it would be better if you approached him directly. If nothing else, showing that you've tried to solve the problem yourself, before you take it further, make it clear that you're not just a complainer and can boost your credibility. Why don't you send an email requesting a meeting with him in private?

Mr. J.: Hmmm, I'd be a bit worried about his reaction. I wouldn't know what to say!

HRO: Well firstly, you'll need to plan what you are going to talk about before going ahead with a meeting. You can always take notes to which you can refer. This shows that you have considered what you need to discuss.

Mr. J.: Ok.

LINE MANAGEMENT

Presenter: Welcome back to the second part of our programme ‘How do you manage?’ I have with me Jenny Buxton, who works in Ipswich. Welcome, Jenny.

Manager: Hi.

Presenter: You work for a well-known firm of retailers, but it’s not the products I wanted to talk to you about today, it’s the people involved. You’ve been responsible for a staff of 15 for a year or so now. Tell me how you got there.

Manager: Well, I did the standard round of applications from university and this is my second employer. I enjoy the area of retailing, but as far as managing staff, that’s more recent and so it’s quite a new area for me with a whole new set of challenges.

Presenter: You pride yourself on being good with people. You’ve got quite a sociable, outgoing personality. I imagine you’d be a good person to work under.

Manager: Well, that’s what I like to think. But managing people isn’t all about sitting down with a cup of tea and talking over issues. Being in a position of responsibility means you can be the bringer of bad news as well as good. You have to develop a thick skin ... to be unpopular, not to be liked for a decision you make.

Presenter: And I guess that can be hard at first.

Manager: Yes, but the thing you learn, if you stick at it long enough, is that people will still respect you even if they don’t like what you had to say on a particular subject, or the way you acted.

Presenter: Are there other aspects of line managing that you find difficult?

Manager: One of the hardest, most awkward things is the issue of disciplinary action. The company should have a system in place for dealing with this kind of area and you have to make sure the system is understood and agreed by everyone. But ultimately, if you’ve taken the employee through all the procedures and he or she still doesn’t shape up, some hard decisions have got to be made.

Presenter: We seem to be focusing a lot on the negative side here. What about some of the positive things?

Manager: Oh, the chance to help people reflect on things, how they are developing with the company. I like seeing people develop, change and perhaps go off on a completely new path, something that may never have occurred to them if you hadn’t pointed them in that direction.

Presenter: I imagine it can be quite satisfying.

Manager: Yes. And then there's the sheer variety. You plan your work, you have to get yourself well organised, but ultimately no two days are ever the same. There is always a new challenge, and I like that more than anything.

UNIT 4. SUCCESS. INFLUENTIAL BUSINESS PEOPLE

1. Memory training exercises.

Listen to an extract from Nestle Management Report and reproduce the information in Russian/Ukrainian.

Nestle, a multinational, whose head office is in Vevey on the shores of Lake Geneva, is the world's largest food company. Although it is Switzerland's biggest industrial enterprise, only 2% of sales are generated in Switzerland. We are a truly global company employing 230,929 people on every continent. Consequently, our management and staff reflect a truly international outlook. Nestle now produces the world's favourite brands in 509 factories worldwide. In over 130 years of growth and diversification, we have never lost sight of our core business: improving the quality of people's lives through high-quality, nutritious, and convenient prepared food and beverages. Today, Nestle brands are present at an almost every supermarket shelf, and some products like Nescafe, Nestle, Nestea, Maggi and Friskies – are sold in more than 100 countries. Market capitalization is 112,032 million Swiss francs.

A number of adverbial expressions can be used to indicate your attitude to what you are talking about.

Listen to them, repeat in the same order as they are given, interpret.

Absurdly, admittedly, coincidentally, conveniently, curiously, fortunately, incredibly, interestingly, mysteriously, naturally, oddly, paradoxically, significantly, typically, unbelievably, understandably, unexpectedly, unfortunately, unhappily.

Listen and translate by ear.

- In my opinion we should never have accepted the work in the first place.
- Surprisingly, she accepted a decrease in salary without protesting.
- Ironically his cold got better on the last day of the holiday.

- Predictably, the Greens were opposed to the construction of a new power station.
- General Electric consists of 27 different businesses conveniently grouped under one banner, but managed separately.

Listen to some technological developments, repeat them in the given order and interpret. Discuss what you know about them/

Video-on-demand
 Robotic surgeons
 Cloning
 Automated habitat systems
 Microchip implants
 Genome project
 Cryogenics
 Nuclear fusion
 Ferro point energy
 Organic computers
 Ion propulsion
 Human-computer interface
 Virtual retinal display
 Bio-electric limb regeneration

2. Enriching background knowledge.

Read and memorize the following zoosemic idioms and translate them into Ukrainian/Russian.

- | | |
|------------------|---------------------|
| 1. The black dog | 11. The golden calf |
| 2. Clever dog | 12. Lost sheep |
| 3. Dead dog | 13. Fighting cock |
| 4. Dirty dog | 14. Milk cow |
| 5. Gay dog | 15. Old bird |
| 6. Hot dog | 16. Dark horse |
| 7. Lazy dog | 17. Spotted dog |
| 8. Lucky dog | |
| 9. Red dog | |
| 10. Sea dog | |

Memorize the expressions borrowed from the mythology, the Bible and associated with historical events, give the Russian translation version.

Золотий вік – the golden age

Розрубити гордієв вузол – to cut the Gordian knot
Перейти Рубікон – to cross/pass the Rubicon
Жереб кинуто – the dice is cast
Спалити свої кораблі/спалити за собою мости – to burn one's
boats/bridges
Зі щитом або на щиті – aut cum scuto aut in scuto
Драконівські закони – draconian laws
Колос на глиняних ногах – The Colossus on the feet of clay
Поцілунок Іуди – Judas' kiss
Бич Божий/кара Божа – God's retribution

Listen to (read) realia (units of specific national lexicon), explain and translate them.

Caledonia, Camelot, Camford (Oxbridge), Highlands and Islands, Hilary term, Hogarth's House, Hogmanay, Holy Communion, Holy Grail, Holyroodhouse, Holy Trinity Church (Stratford-on-Avon), Holy Week, Home Secretary, honours degree, goldstick, Gothic novel, gown, grace, grail, Grasmere, Gray's "Elegy", Great Cham of Literature, Greater London, Great Paul, Great Seal, Green Ribbon Day, Greenwich, Greenwich Mean Time, Greyfriars, Guards (Foot Guards, Horse Guards, Life Guards), Guinevere, Gunpowder Plot, Guy Fawkes Night).

Listen to some idioms used in business, their definitions, memorize them and interpret.

To be in two minds – to hesitate in adopting some decision
To be Greek to smb – to be absolutely unclear to smb, to be at a loss
To feel like a million dollars – to feel fantastically, to be in a very good mood
To laugh one's head off – expression very similar to laughing out loud (LOL)
To watch paint dry – to experience something very boring
To get the bit between one's teeth – to be impatient to do something, to be eager to fulfill some task
Over my dead body – to be unwilling to accept something, to feel strongly against something
To keep one's fingers crossed – usually this expression is used when person wants another one to succeed in something, and for luck crosses the fingers

To need smth like a hole in the head – to ask for something really unnecessary

3. Listening Comprehension and Interpreting.

Listen to the information about doing business in Japan and reproduce it in Russian/Ukrainian.

THE HARD SELL

A hard sell is often seen as offensive in Japan. Japanese business people may think that you're trying to convince them because your product is no good. It is better to use a low-key sales pitch and give them objective information. Japanese are not accustomed to aggressive American techniques that use a persuasive winning argument. If you are not completely honest about your product, your credibility will be damaged and what you say will lose influence. Don't say that yours is the best on the market. It is better to say "We sold 2 mln units last year. As you know our closest competitor sold less than a million".

Listen to some strategies for managing time, memorize and interpret them.

- Say "no" more often
- Make lists of things to do
- Do "nasty" jobs first
- Keep a record of how long each task takes you
- Screen phone calls
- Plan ahead
- Check e-mails at specific times of the day
- Maximize your "uptime"

Listen to the text and interpret it.

PARADE OF EUPHEMISMS

Softening the Blow 1

The language of dismissal appears to have as many euphemisms as that of sex and death. Those unfortunate enough to find themselves on the street may often wonder if they have been let go, terminated, discharged, fired, sacked, axed, given the boot, pushed or chopped.

The euphemisms for executives are more gentle. They retire, leave by mutual consent, part company to spend more time with their family, pursue an alternative career or accept a fresh challenge.

One of the most subtly disguised dismissals appeared in the film Philadelphia, when the actor Tom Hanks, playing an AIDS victim, was told by his bosses: “We can’t make the best use of your talents.” At least the words “You’re fired” have a certain ring to them.

Softening the Blow 2

We all know about downsizing, rightsizing, rationalizing and other euphemisms for firing people. Yet until last week I had not come across “involuntary separation”. Nor had 1,200 Du Pont employees who on Thursday were bounced into this process by their employer.

There is no acceptable way of telling people that they had been sacked, but companies nevertheless continue to search for the perfect, painless phrase. According to consultancy Drake Deam Morin, there are more than 50 cliches in common use among managers giving their workers the chop.

They talk of “careers that have plateaued”, of “decrutment”, “deselection” and “displacement”. They speak of “exiting the organization”, of the “opportunity to look elsewhere”, of “releasing people”, of “retrenchment”, of employees being “surplus to requirements”. They say: “your future lies elsewhere” or “we are reengineering”.

4. Resume making exercise/ Summary translation.

Listen to (read) the given article about the negotiation breakdown. Summarize the essential information of the article.

John Dee imports microwave ovens from Korea and has been working satisfactorily with the same supplier for five years. Recently he traveled to Korea to meet the supplier and negotiate a reimbursement for a shipment of appliances that John’s customers had sent back because of a serious manufacturing defect. He met the Korean company’s representative Mrs. Han who insisted that she could not compensate John financially, but would replace the defective appliances. John refused this offer, saying that this gesture would not in itself be sufficient to restore his reputation with his customers.

John was booked on a plane leaving that afternoon and could see little point in continuing the discussion. He was getting more impatient with the apparent lack of progress and stood up angrily and walked out of the discussion. Mrs. Han was embarrassed and did not

wish to lose face by asking him to return to the room. John Dee now buys his microwaves from Taiwan at a higher unit price.

Indicate how you would have reacted if you had been in John Dee's or Mrs. Han's position. Ask your groupmate to act as an interpreter.

5. Practise consecutive interpreting.

SUCCESS

Listen to and choose the factors you consider important for your career success, interpret them.

Background

- Social background
- Financial background
- Influential acquaintances
- Well-round education
- Relevant experience
- Qualifications
- Supportive family
- Experience of other cultures

People skills

- Positive image
- Popularity among colleagues
- Sensibility to others' feelings
- Team spirit
- Competitive spirit
- Ability to delegate
- Willingness to compromise
- Having contact with superiors

Other personal qualities

- Ambition – determination – enjoy challenges
- Persistence – natural talent – powers of intuition
- Foresight – resilience – attractive appearance
- Charisma – self-motivation
- Ruthlessness – ability to seize opportunity

Listen to 'The Science of Success Achievement' and interpret consecutively.

1. Have a definite major purpose

What is the most important thing you would like to accomplish in your lifetime? Try to define it in one paragraph, even if you have to keep rewriting it a hundred times until it gets as clear as possible. It has to be the most important thing in your life. Mahatma Gandhi's definite major purpose was to win independence for India from their British rulers. He succeeded. Dr. Martin Luther King's was equality and the end of oppression for black people. Doctor Jonas Salk's was to find the cure and end for polio. Thomas Edison's was the incandescent light bulb. What is yours?

If you don't currently have what you feel is a definite major purpose, then have a definite major purpose to find your definite major purpose.

It must be something you want so badly that you think about it all the time.

2. Be willing to stake your entire existence on achieving it

Don't quit. There are many starters in life, but very few finishers – when the going gets tough they quit. A person with a definite major purpose never gives up – no matter how long and tough the road is; instead, they become more determined. Jack London was rejected over 600 times before he finally sold his first piece of writing. Thomas Edison actually failed over 9,999 times before he perfected the incandescent light bulb, and over 5,000 times before he perfected the world's first phonograph record player. There will be times when everything in you will tell you to quit – to stop trying, but if you hang in there, eventually you will – you must succeed. Quitters never win and winners never quit. Persistence is the power to hold on in spite of everything – to endure. It's the ability to face defeat repeatedly without giving up – to push on even in the face of great difficulty or danger. Persistence means taking pains to overcome every obstacle, to do all that is necessary to reach your goals. You win, because you refuse to become discouraged by your defeats. Those who conquer are those who endure.

3. Keep intensifying your desire

There are many 'firemen' in life that will come along and try to put your fire of desire out. They will give you all kinds of reasons why your idea or goal won't work and tell you to give it up, forget it, or tell you "You can't do it". You have to become an Arsonist. An arsonist of your fire of desire. You have to eat it, sleep it, walk it, talk it and concentrate on it until it becomes a red-hot flaming, burning, obsessional desire that will eventually mow down all of the opposition you will face throughout each day.

If you don't, your Sizzle of desire will fizzle down to nothing. I'm not suggesting you stop talking to or seeing your family or friends –

what I'm saying is to keep focused day and night, seven days a week. This will bring into play: The law of harmonious attraction. Your burning desire becomes a magnet. You will attract that which you need; the ideas and plans, the money you need, and the people you need to help you. They will eventually gravitate towards your desire.

4. Have bulldog determination and perseverance that will eventually mow down all opposition

Expect lots of problems, adversities and discouragement along the way. Go around it – go over it – go under it – or dig a hole through it – but don't ever turn back. Make your Definite Major Purpose the dominating thought in your mind. It is a known fact that people who have had great achievement – formed the habit of making an 'obsession' of their Definite Major Purpose. Andrew Carnegie said to put all of your eggs in one basket and then watch the basket.

Andrew Carnegie's definite major purpose, which he wrote down at an early age and kept in his desk, was to earn as much money as he can in life and then in the end to set up the Carnegie Foundation to give it all away to worthy causes. Even after his death long ago, the Carnegie Foundation is still giving away millions every year to help mankind.

I have been teaching The Science of Success Achievement Course since 1970. There were many times when I taught the course to as many as ten different groups per week. Some in major hotels, some in large corporate training rooms, in the YMCA, in hundreds of real estate and insurance offices, in prisons, rehab centers, and for many sales and marketing groups of people.

In all of my classes, (there were ten separate 4-hour classes to the course), I always told my students at the end of the first class – “for your homework this week, I want you to read the first four chapters of Think and Grow Rich (I always had stacks of the book there to sell them).

As you read each page, write a list of all of the things the author is telling you to do and the things he is telling you not to do. Then, I want you to carry that list with you every day and keep reviewing your list and keep doing the things the author told you to do. And then come back to class 2 next week and tell the class about the list you made, what actions you took as a result of reading the book and what results you got.

At the beginning of the class on the following week I would always start out by asking – by a show of hands, how many of you read the first four chapters of Think and Grow Rich? About 2% would raise their hands. The rest didn't take the time to read it. Then I would ask the 2% – ‘How many of you read the first four chapters and made the list I told you to make of all the things the author told you to do?’

Usually about three hands went up. I asked each of them – How many items do you have on your list of the things the author told you to do? The first person said three. The second person said nine. The third person said 90 items.

I asked the person who had ninety on her list to come to the front of the classroom. I said to the others – “You people paid good money to take this course because you wanted to achieve greater success. How can you expect the results you hoped for if you aren’t willing to take notes and to put in practice what you are learning?”

Then I had the lady read from her list of 90 items. And the class was surprised at how powerful and important the things in her list were.

I asked the class – ‘How many of you are speed reader?’ All kinds of hands went up. Then I told them about an incident when I was at a party and someone asked me what do I do for a living. I told him that I teach a course based around the book *Think and Grow Rich*. He said: ‘That’s the book that we teach from at our speed reading school’. Then I asked him, ‘What were the greatest lessons you learned from the book?’ He tried to think and then said, ‘I don’t remember that book so well’. I later found out that he was a speed-reading instructor. I thought to myself – ‘There’s a guy that can read 10,000 words a minute and remember nothing’.

Think and Grow Rich is so powerful that it’s the kind of book you have to read very slowly and carefully, many times until it becomes a part of your life and habits. I have been reading the book every year since 1970. Each year I pull it back off the shelf and let it fire me up for the achievement of my new goals for the year.

First, listen to the news story trying to comprehend the overall message. Listen to the news story again and practise interpreting it consecutively.

VENEZUELA IN BID TO EXTRACT MORE OIL

Venezuela’s Orinoco river delta is set to become a major hub for the oil industry in 2012 as several new projects begin to produce oil for the first time. The area has some of the biggest oil deposits in the world. From Caracas, Sarah Grainger reports.

Venezuela **overtook** Saudi Arabia in 2011 as the country with the biggest **proven oil reserves** in the world, according to OPEC. That was thanks to the deposits found in the Orinoco Belt, an area that **stretches over** 55,000 square kilometers across the delta of the Orinoco River as it meets the Atlantic Ocean.

But much of this oil is extra heavy crude – thick and **sticky**, it needs special equipment to extract and **refine** it. Producing heavier crude has met with opposition over its impact on the environment and companies exploring the Orinoco belt have had to look at ways to minimise damage to the surrounding **ecosystem**.

It all means **investment costs** are much higher. Companies from Russia, China, Vietnam, the US, Spain and Italy are looking at investing US \$ 80 billion over the next six years in partnership with the Venezuelan state oil firm. It's an **unprecedented** level of investment for Venezuela.

Although the six projects are all due to be pumping oil in 2012, **the consortia** will not make binding final investment decisions **to commit to** the projects until 2013.

6. Practise at sight translation.

First, look through the text to grasp the main idea, then translate it at sight.

AXE ADDS FRAGRANCE FOR WOMEN TO ITS LINEUP

SINCE its introduction in the United States in 2002, Axe, the body spray and grooming brand by Unilever, has been pitched squarely at young men, with commercials depicting women getting a whiff of Axe users and then aggressively pursuing them.

But now, Axe is introducing a fragrance for women.

The new scent, Anarchy, is being marketed in different versions for men and women. As its name portends, a new commercial depicts a scene of mayhem, with a chain of events including a car pileup. During the spot, strangers lock eyes and, oblivious to the commotion, walk hungrily toward one another, then freeze at about an arm's length, nostrils flaring and chests heaving, not breaking the sexual tension with contact.

“Unleash the chaos,” says screen text at the close of the commercial, as a young man and woman spray their torsos. “New Axe Anarchy for him and for her.”

The campaign, which includes print and online ads, is by the London office of Bartle Bogle Hegarty. The first of two commercials will appear on Axe's Facebook page Tuesday, and both are scheduled to begin running widely on television in the United States Jan. 29, and afterward in more than 60 other countries. (A teaser commercial that did not specifically mention the women's product began running online and in movie theaters on Jan. 1).

On Tuesday, Axe also will introduce a branded serialized graphic novel on YouTube and Facebook in a partnership with the publisher Aspen Comics. New sequences will be uploaded every few days, with plot turns based partly on consumers' suggestions and votes, and with some fans being depicted in the comic.

Axe, which declined to disclose the cost of the campaign, spent \$92,5 million on domestic advertising in 2010, and \$42,8 million in the first nine months of 2011, according to Kantar Media, which is owned by WPP.

In another new commercial, a female police officer chases a male robber on foot, both tossing off layers of clothing in the heat of the chase. It ends with them facing each other, the robber having shed his stolen goods and the officer her gun, then walking toward each other to embrace in the middle of the screen. The new commercials are about "subverting expectations of what an Axe commercial is," said David Kolbusz, a creative director at Bartle Bogle Hegarty in London. "Before, an Axe commercial was always about a guy spraying himself and a girl being attracted, and Axe giving him an edge in the mating game, whereas now women also have something to spray on themselves, and consequently there's more of an equilibrium between the sexes."

Of Axe's 2,3 million "likes" on Facebook, about a quarter are by women, according to Barret Roberts, the senior brand manager at Axe.

"We've been hearing for some time that females have been asking for and looking for their very own scent of Axe," said Mr. Roberts.

Axe dominates the men's body spray category, with a 74 percent share of the market, according to SymphonyIRI Group, a market research firm.

While only about 17 percent of American men use body spray — 65 percent use aftershave and 62 percent use cologne — it is most popular among those aged 18 to 24, with 28 percent using it, according to Mintel, the market research firm. (While Axe reports that it pitches Axe primarily to men 18 to 24, the brand also is popular among adolescent boys, but Mintel does not track usage for those under 18).

As for women, 47 percent use body spray, second to body lotion with fragrance, which is used by 59 percent, but more popular than eau de parfum (43 percent) or eau de toilette (34 percent).

For Axe Anarchy, the women's body spray is being released in what Unilever calls a limited edition, with it possibly being offered permanently based on sales. On the men's side only, in addition to the body spray, Anarchy also will be available as a deodorant, antiperspirant, shower gel and shampoo.

While over the last decade the women in Axe ads who throw themselves at men have consistently been stunning, the men have tended to be more average-looking, the message to male consumers being that the fragrances would attract women who would otherwise be out of their league.

In the new commercials, the actresses are no less attractive, but are not sold so short: some male actors have the chiseled features of GQ models.

“Girls in Axe advertising will always be a little better-looking than the guys, but the question is to what degree,” said Mr. Kolbusz, of Bartle Bogle Hegarty, adding that the more conventionally handsome actors in the Anarchy ads will still appeal to typical Axe users.

“The guys can look a little more aspirational in the lead roles without the average guy feeling threatened,” Mr. Kolbusz said.

Axe “is the first brand that I can think of that made the teenaged boy a hero in a way that was interesting,” said David Vinjamuri, author of “Accidental Branding” and an adjunct professor of marketing at New York University.

“If you’re a teenaged boy and you looked at the advertising, you saw the girl that you want and the guy that you are,” Mr. Vinjamuri said. “What was brilliant about Axe is they said make the girl hunt you based on your smell.”

What did not pass the sniff test with him, however, was the new plan to pitch the brand to women.

“When you start talking to someone who’s not your core audience, you lose credibility with your core audience,” Mr. Vinjamuri said. “The moment you start talking to girls, you lose credibility with teenage boys.”

7. Interpreting interviews/Liaison interpreting.

Listen to the interview and interpret it.

INFLUENTIAL BUSINESS PEOPLE

David Summers, author of the recently published “Keys to Success” is being interviewed about his book on influential business people.

David Summers – DS

Interviewer: So what is it that makes a businessman or business woman influential?

DS: Well, first we ought to think about what we mean by influential. Lots of business people enjoy success but relatively few become

influential, *really* have an influence, on the people around them, on society, on the world –

Interviewer. Ok, so who would you say were influential? What names come to mind?

DS: Well, sometimes it isn't the names that come to mind, sometimes it's the product. Obviously we've got the big names – Bill Gates, Henry Ford, people like that. Sometimes the names are not familiar at all – like Sam Walton.

Interviewer: Sam who?

DS: Exactly! (*both laugh*) Sam Walton was the man who perfected the idea of the discount store. The Wal-Mart stores are his. It's the biggest chain of retailers in the world and in the States Wal-Mart employs more than 1.3 million people.

Interviewer: Wow! He's a rich man!

DS: He *was*. He died in 1992, but yes, his heirs are worth more than \$100 billion – that's more than Bill Gates. If he was alive today he'd probably be the richest man in the world.

Interviewer: So, he invented the discount store.

DS: Ah no – and that's another point he didn't *invent* the discount store, he just *perfected* it. Sometimes a great idea is already out there, and it takes a great mind to see the potential and to turn the idea around. Other successful business people take an idea that's already a success and just change the context.

Interviewer: I'm not sure that I follow you –

DS: Well, earlier we mentioned Henry Ford. He invented the assembly line. He used it to produce cars.

Interviewer: Yes?

DS: Well, Ray Kroc –

Interviewer: Ah, the McDonalds guy!

DS: Yes, well, what he did was to take Ford's idea of the assembly line – and bring it into the kitchen. The initial idea was there – he just *adapted* it.

Interviewer: So, let's go back to my original question: what sets these people apart from ordinary business people? What make them so *influential*?

DS: Well, I suppose there are a number of factors. First of all there is an element of luck.

Interviewer: Being in the right place at the right time?

DS: Yes, but obviously that's not enough in itself. You have to be able to see a gap in the market. Sometimes a certain amount of business training or experience is necessary for that.

Interviewer: Ok, so we're talking about an idea, having an idea that would fill a gap.

DS: Yes. For an idea to be successful, you have to do a lot of forward planning, a lot of thinking. Sometimes these great business people have an idea for years and years, decades even, before it's actually put into action.

Interviewer: Ok, what else? What other things are necessary?

DS: Well, great business people have to be prepared to take big risks.

Interviewer: What do you mean?

DS: Well, for every great idea that works, there are probably hundreds – or thousands – that don't. You have to be prepared to deal with failures as well as successes.

Interviewer: And I suppose that implies having a certain amount of money at your disposal.

DS: Yes, business people will need to invest both time and money.

Interviewer: So does that mean that all influential business people are also rich?

DS: No, that doesn't necessarily follow. If you've got a really good business plan and a firm idea of how to make it work, then you stand a chance of convincing others to invest in you. So, I suppose we could say that having a convincing nature is also a requirement.

Interviewer: The gift of the gab?

DS: Indeed! The gift of the gab!

MANAGING CONFLICT

Mike: OK, Craig and Gavin, I realise that there have been some problems between you recently, and I'd like to try and sort them out right now. Gavin, can you tell me why you think this problem has arisen now?

Gavin: You're asking me!? I really have no idea. I mean, I came into this job a year ago with a special project to do ... I had a very positive attitude, I was excited about it, and Craig's just blocked me all along ...

Craig: Well, that's not fair at all, that's just not true!

Mike: OK, OK, one second. Can everyone speak one at a time, please! Gavin, go on ...

Gavin: Well, that's about it really. I've never felt as if I've been welcomed here. I mean, when I walk into the office, the others don't even say hello to me ...

Craig: That's just not true!!! It's you who doesn't say hello!!

Mike: Craig, please! Gavin, can you tell me why you think this situation may have arisen?

Gavin: Well, as I said, I've really no idea. Perhaps it's just my style – I'm very positive, energetic and outgoing, while everyone else here seems to be half-asleep ...

Mike: Erm, listen, I don't think that personal, judgemental comments like that help. Can we just stick to facts rather than opinions?

Gavin: OK. Well, I could see right away that some changes needed making here, so I set about making those changes ...

Mike: And was that part of your job description?

Gavin: Job description! Job description! That's all I ever hear round here ... That's the problem with this place ... there's no initiative, no energy ...

Mike: Hmm, OK. Craig, would you like to tell us what you feel the problem is?

Craig: Well, I think it's quite clear isn't it? Him! That's it!

Mike: OK, as I said, can we keep away from personal comments here, and stick to talking about the workplace ...

Craig: Well, I am talking about the workplace! He doesn't respect the limits of what he's supposed to do ... He came in here for a one-year project, but has then tried to change the way everyone else works as well ...

Mike: Gavin? Can you respond to that?

Gavin: Well, my project involved everyone else. It was impossible to do what I had to do without getting other people to rethink the way they work.

Mike: OK, I think that personality issues are crucial here.

Gavin/Craig: (murmurs of agreement)

Mike: Personality issues are the most difficult thing to change. Perhaps we'll never be able to resolve them. You are different people with different personalities and different ways of working.

Gavin: And so?

Mike: Well, that doesn't mean the problem can't be solved. We have to be flexible, accept change and be tolerant of difference.

Craig: Easy to say!!

Mike: Well, yes, it is easy to say ... but difficult to do! I don't deny that. However, what we need to do is review your project, and look at everyone's roles and responsibilities in the project and in this organisation as a whole. If everyone sticks to and respects other people's roles and responsibilities, then we can at least settle on a good, constructive working atmosphere.

UNIT 5. ADVERTISING AND PUBLIC RELATIONS

1. Memory training exercises.

Listen to the names of gods in Greek mythology, repeat them in Russian/Ukrainian, give the corresponding names of gods in Roman mythology:

Artemis, Demeter, Zeus, Hera, Poseidon, Apollo, Hades, Athena, Hestia, Ares, Aphrodite, Hermes, Hephaestus, Dionysus, Nike, Eros, Asclepius, Tyche, Themis, Hebe, Morpheus.

Check yourself against the given pattern.

Ceres, Jupiter (Jove), Juno, Neptune, Phoebus, Pluto, Minerva, Vesta, Mars, Venus, Mercury, Vulcan, Bacchus, Victoria, Cupid, Aesculapius, Juventas, Somnia, Saturn, Fortuna, Justice, Cronus.

Listen to the information about the population of Ukraine; reproduce it in Russian/Ukrainian.

The population of Ukraine is over 46 million people. Today the average population density is 82 people per square kilometer.

Three quarters of population are Ukrainians. About 20 per cent are Russians. Other nationalities comprise 6 per cent.

The population of Autonomous Republic of Crimea is over 2,000,000.

Over 18 million Ukrainians live outside Ukraine. Ukraine has over 400 cities and 900 towns.

In a recent poll Ukrainian people were asked to describe themselves. 85 % said they were great animal lovers. 80% described themselves as tolerant; 77% said the Ukrainians were class-conscious. 73% thought the Ukrainians were hospitable to foreigners; finally 71% agreed that the Ukrainians were reserved people.

Listen to the management trainer speaking about mistakes from different aspects of business made by some companies, repeat the information in Russian/Ukrainian.

I'll start with cultural mistakes, then marketing mistakes and if there is time I'll move to strategic mistakes. Right – cultural mistakes. I can't mention company names here for obvious reasons. I'll give you

three examples I have heard of this year. Company A served pork to a group of Muslims from Kuwait. Company B lost an important contract in China because they sent a brilliant young negotiator who had just graduated from Harvard Business School with top marks. Company C lost over \$1million in a deal with the Japanese because they started the negotiation by announcing their deadlines. The Japanese then used this deadline to their advantage and the deal was concluded on the way to the airport. The Japanese were always going to agree to the deal, they were just trying to save as much money as possible.

Suggest your explanation of the mistakes in your native language for your groupmate to act as an interpreter.

Listen to a fragment of the phone message left by Polina Czerny, head of the Polish subsidiary of a multinational company, for her personal assistant Dominic Brown and interpret it.

Dominic, just to let you know I'm flying to Prague after lunch. There are problems at the factory and they want me to help sort things out. About the agenda for the management meeting on 16 June: I'd like you to prepare it for me, please and circulate it as soon as possible. We'll hold the meeting in room 18, next to the boardroom, starting at let's see... 11 a.m. and must end at 1p.m. as I've got to give a talk to the Chamber of Commerce, starting at 2. There are two important items to the agenda. We must discuss the problem of our agent in Hungary. I'd like to cancel their contract. Not everyone will agree, I know, so the discussion will be lovely. I'll need at least 30 minutes for that item. The other big one is reviewing our product range. I'm sure that will take a long time, may be 45 minutes or more. Oh, yes, we must select two junior executives for the training course in Paris. Say, 10-15 minutes for that.

2. Enriching background knowledge.

Listen to the phraseological units; give the Russian/Ukrainian translation version.

To paint the lily; to look through one's fingers; to take the bull by the horns; to be in the clouds; to draw/pull the wool over smb's eyes; to speak like a book; to be down to one's bob; to get out of the bed on the wrong side; put it in your pipe and smoke it; to let the cat out of the bag, to pull somebody's leg; to put all one's eggs into one's basket; to cross a "t" and dot an "i"; to flog one's memory.

Listen to some British/American realia (units of specific national lexicon), explain and interpret them.

Lord Chancellor, Home Secretary, county, borough, Speaker, privy purse, question time, Union Jack, Auld Lang Syne, Department of the Treasury, Internal Revenue Service, Attorney General, Solicitor General, United States Attorney, Pinkerton, Medicare, Ivy League, Peace Corps.

Read the following English proverbs and sayings. Suggest their Russian/Ukrainian equivalents.

One good turn deserves another.
In the country of the blind one-eyed man is king.
He that fears every bush must never go a birding.
A good dog deserves a good bone.
Every day is not Sunday.
Diligence is a mother of success.
Still waters run deep.
The leopard cannot change its spots.
Necessity is the mother of invention.
The Lord helps those who help themselves.

Memorize the following internet abbreviations and translate them into your mother tongue.

AKA – also known as
AFAIR – as far as I remember
ASL – age/sex/location
CUL – see you later
FAQ – frequently asked questions
TOS – terms of service
WBR – with best regards
B/F – boyfriend
BBL – be back later
CM – call me
CR8 – create
DIKU? – Do I know you?
DUR? – Do you remember?
F2F – face to face
HTH – hope this helps
T+ – think positive

3. Listening Comprehension and interpreting.

First, listen to the news story trying to comprehend the overall message. Listen to the news story again and practise interpreting it consecutively.

CHINA NOW WORLD'S BIGGEST ENERGY USER

China has passed the United States to become the world's biggest energy user, according to the International Energy Agency. However, Chinese officials say that the IEA's data are unreliable. Economics correspondent, Andrew Walker reports.

China **was bound to overtake** the US in terms of total energy consumption sooner or later, and according to IEA calculations, it happened in 2009.

One long-term factor behind this development is China's population – more than four times that of the US – with a growing appetite for **consumer goods** that need energy to use and to manufacture.

The other key reason is China's rapid economic growth, an annual average of 10% over the last two decades, compared with a much slower 2,6% in the United States. Much of China's economic growth has been in industry and construction, which are big energy users.

The timing of China overtaking the US also reflects the global financial crisis, which hit the American economy much harder and so had a **bigger impact** on the country's energy use.

China's new lead in energy consumption is yet another **indicator** of its growing influence in the global economy especially in international energy markets.

But while China's total energy consumption has, according to the IEA, overtaken the US, it's still far behind in terms of energy use per person, by a factor of more than three. Chinese officials have said the IEA's data are **unreliable**, and fail to account for what they call their **relentless efforts** to cut energy use and **emissions**. The response probably reflects China's **sensitivity** to criticism of its growing global influence. But the IEA's analysis is not a criticism. A senior official at the agency described China's growing energy consumption as **legitimate**, considering its population.

4. Resume making exercise/ Summary translation.

Listen to (read) the given article, making notes of key words and word combinations. Summarize the essential information of the article.

HOTEL CHAIN TAKEOVER

Any place, anytime, anywhere, the chances are the bathroom will be on the left of your room.

Travellers get off long-haul flights and receive a carefully prepared welcome at the InterContinental Hotel in Sydney. Receptionists offer refreshments suitable for the time zone which guests have just come from. It is early afternoon in Sydney's high summer, but they greet British businessmen suffering from jetlag with breakfast of toast, marmalade and cornflakes.

The hotel chain even checks its worldwide database of guests to anticipate which newspaper each customer tastes, in order to offer a "local equivalent".

The hotel industry is becoming more and more globalized. International chains are enriching the world, taking over local operators. In the US, 75% of hotels have a well-known brand, compared with just 25% in Europe. Size is becoming more important as customer expectations rise. International business travellers want Internet connections, widescreen televisions and push-button blinds in every room. They want faxes delivered to their rooms at all hours of the night and the ability to order foie gras at four o'clock in the morning. This means employing more staff than most independent operators can afford.

Between a third and a half of hotels' revenue comes from food and drink, but these only contribute 20% to 30% of all profit. The real profits come from the rooms, so for most operators the principle objective is to improve occupancy. Loyalty card schemes are becoming increasingly elaborate. They can record guests' preferences for well-cooked steak, ground-floor rooms or feather-free pillows.

However, there are limits to the internationalization of European hotels. It's much simpler to build hotels in the US than in Europe because there is so much space in the US. If you want a hotel, you can just build it. In Europe there are fewer opportunities for construction, so there are more conversions. Converted buildings aren't as easy to adapt to the US chain model as new buildings, because the rooms are different shapes and sizes, so the standard "template" doesn't work.

It is difficult to turn a seventeenth century castle into a Holiday Inn, so some independent operators still prosper. That is bad news for the ideal guest of a multinational chain. He likes to wake up anywhere in the world in the knowledge that the bathroom is on the left, the blinds are blue and the phone is on the wall, six and a half inches above the bedside table.

5. Practise consecutive Interpreting.

ADVERTISING

Listen to words and word combinations pertaining to Advertising and Public Relations and interpret them

Product and service advertising, institutional advertising, prestige advertising, non-personal communication, to involve mass-media, promotional mix, advertising campaign, to affect public opinion, to manage the organization's relationship, market potential, demand for goods, to build and maintain a favourable image, to support charitable projects, techniques of persuasion, word-of-mouth, copywriter, visualizer, an advertising medium, message, skywriting, direct mail, informational advertising, persuasive advertising, comparative advertising, reminder advertising, adman, admass, appeal of advertising, follow-up advertising, misleading advertising, point-of-purchase advertising, advertising awareness, puffery, advertising spiral.

Listen to people speaking about advertisements and interpret.

1. There's one about a car with lots of children and people dancing. They're all playing around. I like it because it's colorful, I like the music and it's chaotic. But I can't remember what car it is. Oh, and I hate all the ads for banks and insurance companies. They're so boring.

2. The one I liked was Levi Strauss, when a very good looking boy dives into a pool. And everyone thinks he looks marvelous. And there is a great tune play – "Mad about the boy".

3. I liked the Renault Clio ad so much that I went out and bought the car. My husband hadn't passed his driving test and it was totally my decision. I thought it was a funny ad. It just appealed to my sense of fun and actually it was a bit of a joke to say that I'd bought something as big as a car purely on the basis of the advert.

4. I remember watching a Dairy Box chocolate advert very late at night with some college friends and there was an all-night garage round the corner. Suddenly I just felt that I had to have those chocolates and I went out and bought them. It was an immediate response to an advert. Normally you don't allow yourself to be influenced strongly by ads but sometimes it's fun just to go along with it.

5. I liked the French Connection ad where this really pretty girl walks into the Tube with her French Connection bag and then begins to undress, and she's looking really cheeky, you know, sort of mischie-

vous. Everyone in the Tube is staring at her and she changes into her French Connection clothes in front of everyone, and there's this really great playful music, and she ends up walking out of the Tube at the next stop leaving everyone behind her. It was a really sexy ad, it was great.

6. Practise 'at sight' translation.

First look through the text to grasp the main idea, then translate it 'at sight'.

IN DAVOS, EUROPE IS PRESSED FOR DEBT CRISIS SOLUTION

DAVOS, Switzerland – World leaders turned up the pressure on Europe on Saturday to erect a more formidable wall of money against the sovereign debt crisis, warning that the euro zone continues to pose a severe threat to the global economy.

George Osborne, the chancellor of the Exchequer in Britain, said a bigger firewall was “a key to unlocking further confidence,” while Christine Lagarde, managing director of the International Monetary Fund, said the fund should be big enough to eliminate any doubts about European resolve.

“If it is big enough, it will not get used,” she said on Saturday during a panel discussion at the World Economic Forum here.

Echoing comments by United States officials, including Treasury Secretary Timothy F. Geithner on Friday, leaders in Davos said that aid to the euro zone from the rest of the world would be contingent on a larger commitment by Europe. Some critics have said it is perverse that the I.M.F., which is financed partly by developing countries, should be aiding wealthy Europe.

“Europe has to be making more effort; otherwise, I don't think developing countries will want to pay more for the I.M.F.,” said Motohisa Furukawa, the Japanese official responsible for economic and fiscal policy.

The firewall, known formally as the European Stability Mechanism, would have a lending capacity of 500 billion euros (\$656 billion) when it begins operating in July, replacing a temporary fund. European leaders are debating ways to increase the bailout fund's resources to aid overindebted countries, but they face powerful opposition from voters in countries like Germany and have so far failed to act boldly enough to reassure financial markets.

In the short term, though, leaders have gained some breathing room because of emergency cash that the European Central Bank has

provided to banks, a measure that has calmed markets. Euro zone leaders are more focused on dealing with what they see as the more immediate danger of a Greek default, and less on testing their taxpayers' patience by increasing the size of the firewall.

Top officials and economists from outside Europe warned of complacency, and on Saturday in Davos they presented a much more pessimistic view of the European crisis than has been heard in previous days. While many European leaders and businesspeople have argued that the risk of a catastrophic breakup of the euro zone has declined, leaders of other regions said the crisis still had the potential to sow global misery.

"I've never been as scared as now about the world," said Donald Tsang, chief executive of Hong Kong. He said the effect on the world financial system is unpredictable. "We do not know how deep this hole would be when the whole thing implodes on us," he said.

Ms. Lagarde said: "No one is immune. It's not just a euro zone crisis. It's a crisis that could have collateral effects, spillover effects around the world."

The undercurrent of their remarks was that European policy still lacks credibility in the eyes of the world.

"This has got to have an effect on influence, on perceptions of power in the world that are going to be significant for years to come," said Robert B. Zoellick, president of the World Bank Group.

Nouriel Roubini, a professor of economics at New York University known for his pessimistic views, forecast Saturday that Greece would have to leave the euro zone this year, and said that there was at least a 50 percent chance that the euro zone would break up within three to five years.

"The euro zone is a slow-motion train wreck," Mr. Roubini said during a separate panel discussion.

Speakers on Saturday did not say how big they thought the European firewall should be. But, again echoing American officials, they agreed it should be so enormous that no investor would question its integrity. That has not been true of Europe's financial commitment so far, which has consistently failed to restore market faith in the euro.

Without mentioning Germany by name, Ms. Lagarde said that European countries that are able to should do more to increase domestic consumer spending and slow down efforts to cut government outlays.

"Some countries have to go full speed ahead and do that fiscal consolidation that is so much needed," Ms. Lagarde said. "But other countries have space and can do something. They should certainly explore what they can do to boost growth in order to help themselves but also to help the rest of the zone."

The European Central Bank continued to draw praise for providing emergency cash to banks and avoiding a credit squeeze.

“There is not going to be a Lehman-style moment in Europe,” said Mark J. Carney, governor of the Canadian central bank, referring to the collapse of investment bank Lehman Brothers in 2008, which helped set in motion the financial crisis. But he added, “That is different than having a well, fully functioning banking system.”

The officials also drove home the message that Europe cannot expect more help from the outside world, by way of the I.M.F., unless it does more to help itself.

As the Greek government made slow progress on Saturday to reach a deal with creditors to reduce its overall debt, Mr. Osborne expressed amazement that such a tiny country continued to pose a threat to global stability.

“The danger is that the tail wags the dog throughout this crisis,” he said.

7. Interpreting interviews/Liaison Interpreting.

Listen to the interview and interpret it.

CLIMATE CHANGE

Interviewer: Doctor Grant, could you explain in a few words what The Greenhouse Effect actually means?

Doctor Grant: Well, in simple terms ... the sun heats the Earth’s surface and the Earth radiates energy back out into Space. Some of the radiation gets trapped in the atmosphere by greenhouse gases. This trapped radiation warms the atmosphere and some of it goes back down to the Earth, making it hotter than normal. This is the greenhouse effect.

Interviewer: So, is carbon dioxide the problem?

Doctor Grant: Yes ... and other gases too. Methane ... being released from paddy fields... commercial oil and gas from landfills ... vegetation left to rot without oxygen ... These days there are more greenhouse gases than ever because of human activities and especially the burning of fossil fuels.

Interviewer: What kind of problems do scientists foresee?

Doctor Grant: Well, ice caps melting and sea levels rising mean that eventually cities like London, New York, Sydney and Tokyo will be submerged. This is difficult to imagine of course.

Interviewer: It seems incredible ... no wonder scientists are worried.

Doctor Grant: Well, some scientists are optimistic. They believe that positive feedbacks from ice clouds and their water vapour could have an impact on global warming. Other scientists are more sceptical. They suspect that we have been wrong in our initial analyses of the situation and might need to go back to the drawing board!

Interviewer: So are you saying that some scientists don't believe in the Greenhouse Effect?

Doctor Grant: No, I wouldn't go that far. In fact, without the Greenhouse Effect the planet would be frozen and no life forms would exist.

Interviewer: Is there anything that could protect us from global warming?

Doctor Grant: I'm glad you asked me that. Yes! Volcanoes! When a volcano erupts it throws debris up into the stratosphere. This protects the Earth from solar energy by scattering the sunlight.

Interviewer: Of course the best thing that we can do is to address the problem seriously on a world level. That's where the Kyoto Treaty enters the picture. If all of the governments in the world would commit themselves to making a real effort to work together on this issue, we might be able to slow down the process and work out a solution.

Doctor Grant: So ... how worried do we need to be?

Interviewer: That depends. First of all global warming isn't going to affect all areas of the planet to the same degree.

Things like the collapse of glaciers take hundreds of years so we are talking about a slow process here.

Doctor Grant: Slow enough for us to do something to prevent a catastrophe?

Interviewer: Well ... let's hope so!

VIRAL MARKETING

Presenter: Now, one of the latest buzzwords in e-commerce is 'viral marketing' – using the power of the internet to advertise a product or service. I'm joined in the studio today by Michael MacAulay of the buzz.com website which monitors internet trends. Michael, what exactly is 'viral marketing'?

Michael: Hi, Tony. The idea of viral marketing is basically that the internet does your advertising for you. A good example is internet email providers like Hotmail or Yahoo. Every time someone sends you an email using a Yahoo address you get that little 'Do you Yahoo?'

message at the end – basically advertising what Yahoo does, while still providing you with the service – the message you’ve received.

Presenter: But it’s not limited to internet email providers, is it?

Michael: Not at all. Hotmail is perhaps the most famous example, but there’s lots and lots of stuff on the web that can be seen as viral marketing. You might get sent, for example, a little game to play on your PC or a funny animation, something like that. More often than not, they’re advertising a product or an event. The initial idea of viral marketing was that it cost next to nothing – great for ventures without a huge start-up budget – but I suspect there’s quite a lot of money spent on this sort of thing now.

Presenter: And presumably the idea is that people like the game, or animation or whatever and send it on to their friends.

Michael: Exactly – it spreads like a virus.

Presenter: So far so good, but the word ‘virus’ is quite a negative one. I know from the emails we receive on the programme that a lot of our listeners are very concerned about the amount of unwanted emails – ‘spam’ as it’s known – they already receive. Isn’t viral marketing just another form of spam?

Michael: It’s a good point, Tony. The vital difference between viral marketing and spam is that one is providing a service and the other isn’t. Viral marketing relies on people sending things on to their friends and family. Spam is sent to thousands of people at random. So they’re very different. Having said that, the line does begin to get a bit blurred in places. There’s the example of the company in the US that paid people – 50 cents an hour, I think – to let the company’s view-bar display advertisements on their screens. However, the company also paid people 10 cents an hour if they sent the ‘viewbar’ to another person who allowed the ads onto their screen. Now that can be seen as encouraging people to send unwanted emails.

UNIT 6. ORGANIZATION. MUSIC BUSINESS

1. Memory training exercises.

In the film Wall Street the New York financier, Gordon Gekko, makes a famous speech to the shareholders of a company called Teldar Paper.

Listen to a part of his speech and then reproduce it in Russian/Ukrainian.

The point is, ladies and gentlemen, that greed, for lack of a better word, is good. Greed is right. Greed works. Greed clarifies, cuts through and captures the essence of the evolutionary spirit. Greed, in all its forms – for life, for money, for love, for knowledge – has marked the upward surge of mankind. And greed, you mark my words, will not only save Teldar Paper, but that other malfunctioning corporation called the USA.

Listen to your friend reading Christopher Harvey's CV and interpret it.

Education. 1997–1999. Master's Degree in Financial Administration Project: setting up an import company in Spain.

1993–1996. Business Studies, Henley Management School Project: market survey of perfume sales in France, Spain and Italy.

Employment. Steelcase Strafor (Spain)

1996–1998. Marketing Assistant reporting to the Marketing Director. I was in charge of a dealer development program involving five other members of staff, responsible for the creation of a mail order catalogue sent to 5,000 customers, creating a database on competing products and planning the road shows for the launch of new products.

1994–1995. American Cyanamid (Spain). Export assistant in charge of order processing, customs clearance, dealing with delivery delays.

Languages: Spanish (fluent), English (fluent)

Computer literacy: Windows, Microsoft Office, Quark Xpress, Adobe Photoshop.

Listen to the presentation excerpt and interpret it to your friend acting as your boss (principal).

Although there are indications that the growth of the Hungarian market may have come to a halt, I firmly believe that it can easily be

counterbalanced by further increasing exports. If you have a look at the figures on the OHT you will find that exports accounted for 22% and we expect our shares to rise to 27 % by the end of November.

Let us look first at the main cause of this dramatic growth in exports. As you know, the production of all our chocolate bars and breakfast cereals has been moved from Estonia and Slovakia to the south west of Hungary.

Listen to the ingredients of the recipe, first repeat it in English, then in Ukrainian/Russian.

MARMALADE CAKE

Ingredients:

150 g butter;

150 g caster sugar;

2x5 ml spoons finely grated orange rind;

3 standard eggs, separated;

250 g self-raising flour;

3x15 ml spoons dark chunky marmalade;

50 g chopped mixed peel;

4x15 ml spoons water.

2. Enriching background knowledge.

Listen to (read) realia (units of specific national lexicon), explain and interpret them.

Oaths of allegiance, Official Birthday, the Old Bailey (Central Criminal Court), old salt, ombudsman, Open University, Oxbridge, Oxford University, Oxonian, package holiday (tour), Palace of Westminster, Palm Sunday, panda crossing, Partridge, Pass degree, Peeping Tom, Pembroke College, Peter Pan, Piccadilly Circus, pidgin English, Poets' Corner, Poppy Day, privy purse, Privy Seal, public school, quality paper, qualified teacher, Queen Elizabeth Hall, Queen's College, queen's English, queen's Evidence.

Memorize the following internet abbreviations and translate them into your mother tongue:

ADN – any day now

IC – I see

IOW – in other words

A3 – anytime, anyplace, anywhere
L8R – later
LOL – laughing out loud
BFN – bye for now
MTUK – more than you know
OSLT – or something like that
OMG – oh my God
HYG – here you go
YHM – you have a mail

Memorize the expressions borrowed from the mythology, the Bible and associated with historical events, give the Russian translation version.

Пророчити, виступати в ролі Кассандри – to give Cassandra warnings

Танталові муки – tantalization

Ріг достатку – the horn of plenty, cornucopia

Яблуко розбрату – the apple of discord

Поринути в Лету – to sink into oblivion

Бути в обіймах Морфея – to be in the arms of Morpheus

Сизифова праця – Sisyphian labour

Опинитися між Сциллою і Харибдою – between Scylla and Charybdis

Титанічна праця – Hercules labour

Авгієві стайні – Augean stables

Скринька Пандори – Pandora's box

Прокрустове ложе – Procrustes' bed

Дванадцять подвигів Геракла – twelve labours of Heracles

3. Listening comprehension and interpreting.

First, listen to the news story trying to comprehend the overall message. Listen to the news story again and practice interpreting it consecutively.

CLONED MEAT INQUIRY

The British Food Standards Agency is to open an inquiry after it emerged that meat from cloned cows had been used in food production without proper authorisation. Our Science Correspondent, Pallab Ghosh reports.

The few studies that have been carried out on meat and milk from **cloned** animals have shown that it's no different nutritionally to that of

normal animals. But the feeling among food safety agencies in Europe is that there hasn't been enough research, and until more is known cloned food should be treated as a **novel** food. That requires any supplier to get specific authorization to sell produce from cloned animals.

The FSA began an investigation after claims that a British farmer had admitted selling milk from a cow that was the **offspring** of a clone. That inquiry is still going on – although the UK dairy industry body, DairyCo, has said it is «confident» no such milk entered the human **food chain**.

However, on Tuesday, the agency issued a statement saying it had identified two bulls born in the UK from **embryos harvested** from a cloned cow in the US. Both bulls had been **slaughtered** – meat from one of them had been eaten.

American **biotechnology** companies are cloning animals that give **high yields** of meat and milk – to use as **breeding stock**. As the industry grows in the US it'll be hard for food safety authorities to police the export of embryos from cloned animals to farmers in Europe.

Listen to the information Netiquette and interpret.

Netiquette (E-mail etiquette) has recently become a buzzword. But what exactly does it mean?

It is in fact just a set of rules for behaving properly in cyberspace. The internet has its own culture and we need to know what its norms are if we want to be a part of it.

Rule number 1 is probably the same as for traditional business correspondence: the quality of your writing does matter, to your customers, so make sure that you check your grammar and your spelling.

The core rules: if you have to send oversize attachments, it's best to check if the addressee is willing and able to receive them.

Avoid sending a copy to everyone in your address book. Make sure you select the recipients carefully. Finally, make sure you include a signature, as well as some information about how you can be contacted by phone or traditional mail.

“The 3Cs”: clarity, conciseness, courteousness are also applied.

It's particularly important to be brief, as lots of users have storage quotas that limit the amount of e-mail they can deal with.

4. Resume making exercise/ Summary translation.

Listen to (read) the given text and make a summary translation.

GETTING THE MOST OUT OF MEETINGS

One aspect of business life which many managers are unhappy with is the need to attend meetings. Research indicates that managers will spend between a third and a half of their working lives in meetings. Although most managers would agree that it is hard to think of an alternative to meetings, as a means of considering information and making collective decisions, their length and frequency can cause problems with the workload of even the best-organized executives.

Meetings work best if they take place only when necessary and not as a matter of routine. One example of this is the discussion of personal or career matters between members of staff and their line personnel managers. Another is during the early stages of a project when the team managing it needs to learn to understand and trust one another.

Once it has been decided that a meeting is necessary, decisions need to be taken about who will attend and about the location and length of the meeting. People should only be invited to attend if they are directly involved in the matters under discussion and the agenda should be distributed well in advance. An agenda is vital because it acts as a road map to keep discussion focused and within time limit allocated. This is also the responsibility of a person chairing the meeting, who should encourage those, who say little to speak and stop those who have a great deal to say from talking too much.

At the end of a well-organized meeting, people will feel that the meeting has been a success and be pleased they were invited. They will know not only what decisions were made but also the reasons for these decisions. Unfortunately, at the end of a badly organized meeting those present will leave feeling that they have wasted their time and that nothing worthwhile has been achieved.

Much though has been given over the years to ways of keeping meetings short. One man who has no intention of spending half his working life in meetings is Roland Winterson, chief executive of a large manufacturing company. He believes that meetings should be short, sharp and infrequent. "I try to hold no more than two or three meetings a week, attended by a maximum of three people for no longer than half an hour", he says. "They are clearly aimed at achieving specific objective, such as making a decision or planning a strategy, and are based on careful preparation. I draw up the agenda for every meeting and circulate it in advance; those attending are expected to study it carefully and be prepared to both ask and answer the questions. Managers are best employed carrying our tasks directly connected with their jobs not attending endless meetings. In business,

time is money and spending it in needless meetings that don't achieve anything can be very costly. Executives should follow the example of lawyers and put a cost on each hour of their time and then decide whether attending a long meeting really is the best way to spend their time”.

5. Practise consecutive interpreting.

ORGANIZATION

Listen to the following words and word combinations pertaining to Organization and translate them by ear.

Self-employed person, sole trader, SMC (small or medium sized enterprise), multinational (company), hierarchy, self-starter, to attract the right people, to be productive and creative, flexibility, flexitime (flexitime), flexible working, staff hot-desking, homeworking, teleworking, telecommuting, a core staff, to outsource, to contract out, work from outside, portfolio workers, open plan office, functional structure, geographic structure, matrix structure, to organize along product lines

Interpret the following interview consecutively.

I. – Interviewer, CB. – Chris Byron

I.: Chris Byron, you're the project manager for British Airways' new office complex at Waterside. Could you please tell us what your job involves?

CB.: My job was to make sure that the building got built on time, was built inside budget and that we moved smoothly and successfully. I had a further role to also make sure that we were able to change the culture of British Airways through a relocation because British Airways see very clearly that the quality of office that you give somebody affects their performance.

I.: Now Waterside has some unusual features. Could you tell us about some of those and their purpose?

CB.: It was designed specifically to make sure that we encourage teamwork. So we have a street, we also have open plan offices, and the whole design is built around the idea that people should be able to bump into each other, meet each other easily and frequently, and manage each other's conversations in a very informal way. So that's one feature.

A second key feature was that we cut down on paperwork, we reduced that to the minimum by the way in which we've introduced electronic forms and e-mails and electronic manuals.

And a further component was that we also encouraged flexible working, so that quite literally from virtually nobody working flexibly, what we now have is out of 2,800 people who work here, 700 people neither have an office nor their own desk. They are very much mobile, but we do support them with the technology that we provide them.

6. Practise 'at sight' translation.

First, look through the text to grasp the main idea, then translate it at sight.

WORLD MARKETS BOOSTED BY CHINA, GERMAN EXPORTS

LONDON (AP) – European markets were steady Monday ahead of a meeting between the leaders of France and Germany on how to restore confidence in the euro, while Chinese shares surged after the country's monetary authorities pledged to increase bank lending to entrepreneurs.

Investors will likely focus this week on Europe's efforts to deal with its debt market turmoil. The meeting between French President Nicolas Sarkozy and German Chancellor Angela Merkel is their first of the year and investors will want to see how the «fiscal compact» agreed in December is being fleshed out.

All EU countries but Britain agreed at the time to consider a new treaty to enforce tougher budget controls by March this year.

«This is set to be the first of a number of meetings between the two leaders over the coming days and weeks, and markets will be hoping that the one eyed insistence on budget discipline by Angela Merkel also gives way to looking at practical measures to stimulate growth in Europe,» said Michael Hewson, markets analyst at CMC Markets.

Mounting evidence that the eurozone is heading for a recession has weighed on European markets over the past days. On Monday, the latest data showed German industrial production fell in November, suggesting even the richer countries are feeling the pinch.

Fears of default have already pushed Greece, Ireland and Portugal to need bailouts are now threatening much-bigger Spain and Italy. The yield on Italy's benchmark ten-year bonds on Monday continued to hover around the 7 percent mark, widely considered to be unsustainable in the long-run.

After a perky start to the year, market sentiment has deteriorated again due to concerns about Europe's ability to solve its debt problems.

On Monday, Germany's DAX was down 0.2 percent at 6,044 while the CAC-40 in France rose 0,2 percent to 3,142. The FTSE 100 index of leading British shares was flat at 5,649.

The euro, which last week took a battering on fears over both the debt crisis and the likelihood that the eurozone economy is heading toward recession, recovered some ground, trading 0,8 percent higher at \$1,2780. Earlier, during Asian trading hours, it had fallen to a 16-month low of \$1,2676.

Wall Street was poised for a subdued opening after a lackluster response to strong U.S. jobs numbers last Friday. Dow futures were up 0,1 percent at 12,319 while the broader Standard & Poor's 500 futures were flat at 1,274.

Earlier in Asia, Chinese shares in Hong Kong and the mainland jumped sharply following a weekend government planning conference during which Premier Wen Jiabao promised to channel lending to entrepreneurs who have been battered by weak global demand.

China tightened lending and investment curbs last year to cool its overheated economy but has reversed course in recent months following a slump in global demand that has hurt exporters and led to job losses.

Hong Kong's Hang Seng index jumped 1,5 percent at 18,865,72. The benchmark Shanghai Composite Index gained 2,9 percent to 2,225,89, while the Shenzhen Composite Index gained 3,7 percent. Elsewhere, South Korea's Kospi fell 0,9 percent to 1,826,49. In Japan, financial markets were closed for a public holiday.

Trading in the oil markets was fairly subdued, with benchmark crude for February delivery down 36 cents at \$101,23 a barrel in electronic trading on the New York Mercantile Exchange.

7. Interpreting interviews/Liaison Interpreting.

Listen to the interview and interpret it:

MUSIC BUSINESS

P – Presenter

P: There's said to be an old Chinese curse – 'May you live in interesting times'. Well, these are certainly interesting times for the music industry. CD sales are down by almost 20% this year, the major chain of stores Tower Records went bankrupt earlier this year and

there are constant gloomy predictions that the rise and rise of ‘file-sharing’ – people illegally sharing music over the internet – will force many companies involved in the production and sale of music out of business.

I’m joined in the studio by Peter O’Neill, who writes a popular blog about the business of making and selling music (pause) Peter, is this the end for the music business?

Peter: No, in a word. I think we need to say that the death of the music industry has been greatly exaggerated.

I think there has never been as much demand as there is now for consuming music – and people are getting music in many different ways. The challenge for the big companies in the music business is to try and understand the changes that are taking place and come up with a *new* business model. If they can do that, I think there are very exciting times ahead.

P: Well, I don’t want to contradict you but let’s look at some of the statistics around filesharing. An estimated 12 billion songs were swapped or illegally downloaded last year with an estimated loss of J325 million for British record companies. A European survey said 34% of 15 to 24 year olds had no idea of music as something you paid for. That, to me, looks like very bad news for the music companies.

Peter: Ah – but I think that’s because the record companies have been very slow in finding ways to sell music in the ways that young people will buy it. Those same 15 to 24 year olds who have never imagined *buying* music are the people who pay J2.50 for a ringtone for their mobile phone. Ringtones went from nothing to a multibillion pound business in a very short space of time – because people could buy them instantly – it’s a very easy process. And music sales are catching up. It’s becoming very quick and easy to buy a song you want – on your computer or on your mobile or whatever. And levels of file sharing are remaining steady, not going up.

P: But ...

Peter: One more point. Last year the Arctic Monkeys released the fastest selling debut album ever. If record shops are dead – how did they manage to do that? Well, they made some of their songs available for free on the internet. People shared those songs and passed them on to friends and it all helped create a very positive ‘buzz’ about the Arctic Monkeys and when they released their record people wanted to buy it. That’s the sort of model the music business has to look at.

CONFERENCE CALLS

Operator: Good morning. Welcome to the Softcell Incorporated first quarter 2008 quarterly results conference call. At this time, all participants are in listen-only mode, but the floor will be open for your questions following the introductory remarks. I'd now like to turn the conference over to Ms Marie Tascon, Senior Director of Investor Relations. Please go ahead, madam.

Marie Tascon: Yes. Good morning. Thanks for joining us. Speaking today is Softcell's CFO Peter Goody, joined by COO Jim W. Brook for the Q&A session with analysts. Please note that the information you'll hear during our discussion today may consist of forward-looking statements regarding revenue and margins. Actual results could differ materially from our forecast. To view the supporting slides while listening, log on to softcell.com/investor. With that, I'll turn the call over to Peter Goody.

Peter Goody: Thank you, Marie. It's good to be on this call to report our best quarter ever, with the highest revenue and earnings in Softcell's history. Revenue grew 35% year over year to \$9.6 billion, an increase of almost \$2.5 billion over the previous December quarter's record-breaking results. [Fade]

Peter Goody: In closing, we believe these outstanding results reflect the excellence of our innovative products. We are very enthusiastic about our announcements for 2008, including new SoftTalk software and an updated SoftPro. **Marie Tascon**

With that, I'd like to open the call to questions. Please limit yourselves to one question only.

Operator: Our first question will come from the line of Jane Bratworth with Morgan Stanley.

Jane Bratworth: On the SoftTalk expectations for 2008, are you guys providing any type of update today?

Jim W. Brook: We remain very sure about hitting the 10 million goal for 2008.

Operator: The next question comes from Ahmed Jamal with Merrill Lynch.

Ahmed Jamal – Merrill Lynch: Jim, in terms of the SoftTalk roll-out internationally, there's been a lot of talk about China – anything specific relative to the China market?

Jim W. Brook: We open our first stores in China this year. We'll also be rolling out additional European countries during 2008.

Operator: Next question from Kurt Abramsky with Deutsche Bank.

Kurt Abramsky – Deutsche Bank: Could you give us any, either quantitative or qualitative, commentary on how European SoftTalk uptake is faring versus your US experience?

Jim W. Brook: Kurt, you know, we just launched in France in November and in the UK and Germany a bit earlier so we have very limited experience but we are very happy with all the launches so far.

Operator: The next question comes from Jeanne Beauvoir with Credit Suisse.

Jeanne Beauvoir – Credit Suisse: Peter, is it too early to offer a little more colour on the SoftTalk seasonality question? Your guidance obviously implies seasonality for the whole company.

Peter Goody: We've not yet been through a March quarter with SoftTalk so we don't have any history to go by as we do with other products. We can report in April. [Fade]

Marie Tascon: Time for just one final question.

Operator: And that will come from Tim Lu with Goldman Sachs.

Tim Lu – Goldman Sachs: I'd like to ask you, Peter, about your overall market guidance. It's good to hear you are not seeing any weakness. I understand your products are unlikely to be in the most economically exposed segment, but is there likely to be some exposure if we see, for example, a recession in Europe as well as the US? In your 10% growth forecast have you assumed some kind of economic weakening within Europe specifically?

Peter Goody: The 10% is based pretty much on a very concrete situation, how we see the trends. It's something that we feel is quite solid.

Marie Tascon: Thanks very much, Tim, and thanks to everyone. A replay of today's call will be available as a webcast on softcell.com/investor and via telephone. The number for the telephone replay is 989-313-2111 and the passcode is 5237883. Replays will be available at 5.00 p.m. Pacific Time today.

Operator: Ladies and gentlemen, this concludes today's presentation. We thank everyone for your participation and have a wonderful day.

UNIT 7. CORPORATE STRATEGY

1. Memory training exercises.

Listen to the recruitment details and reproduce them in Russian/Ukrainian.

Technical consultant
(Southern and Eastern Africa)
Salary \$30,000 + 2 year contract

Onito Limited is a company with 25 years experience in consultancy and training. We provide technical assistance for projects in the developing countries.

We are looking for someone to manage environmental projects in South and East Africa: nature conservation, water management, pollution control and agricultural development.

You will be responsible for administration and financial control and will have to work with government departments in each country. We would like to hear from people with suitable work experience and an interest in development aid. Good written and spoken English is important and knowledge of the area is an advantage.

Listen to the information about ethics and repeat it in Russian/Ukrainian.

Code of ethics

Ethics are moral beliefs about what is right and wrong, and the study of this. Some actions are not criminal, but they are morally wrong: unethical. Areas where choices have to be made about right and wrong behavior are ethical issues. Some organizations have a code of ethics or code of conduct where they say what their managers' and employees' behavior should be, to try to prevent them behaving unethically.

Ethical standards

Ten years ago, Zoe Fleet and Lena Nimble founded FN, which makes trainers (running shoes). Zoe explains:

We want FN to be socially responsible and behave ethically. We don't run plants directly: we buy trainers from plants in Asia. We often visit the plants to check that they don't exploit workers by underpaying them or making them work long hours: sweatshop labour. In management in the US, we have an affirmative action program, to

avoid racial or sex discrimination. Every year, we ask an independent expert to do a ‘social performance audit’ to see how we are doing in these areas. We always publish it, even if we don’t like everything in it.

Ethical investment

Sven Nygren is CEO of the Scandinavian Investment Bank

‘Investors are more and more concerned about where their money is invested. We take ethical investment very seriously. We don’t invest, for example, in arms companies or tobacco firms. Environmental or green issues are also very important. Recently we were involved in a project to build a large dam in the Asian country of Paradiso. We discovered that large numbers of farming people would be forced to leave the area flooded by the dam, and that the dam would also be environmentally damaging, reducing water supplies to neighboring countries. It was green activist from the environmental organization Green Awareness who told us this. We withdrew from the project and tried to persuade other organizations not to invest in it. We didn’t want to damage our reputation for ethical investment.

2. Enriching background knowledge.

Listen to (read) realia (units of specific national lexicon), explain and interpret.

Maiden speech, Maid Marian, the Mall, Mansfield College, Marble Arch, March Hare, Marian, Marlowe Society, Merlin, Merseyside, Merton (College), the Midlands, Midsummer Day, moderator, moderations, moonlighter, Moses basket, name-dropping, National Gaelic Mod, National Gallery, national grid, national service, National Theatre, Nativity play, Nelson’s Column, never-never (hire-purchase), non-gremial, non-U, Norman conquest, nursing home, N.U.S. (National Union of Students).

Memorize the expressions borrowed from the mythology, the Bible and associated with historical events, give the Russian translation version.

Бути в зеніті слави – at the zenith (height) of glory; in the heyday of glory

Терези Феміди – Themis’ divine law

Осідлати Пегаса – to straddle Pegasus

Царство Фетіди (підводне царство) – Thetis kingdom

Пути Гіменей – the bonds of marriage
Ахіллесова п'ята – Achilles' heel
Цап-відбувайло – a scapegoat/a fall guy
Піррова перемога – Pyrrhic victory
Нитка Аріадни – the thread of Ariadne
Троянський кінь – the Trojan horse
Домоклів меч – Damocle's sword
Дволикий Янус – twofaced Janus
Багатий як Крез – as rich as Croesus

Memorize the following internet abbreviations and translate them into your mother tongue.

UHQ – ultra high quality
YBW – you've been warned
BDOML – best day of my life
YMBJ – you must be joking
SHK – should have known
WNWY – what's new with you?
AAMOF – as a matter of fact
AIH – as it happens
ABT – about
ACD – alt control delete
AFK – away from keyboard
ALA – as long as

3. Listening comprehension and interpreting.

*Listen to the news story trying to comprehend the overall message.
Listen to the news story again and practise interpreting it consecutively.*

GREEK DEBTS THREATEN THE EURO

European leaders at a summit in Brussels have been discussing the Greek economy and have agreed to help the country with its financial crisis. The aim is to protect the euro and the economies of other countries which use it. This report is from Jack Izzard:

This summit was supposed to be a chance for Europe's prime ministers and presidents to discuss ways to promote growth and jobs, but with the euro single currency facing its worst ever crisis, the original agenda has long since been **scrapped**. Instead, all the focus will be on how **to shore up** Greece's **precarious** finances. Though the Greek economy is

relatively small, its membership of the euro zone means its fate **is wedded to** that of the stronger currencies in the single currency.

For years Greek governments have spent more than they earned in taxes and borrowed to make up the shortfall. That public debt now threatens **to engulf** the economy. Greece's new socialist government has introduced some **drastic austerity measures**, such as a public sector **pay freeze** and fuel price increases to try to reduce the deficit, but the prospect of **a default** has prompted huge falls on the Greek stock market. The uncertainty has spread to other big euro debtors like Spain and Portugal. It's this contagion that most worries euro zone leaders as it risks destroying confidence in the euro as a whole.

So what to do? By **underwriting** the Greeks' debts they hope to stop the financial turbulence spreading and protect themselves in the process. But such **largesse** is not without risk. If they do end up having to pay Greece's debts, the leaders meeting here know it will be both expensive and unpopular with the voters back home.

4. Resume making/Summary translation.

Listen to (read) the given text and give it summary translation.

HOMELESS RECOVERY

The U.S. recovery is no longer jobless – only homeless. Despite the 200,000 jobs added last month and another drop in unemployment, job creation is still slower than in recent recoveries. That's partly because the weak housing market means few new construction jobs. Still, President Barack Obama can breathe easier.

Job gains were broadly spread, according to Friday's report for December, with all major sectors except the government adding jobs and the unemployment rate declining to 8,5 percent, albeit partly due to another 50,000 people leaving the workforce. At this level, job creation is sufficient to absorb U.S. population growth and the headline unemployment rate is on track to decline further, potentially boosting Obama's re-election chances in November.

Even so, the 1,6 million overall figure for jobs added in 2011 – combining 1.9 million new jobs in the private sector and cuts in government – lags even the relatively feeble recovery of the early 2000s. In 2004, for instance, over 2 million jobs were created. Approaching 3 million were added in 1993, and even more than that in 1983.

The continuing deep slump in the housing market is partly to blame. The construction sector added only 47,000 jobs last year, com-

pared with close to 300,000 in both 2004 and 1993. More than 2 million construction jobs have evaporated since 2007, and the sector's job count is back to its level in 1996, when the population was smaller.

Today's modest but steady job growth with construction largely missing out resembles the post-recession pattern of 1961 to 1963, when total job gains averaged 1.2 million annually, only 73,000 of them in construction. That sluggish recovery was decried at the time and helped trigger President John F. Kennedy's tax cut, finally enacted under Lyndon Johnson in February 1964. After that, recovery quickened into one of the last century's strongest periods of growth.

The tax cut idea might not appeal much to Obama – and, to be fair, Kennedy was starting with a top marginal income tax rate of 91 percent. That aside, the current president might fancy the comparison with his iconic predecessor and with late 1960s growth just as much as he appreciates monthly job reports like this one.

5. Practise consecutive interpreting.

STRATEGY

Listen to the following words and word combinations pertaining to Strategy and translate them by ear.

Corporate strategy, resource allocation, to exploit particular resources or assets (Physical, technological, and human), key players, new entrants, the barriers to entry, start-ups, established companies, to set up a new subsidiary or business unit, a process of consolidation or shakeout, acquisition, a profitable company, unrelated industries, emerging industries, money-spinners, takeover, merger, core activities (focus on...), sticking to your knitting, mission statement, shareholders, return on capital, to allocate capital in the most judicious way.

Interpret the following interview consecutively.

I. – Interviewer, MS. – Marjorie Scardino

I.: How do you develop a strategy for a large company?

MS: There are lots of ways to go about it. I think the way we've done it is to first think about what assets we have – what's unique about those assets, what markets we know about and what markets are growing, and which of those markets can make the best use of our as-

sets. We then put that into a bowl, heat it up, stir it around, and come out with a strategy.

I.: And in broad terms, what is your strategy at Pearson?

MS. Well I, we have approached our strategy... Let me answer it this way, by looking at it as three simple steps. When I joined Pearson a couple years ago, we needed to improve our operations. We needed just to run the companies we had, and the businesses we had better. So our first step in our strategy was simply to operate better. To create better profits, and better cash generation, and better long term value for the shareholders. We then ... the second step which was not happening in a serial way but happening at the same time, the second step was to look at the assets we had and see which ones we should keep and which ones we should dispose of. Those we disposed of, we did because they would be worth more to other companies than to us because they didn't fit to the rest of the company, or were things we didn't actively control – we had a passive interest in – so those disposals were an important part. And then the third step was to stitch together all our businesses, so that they were able to use each other's assets.

I.: What trends do you see emerging in the strategy of large companies?

MS: I'm not a great student of everybody else's strategy, but I would suspect they are trends towards globalism, toward having more international operations, rather than simply having a national business. They are probably trends towards more focus on people, and more focus on the people who work in the company as the company. And probably more change in the management style of companies towards more teamwork and more collegiality and less sort of authorization in ways of running the company, and therefore the ideas that come from that kind of an organization. What strategies have influenced or impressed you?

MS: There's one ... Strategies that impress me are strategies that are extremely clear, and define a very unique goal. I think one of the strategies that impresses me is Coca-Cola's. And I'm sure its strategy has several levels. But it is encompassed in what they call their 'goal' or their 'mission', which is something like: Put a cold bottle of Coca-Cola within arm's reach of every thirsty person in the world. So that means; here's what their main product is – and they're going to focus on that; they're going to focus on international markets, not just parochial markets; and they're going to focus on distribution, wide distribution and promotion. And so that sort of encompasses everything. That's a good strategy, very clear, I'm sure nobody who works in Coca-Cola doesn't understand what they're after.

6. Practise ‘at sight’ translation.

First, look through the text to grasp the main idea, then translate it at sight.

THE VIRTUAL ANATOMY, READY FOR DISSECTION

PEOPLE wear 3-D glasses for new movies like “The Adventures of Tintin.” But for medical school?

The answer is yes at the New York University School of Medicine, which is using 3-D technology to update a rite of passage for would-be doctors: anatomy class.

In a basement lab at NYU Langone Medical Center in Manhattan last month, students in scrubs and surgical gloves hovered over cadavers on gurneys, preparing, as would-be doctors have for centuries, to separate rib cages and examine organs. But the dead are imperfect stand-ins for the living. Death – and embalming fluid – take a toll.

So, in an adjacent classroom, a group of students wearing 3-D glasses made by Nvidia, a graphics processing firm, dissected a virtual cadaver projected on a screen. Using a computer to control the stereoscopic view, they swooped through the virtual body, its sections as brightly colored as living tissue. First, the students scrutinized layers of sinewy pink muscles layered over ivory bones. Then, with the click of a mouse, they examined a close-up of the heart, watching as deep blue veins and bright red arteries made the heart pump.

Compared with the real cadavers in the lab next door, the virtual one seemed as dynamic as Imax.

“It’s like a living digital textbook,” said John J. Qualter, a research assistant professor of educational informatics at the medical school who helped design the 3-D installation.

The virtual human body is the creation of BioDigital Systems, a medical visualization firm in Manhattan that Mr. Qualter helped to found. It develops animations of the anatomy for drug makers like Novartis, medical device makers like Medtronic, television shows like “Mystery Diagnosis” and medical schools.

The virtual body, introduced last month at N.Y.U., represents an unusual collaboration between industry and academia. The companies, which originally paid BioDigital to develop medical animations of certain body parts for commercial purposes, agreed to let the design firm freely use the digital models for educational purposes. In recognition of N.Y.U.’s involvement, the company has pledged a small share of future revenue to the medical school.

But the medical students were merely testing an early incarnation of an ambitious project.

BioDigital plans to develop the virtual cadaver further on its new medical education Web site, biodigitalhuman.com, with the aim of providing a searchable, customizable map of the human body. Right now, Mr. Qualter said, the site is available only in a beta version. But in the coming months, the company plans to offer its code to, say, health Web sites that want to embed images of the respiratory system, or to doctors who want to show animations of prostate cancer surgery to patients.

“We wanted to use our data visualization to improve knowledge of complex health topics,” Mr. Qualter said. His firm hopes to position the virtual body as the health education equivalent of Google Maps – available as a free, easy-to-use public Web site and in an upgraded, fee-based professional version.

“We want to become a scalable model,” Mr. Qualter said, “a Google Earth for the human body.”

Mr. Qualter and his business partner, Frank Sculli, a software engineer, founded BioDigital Systems in 2002 to help companies and institutions use 3-D storytelling to make medical topics more comprehensible and compelling. For instance, the firm created an animated heart to demonstrate how an implant from Medtronic could fix a prolapsed heart valve. At N.Y.U., the firm worked with the medical school to develop animations of operations for surgical education.

Those kinds of commissions helped make BioDigital successful as a small business. But its executives concluded that its growth potential would be limited if they remained focused on one-off projects for limited audiences. Last year, they decided to combine all of their commissioned medical illustrations into one virtual human.

“As a private company, as a service business, we can make a couple of million dollars annually,” Mr. Qualter said. But, as a product firm with a searchable map of the human body to market, he said, the company has greater potential to increase revenue and improve health education. “Once the BioDigital Human is really being used by a lot of people, we can leverage that.”

IT is too soon to tell whether studying a digital human model will help medical students understand anatomy more deeply than they can by dissecting cadavers alone. But the virtual body certainly offers some advantages.

In the N.Y.U. lab, Chana Rich, a 21-year-old first-year student from Fairfield, Conn., dissected an older, female cadaver. But the dead woman had undergone a number of surgeries during her lifetime, and her body was now missing its appendix, spleen and right lung.

“She’s skinny and female,” Ms. Rich said, “so sometimes it’s hard to visualize the smaller vessels.”

A few minutes later, Ms. Rich was in the projection room, isolating the liver of the virtual cadaver and examining the blood vessels connected to it.

“In a cadaver, if you remove an organ, you cannot add it back in as if it were never removed,” she said as she adjusted her 3-D glasses. “Plus, this is way more fun than a textbook.”

But her colleague, Susanna Jeurling, a first-year medical student from Washington, disagreed. Dissecting a real cadaver, she said, gives students a unique, tactile understanding of the body.

“I don’t think this will ever replace cadavers,” said Ms. Jeurling, 24. “There’s something about being able to hold it and turn it in your hand.”

Administrators at the medical school say they have no plans to phase out dissection, an educational method that dates back to the Ptolemaic era. The 3-D digital human body is merely a complementary teaching method, said Dr. Marc M. Triola, associate dean for educational informatics.

“It’s an amazing blend of one of the oldest medical education techniques and the absolute newest,” Dr. Triola said.

7. Interpreting interviews/Liaison Interpreting.

NEW URBANISM

Listen to an interview with an architect who explains the trend of New Urbanism and interpret it.

Interviewer: Contemporary architecture is getting more and more spectacular. Developments in computer technology mean that it is now possible to build things which would have been impossible twenty years ago.

However, while the great signature buildings like Gehry’s Bilbao Guggenheim and Foster’s «gherkin» make headlines, there is another important trend in contemporary architecture. It’s called «new urbanism». Kevin Whitehead is a young architect from Manchester, and also a «new urbanist». Kevin, is «new urbanism» just a way of reacting against important and expensive signature buildings?

Architect: New Urbanism isn’t a reaction against flashy signature buildings, but it is a completely different way of approaching and thinking about architecture.

Interviewer: How do you mean, exactly?

Architect: Well, I'm a practising architect, but I have no interest in building something that's big and expensive. In fact, I'm not really that interested in making new buildings at all really...

Interviewer: So what are you interested in then?

Architect: I believe that architecture should be about people first, and about people's relationship with the space around them, with their environment. Us, New Urbanists aren't so interested in these great aesthetic triumphs, big names, making big signature buildings and trying to transform a city with one flashy museum or office block. New Urbanism is more about trying to build communities.

Interviewer: Could you give us an example? Perhaps the project that is currently taking place in Ancoats in Manchester...

Architect: Ancoats is an example of an area that was really depressed, a lot of old empty buildings and a terrible 1970s housing estate. The «New Islington» project is going to redevelop the whole area.

Interviewer: How are you planning to do that exactly?

Architect: We are restoring old buildings to attract new people to come to the area, but we make sure we are keeping the old community there. It's not just about one building there will be a mixture of housing, shops, businesses and public spaces. New Urbanism creates the opportunity for communities to take root and develop.

PRODUCTS AND BRANDS

Presenter: Regular listeners to the programme will have followed our coverage of the trial of Martha Stewart, one of the best-known women in America, leading to her conviction on charges of having lied to federal investigators. Stewart's company, Martha Stewart Omnimedia, is described as a 'lifestyle media and merchandising giant', producing everything from books and magazines to TV programmes, garden furniture, towels, kitchen equipment ... pretty much everything you could need to make your dream home, and pretty much all sold using Martha Stewart's name. Now, as we've reported recently, shares in Martha Stewart Omnimedia have fallen dramatically since her conviction and many analysts are convinced that, if the company is to survive, a name change is inevitable. I'm joined here by Professor Dave Spader. Dave, do you think there's any future for the Martha Stewart brand?

Dave: Well, that's the big question. As you say, the share price has fallen dramatically and that's not good news for any company. The company's own research says that 70% of their consumers think they

should keep the Martha Stewart name but at the same time advertisers are keeping away from the company's magazines. Advertising in the Martha Stewart Living magazine is down 35%. I think what's happening is that they're keeping the name but playing it down and putting the emphasis on other things. For example, one of their newest magazines, 'Everyday Food', no longer has 'From the Kitchens of Martha Stewart Living' on its cover. Things like that. Publicly, they're saying they'll stick with the name but I think we'll continue to see Stewart's name fade from view somewhat. Whether they'll get rid of her name altogether I think it's too early to say.

Presenter: Are there other examples of brands changing names to survive this kind of bad publicity?

Dave: Oh, several. Philip Morris, the cigarette company, has recently become Altria and, in America, Esso became Exxon. But they were both parent companies changing their names, and I don't think we can make direct comparisons with the Martha Stewart brand where she really is — or perhaps I should say was — the public face of the brand.

Presenter: So, you think the tough times will continue for Martha Stewart Omnimedia?

Dave: I'm afraid so. Whatever they choose to call themselves.

UNIT 8. E-COMMERCE. ETHICS

1. Memory training exercises.

Decipher the following abbreviations (the names of the organizations) and give their Russian/Ukrainian equivalents.

ABA, AFZ, APEC, ASEAN, BIS, BSEC, EFTA, EIB, NBU, PEN, UNDP, UNIDO, BIMCO, DOP, FMC, NCB, ECOSOC, EFTA, NGO, IRA, GHQ, ITN.

*The film **How to Get Ahead in Advertising** starts with part of a formal presentation given by an advertising executive called Bagley.*

Listen to the middle part of his presentation and interpret it.

Let me try and clarify some of this for you. Best Company supermarkets are not interested in selling wholesome foods. They are not worried about the nation's health. What is concerning them is that the nation appears to be getting worried about its health. And that is what's worrying Best Co. Because Best Co wants to go on selling them what it always has, i.e. the white breads, baked beans, canned foods and that suppurating, fat-squirting little heart attack traditionally known as the British sausage. So, how can we help them with that?

Listen to the names of famous places, repeat them in Russian/Ukrainian, having matched the place name and the feature it is famous for.

Copenhagen, Berlin, canals, Madrid, London, Venice, mermaid, New York, Cairo, skyscrapers, Prado, Brandenburg Gate, pyramids, Big Ben.

Listen to the expressions of measurement (quantity), repeat them in the same order in your mother tongue.

A gallon of petrol, a pint of beer, a kilo of rice, a lump of sugar, a carton of milk, a grain of salt, a bar of chocolate, a jar of coffee, a packet of cigarettes, a barrel of oil, a glass of wine.

Listen to people speaking about the internet and e-commerce and interpret.

The Internet service ISP is organization that provides you with internet access. You register and open an account, then they give you

an email address so that you can communicate by email with other users. Some ISP have their own content- news ,information and so on- but many do not. After you log by entering your user name and password (a secret word that only you know), you can surf to any site on the World Wide Web. If you're looking for a site about a particular subject, you can reach engine like Google or Yahoo. When you finished, remember to log off for security reasons.

CLICKS-AND-MORTAR

My name's John and I own a chain of sports shops. Last year, I started an e-commerce operation, selling goods over the Internet. We've done well. Visitors don't have trouble finding what they want adding items to their shopping cart and paying for them securely by credit card. Last year we had two million unique users (different individual visitors) who generated 15 million hits or page views. That means our web pages were viewed a total of million items!

E-commerce or e-tailing has even acted as a form of advertising and increased levels of business in our traditional bricks-and-mortar shops! Pure Internet commerce operations are very difficult. To succeed, I think you need a combination of traditional retailing and e-commerce clicks-and-mortar. In our case, this has also helped us solve the last mile problem, the physical delivery of goods to Internet customers we just deliver from our local stores!

B2B, B2C and B2G

Selling to the public on the Internet is business-to-consumer or B2C e-commerce. Some experts think that the real future of e-commerce is going to be business-to-business or B2B, with forms ordering from supplies over the Internet. This is e-procurement.

Business can also use the Internet to communicate with government departments, apply for government contracts and pay taxes, business-to-government or B2G.

2. Enriching background knowledge.

Memorize the following phraseological units and give their Ukrainian/Russian equivalents.

To see the world through the rosy spectacles
To show the white feather

To call a spade a spade
Solomon's judgment
Wolf in sheep's clothing
To play the first fiddle
Daily bread
A prodigal son
A black sheep
A bull in a china shop

Listen to (read) realia (units of specific national lexicon).

Labour Party, ladies' gallery, Lady Day, Lady Mayoress, Lake Country (lake District), Lambeth Degree, LAMDA (London Academy of Music and Dramatic Art), Lancaster House, Sir Lancelot, landslide, latchkey child, L.C.C. (London County Council), Lion and the Unicorn, Loch Ness Monster, Greater London Council, Lord Mayor, Lord Mayor's show, Lord Privy Seal, lords spiritual, lords temporal, the Mace, Madam Tussaud's, Magdalene College, Magistrate, Magna Carta.

Listen to different signs and notices, which ask people not to do things. Memorize them and their definitions, interpret.

KEEPOUT (do not enter this property)
Unauthorized vehicles strictly forbidden otherwise will be towed
(do not park here)
Do not leave bags unattended (keep your bags with you)

Warning

Mind your head (the ceiling is low)
Beware of pickpockets (professional thieves may be around)
Cross only when lights show (or you might get run over)
Works entrance (the entrance to the factory is here)
TOLL AHEAD (you will have to pay to use this road/bridge/
tunnel)
HEAVY PLANT CROSSING (Lorries, heavy machinery units
come out of this entrance)

Listen to some idioms used in business, their definitions, memorize them and interpret.

To give someone his/her head – to permit someone to do as he or she likes; allow someone freedom of choice

To go to someone's head – to make someone dizzy or drunk; overcome with excitement

To keep one's head – to remain calm or poised, as in the midst of crisis or confusion

To keep one's head above water – to remain financially solvent

To lay (put) heads together – to meet in order to discuss, consult, or scheme

To lose one's head – to become uncontrolled or wildly excited

Not make head or tail of – to be unable to understand or decipher

To pull one's head in – to keep quiet or mind one's own business

To take it into one's head – to form a notion, purpose or plan

3. Listening comprehension and interpreting.

Listen to the news story trying to comprehend the overall message. Listen to the news story again and practice interpreting it consecutively.

OIL LEAK REPAIRS START FINAL STAGES

Engineers have begun the final stages of plugging the well in the Gulf of Mexico that caused the world's worst accidental oil spill. But they won't be certain of whether it's worked for at least a week. Jane O'Brien reports from Washington.

The **operation** called Static Kill is **well underway** and so far the results look **promising**. The process involves pumping mud and cement into the well to push the oil back underground. It's similar to the **procedure** that failed in May – but then the oil was still **gushing** freely. This time a cap is in place and **still holding** after two weeks.

If Static Kill is successful, the well will be sealed with **concrete** on top and below the surface, using the relief wells that have taken several months to drill. But even when the leak is fully stopped, the effects of the BP oil spill are likely to continue indefinitely.

The local economy has been **crippled** and some parents are reporting sickness and **behavior** problems in children exposed to the spill and affected by the stress it's caused. A series of public meetings start Wednesday aimed at **addressing** the many concerns of businesses and residents.

4. Resume making/Summary translation.

Listen to (read) the article. Summarize the essential information and interpret it.

WHAT BEHAVIORS INDICATE COMPULSIVE SHOPPING AND SPENDING?

Behaviors typical of compulsive shopping and spending include the following:

- Shopping or spending money as a result of feeling disappointed, angry or scared.
- Shopping or spending habits causing emotional distress in one's life.
- Having arguments with others about one's shopping or spending habits.
- Feeling lost without credit cards.
- Buying items on credit that would not be bought with cash.
- Feeling a rush of euphoria and anxiety when spending money.
- Feeling guilty, ashamed, embarrassed or confused after shopping or spending money.
- Lying to others about purchases made or how much money was spent.
- Thinking excessively about money.
- Spending a lot of time juggling accounts or bills to accommodate spending.

Identification of four or more of the above behaviors indicates a possible problem with shopping or spending.

What problems are caused by compulsive shopping and spending?

Compulsive shopping or spending may result in interpersonal, occupational, family and financial problems in one's life. In many ways the consequences of this behavior are similar to that of any other addiction.

Impairment in relationships may occur as a result of excessive spending and efforts to cover up debt or purchases. Persons who engage in compulsive shopping or spending may become pre-occupied with that behavior and spend less and less time with important people in their lives. They may experience anxiety or depression as a result of the spending or shopping which may interfere with work or school performance.

Financial problems may occur if money is borrowed or there is excessive use of credit to make purchases. Often the extent of the financial damage is discovered only after the shopper or spender has accumulated a large debt that necessitates a drastic change in lifestyle to resolve. Recovery groups such as Debtors Anonymous have formed to help compulsive shoppers and spenders return to normal, appropriate patterns of buying.

What makes compulsive shopping and spending addictive?

There are many social and cultural factors that tend to increase the addictive potential of shopping and spending. The easy availability of credit and the material focus of society in general encourage people to accumulate possessions now and worry about financial responsibility later.

Society places a strong emphasis on one's outer appearance and many media personalities promote spending money to achieve a certain look that will bring about happiness. In addition, the accessibility of purchasing has been made easier with the arrival of online shopping and television programs devoted to buying goods 24 hours a day. Items can be purchased and ordered by express delivery to arrive quickly without the buyer having to leave home or personally interact with anyone else.

The shopping and spending activity itself is associated with a feeling of happiness and power which is immediately gratifying. The after effects of remorse and guilt drive the spender back to purchase again to be able to achieve that brief but intense emotional high. Research has shown that many compulsive shoppers and spenders also suffer from mood disorders, substance abuse, or eating disorders. As with any addiction, the person becomes dependent on the behavior to relieve negative feelings that cause them distress and discomfort.

5. Practise consecutive interpreting.

ETHICS

Listen to the following words and word combinations pertaining to Ethics and translate them by ear.

Bribe (kickback, sweetener, backhander, baksheesh, greasing of palms), illicit payments, a slush fund, corruption, sleaze, option of price fixing, to form a cartel, a whistleblower, to be perceived as good citizens, insider trading, erecting Chinese walls, to avoid misselling, green or environmentally friendly products, to trade fairly, sweatshops, to play subsistent wages, to use child labour, ethical behavior, a policy of equal opportunities, to recruit and promote on the basis of merit, the glass ceiling, internal code of ethics, ethical credo, mission statement, an ethics ombudsman.

Listen to the interview and interpret it.

I. – Interviewer, CB – Claire Beddington

I.: Why should companies be ethical or what are the advantages of a company in behaving ethically?

CB.: I think the whole issue of ethics is a very complex one. Companies are made up of people. Multinationals are made up of many different nationalities. I think that companies are part of society and as such they should reflect society's standards. Companies, especially multinational ones, do have responsibilities in the world and should try to be a positive influence and I think if a company is not ethical, then it will not survive as the company.

I.: Should a company have a code of ethics?

CB.: I think from my point of view it is useful on two counts. Firstly, it makes a commitment to certain good behavior and so it's a way of communicating the importance of good behavior to all of its employees and partners. Secondly, if the company has a code of ethics, and spends time communicating it, it does actually contribute to its ethical behavior. If you express these things in writing, especially, then you can be held accountable for them. This tends to mean that you are much more likely to act on them as well. I think that following up that code is difficult. People tend to have different ethical standards, and defining the term 'ethics' can I think be a problem. But I think generally to express what your ethics are is a positive thing to do.

I.: What kinds of moral dilemmas do large companies face? Can you think of any examples?

CB.: I think if you were to look at any company's ethical code you would usually find in it a section about offering bribes and this can be an area where I think people can get themselves into hot water. Facilitation payments are part of doing business in many countries, and bribes are something which most companies are not going to want to get involved in. But when does the facilitation payment become a bribe? And that is a question that can be quite difficult to answer.

I.: Can you think of an example where a facilitation payment is clearly a facilitation payment and not a bribe?

CB.: I think that there are many examples. When you are paying consultants to make introductions to new business contacts. Obviously the reason you choose these consultants is because they are well placed to give that kind of advice in a particular country. And you're paying for that introduction.

I.: Can you give an example of facilitation which is closer to the bribe?

CB.: I would say size is important. Sometimes facilitation payments are out of proportion to the kind of business that you are expecting to win. I think there are many instances. Also, you have to be careful with such issues as nepotism.

6. Practise ‘at sight’ translation.

First, look through the text to grasp the main idea, then translate it at sight.

MARIJUANA USE MOST RAMPANT IN AUSTRALIA, STUDY FINDS

SYDNEY – A study published Friday in a British medical journal may have finally uncovered the secret behind Australia’s laid-back lifestyle, and it turns out to be more than just sun and surf: The denizens Down Under, it turns out, consume more marijuana than any other people on the planet.

The study, an analysis of global trends in illegal drugs and their effect on public health published in *The Lancet*, a prestigious journal, found that Australia and neighboring New Zealand topped the lists globally for consumption of both marijuana and amphetamines, a category of drugs whose use the study found to be growing rapidly around the world.

The study’s co-authors, Professors Louisa Degenhardt of the University of New South Wales and Wayne Hall of the University of Queensland, reported that as much as 15 percent of the populations of Australia and New Zealand between the ages of 15 and 64 had used some form of marijuana in 2009, the latest year for which data were available.

The Americas, by comparison, clocked in at 7 percent, although North America batted above the neighborhood average with nearly 11 percent of its population partaking. Asia demonstrated the lowest global marijuana use patterns at no more than 2.5 percent, the study said, although difficulties in obtaining accurate data in less developed countries were cited as one possible reason for the low figures.

The results were not surprising and reflected trends that have been in place for more than a decade, Mr. Hall said in an interview on Australian radio Friday. Despite the high figures in the report, he said, the rate of marijuana use in Australia has actually been dropping “steadily for the better part of a decade.”

Mr. Hall blamed both the ubiquity of the drug – Australia and New Zealand have no shortage of remote rural areas where policing is difficult and the plant grows like, well, a weed – and cultural mores that place the consumption of intoxicants at the center of social life.

“Just look at the way we take alcohol as an integral part of everyday life. I think a lot of young people see cannabis in the same way that we see alcohol: as no big deal, as a drug just to use to have a good time,” he said.

Stepping back for a global perspective, the study found that marijuana was the world's most widely consumed illicit drug, with anywhere from 125 million to 203 million people partaking annually. Use of the drug far outstrips that of other illicit drugs globally, with 14 million to 56 million people estimated to use amphetamines, 14 million to 21 million estimated to use cocaine and 12 million to 21 million estimated to use opiates like heroin.

Still, despite marijuana's significantly outpacing other illicit drugs in terms of the volume of use, the study found that it was the least likely of all illicit drugs to cause death. Additionally, barely 1 percent of deaths in Australia annually can be attributed to illegal drugs, the report said, compared with almost 12 percent from tobacco use.

The prevalence of marijuana use in Australia is widely accepted if not openly condoned, and at least three states have moved to decriminalize the possession of small quantities for personal use.

But the findings in the report most likely to cause concern to the Australian government were those relating to the use of amphetamines, and particularly methamphetamine, which has become a major public health concern over the past two decades. As much as 3 percent of the Australian population has used amphetamines like speed, compared with just 0,2 percent to 1,4 percent in Asia.

7. Interpreting interviews/Liaison interpreting.

CHAOS THEORY

The economist Asha Badlani describes how chaos theory influences her work. Listen to the interview and interpret it.

I – Interviewer, A – Asha Badlani

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

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

I: Are many economists involved in this field?

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

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

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

I: Doesn’t that mean that forecasting is impossible?

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

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

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

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

A: Well, for example, in a classic linear system, if I do *a*, then I know that *b* will happen and *c* will occur as a result of this, and so on. But according to chaos theory, a number of variables can change what will happen between *a* and *b*, and then between *b* and *c*.

I: Sounds complicated!

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

EMOTIONAL INTELLIGENCE

– Now let’s take a look at some ways in which we can increase the levels of our own emotional intelligence so that employers will be fighting over us! [laughter]

– The first step is to label our own feelings rather than labelling situations or other people. We should say things like ‘I feel angry’ instead of ‘This is a ridiculous situation’.

– Secondly, it is very important to know the difference between a thought and a feeling. In terms of language we express thoughts by saying ‘I feel like’ or ‘I feel as if’ but for feelings we say ‘I feel’ and then a feeling word, an adjective – happy, angry, frustrated.

– Next – and this is a crucial point – we should take more responsibility for our feelings. Instead of saying ‘You are making me jealous’ we ought to say ‘I feel jealous’.

– After this we need to learn how to use our feelings to help us make decisions. Ask yourselves ‘How will I feel if I do this?’ or ‘How will I feel if I don’t?’ Another important issue here is respect. We have to respect the feelings of others. We should ask ourselves questions like ‘How will this person feel if I do this?’

– And of course it isn’t enough to just respect the feelings of others. We have to show others that we care. We do this through empathy and understanding. And we should accept people’s feelings. They are just as valid as our own. Then we come to energy. We need to turn anger into energy and use it to take action – productive action, that is.

– Finally, after getting used to understanding and analysing our emotions, we should practise getting a positive value from them. Ask yourselves ‘How do I feel and what could help me feel better?’ and don’t forget those around you – ‘How do you feel?’ and ‘What would help you feel better?’

– To sum up I am going to leave you with two pieces of advice. Don’t criticise, advise, control or lecture others. Just listen with empathy and in a non-judgemental way.

– And what about people who invalidate you? Easy – avoid them. And when it isn’t possible to avoid them altogether, try to spend less time with them and don’t let them get to you.

– Follow this advice and I am sure that you will soon increase your EQ level. You will feel happier and more positive and hopefully this will rub off on those around you.

UNIT 9. COMPETITION. 'BOOMERANG GENERATION'

1. Memory training exercises.

Listen to the description of a recycling process and repeat it in your mother tongue.

Recyclable materials are recovered from municipal refuse by a number of methods, including shredding (cutting and tearing things into long thin strips), separating metals with a large magnet, screening and washing. Another method of recovery is the wet pulping process. Incoming refuse is mixed with water and ground into a pulp in a machine called the wet pulper, which resembles a large kitchen disposal unit. Large pieces of metal are pulled out by a magnetic device before everything from the pulper is loaded into a centrifuge called a liquid cyclone. Here the heavier materials which cannot be burnt, such as glass, metals and ceramics, are separated out and sent on to a glass-and-metal recovery system. Other, lighter materials go to a paper-fiber-recovery system. The final residue is either burnt or is used as a landfill.

Listen to the information about Great Britain and interpret.

Britain is not a large country, but it is one of endless variety. The Cambrian Mountains, the Cheviot Hills, the Scottish Highlands, the English lowlands, the Pennines, the Lake District.

Surrey, flanking London on the south, is one of the smallest counties in area, though not in population.

Guildford, where Lewis Carroll is buried, has an attractive main street, an irritating one-way system, a modern university and a 20-th century brick cathedral.

The London-Dover road passes through Canterbury whose archbishop is primate of the Church of England.

The Kent coastline stretches from the Thames estuary all the way to the nuclear power station at Dungeness, with many interesting seaside towns. Margate and Ramsgate are jolly, Whitsable is famous for oysters, Broadstairs and Folkestone are refined. Brighton is the best-known town in Sussex, and a delighted place it is, a major seaside resort. The old city of Winchester was the capital of Wessex, whose kings made themselves kings of all England.

The Hampshire coast is short but busy. Portsmouth is a large naval base: the Victory, Admiral Nelson's flagship, lies into the dockyards. Southampton is the major civil port of the south of England.

Bournemouth makes a contrast – a quietly wealthy seaside resort with its own first-rate symphony orchestra.

Listen to people speaking about their problems at work and reproduce them in Russian/Ukrainian.

1. I've been under stress for some time at work. I have more responsibility and more work to do and it's becoming very hard to keep up. Some of my subordinates don't like taking things seriously. I'm more and more bad tempered and it's starting to affect my home life: I've noticed that I'm often irritable with my wife and children. What's going wrong?

2. I've just received an offer from another company. It's a better job – more responsibility and more than two hours a day traveling to and from work. I don't want to move house, my daughter is studying for exams and my son is disabled and has to go to a special school. Should I accept the job?

3. Since being promoted to senior management I've been working non-stop to learn everything I need to function in my new job. I often get home very late and have reading to do at the weekend. I started in the company as a secretary and it's important to me to make full use of this opportunity. My husband is very unhappy about all this. He even says he wishes I had carried on in the old job. Have I made a mistake?

2. Enriching background knowledge.

Match the literary works with the names of the authors; translate them into your mother tongue.

A. Jonathan Livingston Seagull; Bridget Jones's Diary; Forrest Gump;

A Perfect Day for Bananafish; Symphony in Yellow; If Tomorrow Comes; Fugitive Bride; The Snows of Kilimanjaro; Angels and Demons; The Boleyn Inheritance; The Da Vinci Code; The Lost Symbol; Perfume: the Story of Murderer; The Naked Face; The Street Lawyer.

B. Sidney Sheldon, John Grisham, Dan Brown, Patrick Suskind, Philippa Gregory, Richard Bach, Helen Fielding, Winston Groom, J.D. Salinger, Oscar Wilde, Miranda Lee, Ernest Hemingway.

Read the names of Oxford University colleges, give their Russian/Ukrainian version.

Balliol College, All Souls' College, Christ Church College, Corpus Christ College, Merton College, Oriel College, Queen's College, New College, Trinity College, St. Hilda's College, Somerville College, Brasenose College, Lady Margaret Hall, St. Edmund Hall, Keble College, Hertford College, Lincoln College, Nuffield College, Jesus College, St. Hugh's College, St. Catherine's College, Exeter College, Worcester College, Wadham College, Pembroke College.

Read the following realia (units of specific national lexicon), translate them into Russian/Ukrainian and explain the notions.

Queen's Gallery, Queen's Speech (speech from the Throne), Queen Victoria Memorial, question time, quizmaster, RAF (Royal Air Force), Ralph, reader, Received Pronunciation, Received Standard English, recess, Record Office (Public Record Office), redbrick universities, Regent House, Regent's Park College, Round Table (Knights of the Round Table), Royal Academy of Arts, Royal Ascot, royal assent, Royal Mint, Royal Opera House (Covent Garden), Royal Society, Royal Standard, Sabbatical Year, Salisbury, Sandringham, sandwich man, Scotland Yard (Metropolitan Police Force), Scrabble, Searching the Vaults, secretary of state, Secret Intelligence Service, senior lecturer, Shaftesbury Memorial (Eros), Shakespeare's County.

Listen to some idioms used in business, their definitions, memorize them and interpret.

A clear head – the person, who can see the situation clearly, as it is

To be a bright spark – to be highly competent in smth

To have a flight of fancy – to be inspired to invent smth

To scratch one's head – to choose the ways of solving the problem

To drag smth in – to give arguments not related to the actual discussion

To be getting away from the subject – to speak of things, completely different from the agenda

To be in the swim – to be fully aware of the problem

To pit one's wits against smb – to measure the level of your competence while arguing with someone

A game plan – the plan for actions *to jump to conclusions* – to conclude, not considering all pros and cons, making conclusion “in advance”.

3. Listening comprehension and interpreting.

Listen to the news story trying to comprehend the overall message. Listen to the news story again and practise interpreting it consecutively.

RUSSIAN HEAT HITS GLOBAL ECONOMY

Russian economists say that the extremely hot weather and fires are expected to cut fifteen billion dollars from economic output, slowing down the country's recovery from the recent global crisis. Our Moscow correspondent Richard Galpin reports:

Hundreds of fires continue to burn in several different regions of the country including around the capital. But here in Moscow, the **dense smog** has **lifted** for the first time in almost a week, being replaced by sunshine and then some rain. Welcome relief for the population which has been suffering from the very high levels of pollution.

But the **heatwave** continues and experts from two major banks say it's having a serious impact on the country's economy – in particular agricultural **output**.

Alexander Morosov, chief economist of HSBC in Moscow, says four billion dollars will be lost as a result of the government decision to stop exporting **wheat**. That decision was taken after it became clear that up to a third of this year's **crop** had died because of the lack of rain.

The extreme weather conditions and smog have also led to some factories closing down production lines temporarily.

This economic cost comes on top of the cost in human lives; more than fifty people have been killed in the fires, while in Moscow the number of people dying every day is now twice the normal rate due to the heat and **toxic** smog.

All this has led to much anger with the authorities, both local and **federal**, who have been accused of not being prepared for this kind of **crisis** and of doing too little too late.

4. Resume making exercise/Summary translation.

Listen to (read) the given text and summarize the essential information.

MONTGOMERY, ALABAMA — Kendrick Katrell Thomas, 25, of Clayton, Alabama, was sentenced this morning to serve 288 months in federal prison for his role in a home invasion that took place in Troy, Alabama, in 2009, U.S. Attorney George L. Beck, Jr., announced today.

Thomas is the second of three co-defendants to be sentenced in the case. His older brother, Ronald Demarkus Thomas, 26, already received a 288-month sentence in April of this year. The third co-defendant, Anthony Perrie Turner, 24, is scheduled to appear for sentencing on August 11. All three men previously pled guilty to a three-count indictment charging carjacking, conspiracy to commit carjacking, and brandishing a firearm during the commission of a crime of violence.

Documents previously filed in the case show that on October 26, 2009, the three men forced their way into a residence occupied by six people and demanded money and car keys at gunpoint. Several of the victims were beaten and pistol-whipped, and two women inside the residence were sexually assaulted during the commission of the crime. The three assailants then fled the scene in the victims' car. Based on information from the victims, officers with the Troy

Police Department were able to identify, locate, and arrest all three men within a matter of hours.

The Thomas brothers eventually confessed to their involvement in the crime and implicated Turner. One of the women also identified Turner from a photo-lineup.

It is a federal crime to take a motor vehicle from another person by force, violence, and intimidation, with the intent to cause death or serious bodily harm. Brandishing a firearm during the commission of the offense carries a consecutive sentence of no less than 7 years and as much as life in prison. Because he was willing to plead guilty and cooperate in the prosecution of his two co-defendants, the United States agreed to cap Kendrick Thomas's sentence at 25 years.

In handing down the sentence, United States District Judge W. Keith Watkins noted that Thomas had committed «a really violent act» that would impact the victims «for the rest of their lives.» «It's a sad case,» he said.

As part of his sentence, Thomas was also ordered to spend 5 years on supervised release.

All three men still face a pending state prosecution in Pike County for their actions.

The investigation of this case was conducted by Special Agent Jennifer Rudden-Conway of the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives, acting in concert with officers of the

Troy Police Department. Assistant United States Attorneys Nathan D. Stump and Brandon K. Essig prosecuted the case on behalf of the United States.

5. Practise consecutive interpreting.

COMPETITION

Listen to the words and word-combinations pertaining to competition and interpret them.

Competition (tough, aggressive, ferocious, cut-throat), to use unfair methods, dumping, a competitor, home (domestic) market, to build market share, to benefit from economies of scale, to charge market prices, a healthy profit margin, gentlemanly (cosy) competition, to form a cartel, a price fixing arrangement, unfair trading practices, to enter into the legitimate form of cooperation, joint venture, strategic alliance, merger, market leaders, market challengers, market followers, market nichers, cost leaders, low-cost producers, differentiators, focusers, to find competitive advantage, to satisfy the needs of buyers, a particular segment (of market).

Listen to and interpret the interview.

I – Interviewer, JK – Jeremy Klarkson

I: Ok, Jeremy, let me start by asking you why do people resist change?

JK: Resistance to change is the most natural of human reactions and is based on uncertainty and fear – fear of losing your job, fear of, perhaps, not being able to cope with a new situation. It's based on lack of trust in the decision-makers and a complete feeling of lack of control over the situation. All of those are very natural reactions, and the way to manage resistance is not to completely ignore it but actually to manage it as if it were natural.

I: Can you think of an example when change was handled well?

JK: One of my favorite examples. I was working for a client for a number of years ago, and new a new Chief Executive came on board and the client had to significantly reduce its costs. It had been trying to compete with its major competitor on the basis of volume and was trying to be cheaper. And its major competitor was four or five times its size and there was just no way that could happen. And the new Chief Executive came in and within three weeks had published exactly what he was trying to achieve. And every single person in the organi-

zation knew this chap's vision. They knew they were going to segment the market – they were going to cooperate, high spend, high profile customers, and they were going to ignore the mass volume residential market which was a lot bigger, and with much larger margins. And the company was going to go for much more value-added. And the Chief Executive made absolutely clear, right from the beginning, exactly what he was going to do. He talked about the number of heads he was going to have to take out of the organization. So he talked about the pain – he was absolutely honest about it. But he also talked about the gains and explained his vision in a lot of detail to everybody but in a number of face-to-face communications and in a weekly letter that he wrote to everybody in the organization. Every week a letter came out from this chief executive saying exactly what progress had been made, exactly what he was still aiming to do – what the next steps were. And this happened week after week after week.

He was a very effective manager. And the second thing he did was move very quickly on the painful stuff. So he very quickly took out the people who didn't fit. So sometimes the decisions were hard, but he made them and he made them quickly.

6. Practise 'at sight' translation.

First, look through the text to grasp the main idea, then translate it at sight.

GREEK DEBT TALKS AGAIN SEEM TO BE ON THE VERGE OF A DEAL

The latest progress comes in the wake of two days of talks in Athens between Greece's political leadership and Charles Dallara of the Institute of International Finance, the bankers' lobby representing most investors.

Bankers and officials involved in the discussions who were not authorized to speak publicly say that bondholders have made significant concessions with regard to the interest rate, or coupon, that the new Greek bonds would carry. Having insisted previously on an average rate above 4 percent, creditors now seem willing to accept a rate below 4 percent for the 30-year bonds – perhaps as low as 3.6 percent.

The discussions were expected to continue through the weekend, and officials said some type of announcement could come within days.

The talks with private creditors have broken down twice before, largely because the International Monetary Fund and European lead-

ers have pushed for a larger debt reduction in light of Greece's worsening economic outlook, so there is the possibility that these negotiations will founder, too.

Technical talks are continuing with regard to a lump-sum payment of some sort that may be included in later years if the Greek economy improves.

On top of the 50 percent nominal loss, or haircut, already agreed, the lower coupon would produce a total loss for bondholders of more than 70 percent.

It is a tense time for Greece. Officials from the three institutions that are keeping the near-bankrupt nation financially afloat — the European Commission, the monetary fund and the European Central Bank — are demanding another round of spending cuts and reforms to justify a release of as much as 30 billion euros (\$39 billion) in the months ahead.

A private sector debt deal is seen as a strict condition to Greece's securing its next bailout installment.

Officials expect that the deeper bond loss will allow Greece to meet its goal of having a debt-to-gross-domestic-product ratio of 120 percent by 2020, a significant drop from the current ratio of 160 percent.

The recent collapse of the economy has made it more difficult for Greece to hit this number.

Though a debt agreement may spur Greece's next bailout installment, the deeper loss being inflicted on bondholders carries the risk that many investors, in particular hedge funds that in recent months have loaded up on cheap Greek bonds in hopes of a payday this March, will refuse to participate in the deal.

Greece will try to impose the terms on all investors by writing collective-action clauses into the contracts of its old bonds. By doing this, the hope is that the holdouts, estimated to sit on 10 percent to 15 percent of the 206 billion euros (\$272 billion) in outstanding securities, will exchange their old bonds for new bonds — preferring the new discounted bonds to their old ones, which may become worthless.

Some hedge funds that have bought at rock-bottom prices may decide to pursue legal action, although such a process could take years with small certainty of success.

Also undecided is what the European Central Bank, which owns 55 billion euros of Greek bonds, will do. Despite public pressure that it, along with investors, accept a loss on its bonds, the bank has not budged.

Greece and European officials continue to discuss a plan that would allow the central bank to swap its Greek bonds for another

form of Greek debt that, unlike the bonds it now holds, would not be eligible for a haircut.

If such a swap were to occur, the central bank would not be affected if Greece were to invoke the collective-action clauses and force a loss on all bondholders.

Also Saturday, the Greek government criticized as unacceptable a reported German proposal for greater European Union oversight of Greece's national budget. The report, which appeared on Friday in *The Financial Times* and was credited to anonymous German government sources, called for more direct European intervention in Greece's budget — a delicate subject in Greece, where populism and anger at a perceived loss of national sovereignty is on the rise.

“The government emphasizes that this area of competence belongs exclusively to the Greek government,” Pantelis Kapsis, the Greek government spokesman, said in a statement.

As part of the October deal that also called for the voluntary write-down of Greek debt, the European Union established a task force to work with Greek government ministries to speed up reform. The task force has the ability to look into government records, but does not have clear decision-making power.

The already tense political climate in Athens has grown more turbulent since last week, when the so-called troika of foreign lenders called for a number of harsh new austerity measures — including sharp reductions to the Greek minimum wage and the reduction of more than 100,000 public sector workers — which could well cause social unrest in a country already hit hard by nearly two years of wage cuts and tax increases.

Indeed, in a shift in tone from the past, when the governing Socialist party generally accepted the austerity measures in exchange for foreign loans, there is growing discontent at the troika's failings, like relying too heavily on tax increases and not promoting growth.

On Sunday, the technocratic Prime Minister Lukas Papademos is expected to meet with the three parties supporting his fragile interim coalition — the Socialists, the center-right New Democracy Party and the hard-right Popular Orthodox Rally, known as L.A.O.S. — to urge them to forge more political consensus to pass pending legislation on stalled reforms and to address the new demands.

The leader of this coalition has threatened not to sign an agreement demanded by the troika that Greek political parties pledge to support the austerity measures even in future governments. The troika believes that such an agreement is a logical requirement in exchange for billions of euros in loans, but in Greece there is a growing populist discontent that it is a subversion of the democratic process.

7. Interpreting interviews/Liaison interpreting.

TURKEY AND THE EU

Listen to 2 students talking about the advantages and disadvantages of Turkey joining the EU.

Fatma: I think it's very important for us to become part of the EU. I think Turkey should join by 2012 at the latest.

Hakan: I don't agree with you at all. I really just don't understand the point or see any benefits that it would bring us.

Fatma: Well, greater economic stability for a start. That's the most obvious and most important thing. If we started to use the euro we would get that stability.

Hakan: I'm not sure...look at what happened in other European countries when the euro came in – they all had terrible inflation!! I don't want that to happen in Turkey too...

Fatma: Inflation wasn't just caused by the euro, there were other reasons. Anyway, at least having the euro would make travelling easier – we wouldn't have to change money and pay commission rates to banks!

Hakan: But we risk becoming the same as everyone else. Same money, same TV channels, same films, same music...McDonald's everywhere...

Fatma: That's American and nothing to do with Europe!

Hakan: Sure, but it's all part of the same process...

Fatma: Oh nonsense! Come off it! If Turkey wants to become a modern nation with a strong voice in international affairs, it must become part of the European Union!

Hakan: I'm not so sure about that we have other traditions, we are more Balkan and Mediterranean, we have a different history.

Fatma: Europe is a multicultural continent. Every country in Europe has a different history.

Hakan: Well, that may be, but perhaps it's not up to us to decide. Perhaps Europe doesn't want us!

Fatma: Hmmm...well, you're quite happy to be part of Europe when Fenerbahce are doing well in the Champion's League...

Listen to a radio interview about the 'Boomerang generation' and interpret.

Presenter: Good afternoon and welcome to *Modern Times*. On today's show we'll be talking about the 'boomerang generation'.

That's the new term that's being used to describe the phenomenon of young people, such as university graduates, who move back home to live with their parents. According to recent research, there are now approximately 6.8 million over 18 year olds living with their parents in the UK. To talk about the reasons for this trend, I have with me in the studio today Helen Campbell, lecturer in Economics at Thames University. Hello, Helen.

Lecturer: Good afternoon, David.

Presenter: So, Helen, what is causing this trend of the so called 'boomerang generation'?

Lecturer: That's a good question. You see, there are a number of social and economic factors at play here. Firstly, as we all know, student loans have largely replaced the old university grant system in the UK. And, as...as a result, student debt has risen steadily each year. According to the most recent figures, the level of debt rose again last year by 18,7%.

Presenter: 18,7%. But what does that mean in real terms?

Lecturer: Well, if we...let's take the average graduate today; she's now likely to start her working life owing about J12,000 to the bank.

Presenter: I see. That's certainly a lot of money for a young person.

Lecturer: Yes, and that's why so many young people are now moving back in with their families when they finish university or choosing to stay in the parental home while they study. Um, the other important factor that is behind this trend is the high cost of housing nowadays. It's... it's an extremely hard time for first-time buyers. You know, the average person now has to save for five years to get a deposit on a home.

Presenter: How much of a deposit will they need?

Lecturer: According to a recent bank survey, about J24,000 and it seems the average first-time buyer is likely to be 33 years old these days.

Presenter: Does this mean that young people are going to be more financially dependent on their parents for longer?

Lecturer: It certainly looks that way. It makes sense for people to save money on rent and live with their parents for a few years at least. The survey has found that less than half the 6.8 million who are now living with their parents are paying rent and many of them receive weekly allowances from their parents.

Presenter: Thank you, Helen. Well, it seems that in the past, the trend has always been for each generation to be better off than the previous one. But it looks like this trend may not continue into the next generation. Our lines are now open to callers who want to discuss the boomerang generation with us. Call...

UNIT 10. LEADERSHIP. THE FUTURE OF G8. MANAGEMENT

1. Memory training exercises.

Listen to geographical names, repeat them in the order they follow and suggest their Russian/Ukrainian equivalents.

- Appalachians, Cordillera, Mount McKinley, Sierra Nevada, Cascade Range, Hudson, Rio Grande, Grand Canyon, Great Central Plain
- Lake Huron, Lake Michigan, Lake Ontario, Lake Superior, Niagara Falls, Gulf of Mexico, Rocky Mountains

Listen to the information about some inventions and discoveries, repeat in the same order in Russian/Ukrainian and suggest your answer.

- They were invented in 1820 by a Florentine physicist by sticking two bits of curved glass on either side of his nose.
- This drink was first made by a monk for his abbey in Scotland in 1494.
- Most people think these sweet rolls were invented by the French – in fact, they were first made in Vienna by a Polish baker.
- The first pair was worn in 1760 by an eccentric Belgian who put them on and rolled into a party in Soho, London.
- This game was invented by a Frenchman called Dumas in 1762 – he cut up maps into little pieces and the idea was to put them back together again.
- This water sport was described by Captain Cook in his report from Hawaii nearly two hundred years before it became popular in California.
- An unpopular tool invented by George Washington's dentist in 1790.

Listen to the natural resources and major industries of the US and repeat them in the order given in Russian/Ukrainian.

- Coal, copper, lead, molybdenum, phosphate, uranium, gold, iron ore
- Mercury, potash, silver, tungsten, zinc, petroleum, natural gas, timber, phosphates
- Iron and Steel, Paper Products, Cement, Lumber Products, Sulphuric Acid, Fertilizer, Gypsum Products, Cotton.

– Plastics and Resins, Caustic Products, Newsprint, Textiles, Aluminum, Cheese, Rubber, Butter, Machine Tools

Listen to the names of places of interest in Washington D.C., memorize them and reproduce in your native language.

The Capitol, the White House, the Oval Office, the Library of Congress, Pennsylvania Avenue, Foggy Bottom, Georgetown, Mount Vernon, the Pentagon, the Smithsonian Institute, Lafayette Square, the National Mall, the John F. Kennedy Center for the Performing Arts.

2. Enriching background knowledge.

Read the following realia (units of specific national lexicon), translate them into Russian/Ukrainian and explain the notions.

East Anglia, East End, Easter, Eisteddfod, Emerald Isle, English Channel, the Establishment, Eton (College), Exeter College, Fellow of the Royal Society, Fenland (Fens), Fifth of November (Guy Fawkes Night/Gunpowder Plot), First Folio, first-foot, First Lord of the Admiralty, first reading, Foot Guards, friar, Gallup Poll, Sir Galahad, Garden of England, Gatwick, gaudy, general practitioner.

Listen to some idioms used in business, their definitions, memorize them and interpret.

To keep to the point – be specific

To leave smth out of account – not to pay attention to smth

To lay great store by smth – to make a special emphasis on things

A tough nut to crack – a tough guy, a person or a thing, very firm in his nature

To have a ball – to have rest

A wet blanket – the person, who spoils everything, a nerd, with whom there is nothing to discuss

To have smb pegged – to reveal conspiracy

To be at loose end – to be bored, not to know what to occupy oneself with

To make a hit with smb – to make a favourable impression on smb

To build castles in the air – to draw up plans from nowhere

Memorize the following phraseological units and translate them into Ukrainian/Russian.

From hand to mouth – improvidently, with nothing to reserve

To have a hand in something – to have a share in, to participate
To have one’s hands full – to have a large or excessive amount of
work to handle; be constantly busy.

To show one’s hands – to disclose or display one’s true intentions
or motives

To throw up one’s hands – intentions or motives to admit one’s
inadequacy, exasperation or failure; despair

To try one’s hand (at) – to test one’s skill or aptitude for

To wash one’s hands of – to disclaim any further responsibility for

3. Listening comprehension and interpreting.

*First, listen to the news story trying to comprehend the overall message.
Listen to the news story again and practice interpreting it consecutively.*

OSCAR TRIUMPH FOR HURT LOCKER

*The prize for best film at this year’s Oscars, has been won by a film
about American troops in Iraq, The Hurt Locker. Its main rival, the
multi-billion dollar blockbuster, Avatar, didn’t pick up any of the major
awards. From Los Angeles, Rajesh Mirchandani reports:*

A **low-budget** war film that’s failed to find large audiences **beat
off** a **ground-breaking fantasy epic** that’s the biggest money earner in
cinema history. The Hurt Locker about **bomb disposal teams** in Iraq
won six awards including best picture and Kathryn Bigelow became
the first woman to win the Oscar for best director. She **paid tribute** to
members of the armed services in her **acceptance speech**.

Meanwhile her ex-husband, the film-maker James Cameron, **had to
be content** with three awards out of nine **nominations**, for his sci-fi block-
buster Avatar. Acting prizes went as predicted. Jeff Bridges won for Crazy
Heart, Sandra Bullock for The Blind Side. In supporters roles Christoph
Waltz won for Inglorious Bastards and Mo’Nique for Precious.

The British nominees, Helen Mirren, Colin Firth and Kerry Mul-
ligan went home **empty-handed**.

*Listen to the information about the services the company provides
and non-ethical behavior. Reproduce it in Russian/Ukrainian.*

PARADISO FINANCIAL SERVICES

We **regulate** financial services; our job is to prevent financial
wrongdoing and punish the **wrongdoers**.

Insider dealing or insider trading: someone buys or sells securities using information that is not publicly available. Chinese walls are measures that you can take to stop one department of your company being illegally used by another department, to buy or sell shares for example.

Price fixing: a group of companies in the same market secretly agree to fix prices at a certain level, so they do not have to compete with each other.

Market rigging: a group of investors work together to stop a financial market functioning as it should, to gain an advantage for themselves.

Bribery and corruption

An illegal payment to persuade someone to do something is a bribe, or informally a backhander (BrE only) **kickback** or **sweetener**. To bribe someone is bribery. Someone who receives bribes is corrupt and involved in corruption. This is informally known as a sleaze, especially in politics.

Fraud and embezzlement

“I’m Sam Woo, I’ve been a fraud squad detective for 20 years and I’ve seen a lot!

Once, a gang counterfeited millions of banknotes in a garage. We found US\$10 million in counterfeit notes. They were very good quality. Counterfeiting or forgery of banknotes was a problem, but now all the forgers are in jail.

Faking luxury goods like Rolex watches was also a problem, but we’re working hard to close workshops where fakes are made.

There have been bad cases of fraud where someone offers to lend money, but demands the borrower pay a “fee” before they get a loan. People can be stupid.

And there’s embezzlement, a type of fraud where someone illegally gets money from their employer. One accountant sent false invoices to the company he worked for, and paid money from his company into bank accounts of false companies he had “created”. He embezzled \$2 million – quite a scam.

There used to be a lot of racketeers demanding “protection money” from businesses. If they didn’t pay, their businesses were burnt down.

Money laundering, hiding the illegal origin of money, is common – gangsters buy property with money from drugs. When they sell the property, the money becomes “legal”. But banks now help by telling us when someone makes a large cash deposit.

4. Resume making exercise/Summary translation.

Listen to the given text and summarize the essential information.

LOOKS: APPEARANCE COUNTS WITH MANY MANAGERS

London – There is something downright undemocratic about judging managers abilities on the color of their eyes, the size of their lips, the shape of their noses or the amount of their body fat. Yet looks matter a lot more in hiring and promotions than employers will admit to others, or even to themselves.

Airlines and police forces have long had height and weight requirements for their staff, arguing that being physically fit and strong – not too fat or too small- is in the interest of the public’s safety. In some cases, unhappy employees are challenging the arbitrary rules, which have been used by the airlines to recruit only good-looking women; in other cases, employers are trying to be fairer to avoid lawsuits.

Scotland Yard requires its male employees to be at least 5 feet 8 inches (1,73 meters) tall and female employees to be at least 5 feet 4 inches. The Yard decided to accept shorter women a few years ago to conform with Britain’s equal-opportunity rules.

Air France still requires its female cabin crew to be between 1.58 meters and 1,78 meters, and men to be between 1,70 and 1,92 meters. They must also have a “harmonious silhouette”. And British Airways grounds any member of its cabin crew – pilots excluded – if they are 20 per cent over the average weight for their height.

Being short or overweight may affect people’s careers in other industries in more subtle ways.

“I used to do all my business on the phone when I was a manager in my twenties, because there I could command great authority”, said Ilona Morgan of the Equal Opportunities Commission in Manchester, who is 5 feet tall.

Being too small and or overweight is only one way that looks can have an impact on someone’s career. Academic research at Edinburgh University, New York University and Utah State University shows that the better-looking a person is, the more positive qualities they are thought to have and the more positive impact that has in a career.

There is some evidence, however, that women who are too attractive – unless they are television commentators or have other high-visibility jobs – do not rank well as managers.

“There is enough research now to conclude that attractive women who aspire to managerial positions do not fare as well as women who may be less attractive”, said Gerard Adams, a professor at Utah State University and an authority on the subject.

Some French employers and recruiters decide whether the manager is right for the pay job based upon books. In some cases, morpho-

psychologists – a term coined by French neuropsychiatrist in 1935 – attempt to determine personality traits according to a job applicant’s face, eyes, mouth, nose, ears, hands.

Unfortunately, morphopsychology has become a criterion for recruitment in France”, said Bruno Vincenti with the Centre des Jeunes Dirigeants in Paris, with French employer’s organization. “When it is used as the sole criterion, it is a catastrophe”.

Some people hire you because of the colour of your tie; why not the shape of your ears?” said Frederique Rollet, a psychotherapist in Paris who is the author of several books on morphopsychology.

5. Practise consecutive interpreting.

HUMAN RESOURCES MANAGEMENT

Listen to words and word combinations pertaining to Human Resources Management, memorize and interpret them

Recruitment of highly talented people, skilled labour, selection techniques, recruitment efforts, development and execution of recruiting strategy, training manager, unskilled labour, to ensure excellence in training delivery, modern management techniques, compensation system, performance appraisal, job analysis, job description, job specification, headhunting, brain drain, applicant for the job, promotion, employee transfer, a grievance procedure, fringe benefits, hiring and dismissal, redundancy, rotation, in-service training

Listen to the interview and interpret it

C – Carl, N – Nancy, M – Max, S – Stefan

C: Can we move on to the third point on the agenda, the open plan office? I know there are different opinions about this, so our main purpose will be to explore your views and see if we can reach agreement. Nancy, would you like to begin as I know you’re in favour of the idea.

N: It’s good for communication, people see each other at the office. It’s I think good for team spirit too, I think there’s more interaction between people but what’s important is productivity, people work harder when they are on display.

M: I really can’t agree with you here. I think with the open plan offices there is a problem of privacy.

C: Ok Max, thanks. Stefan what do you think?

S: I agree with Max about privacy. What if you want to make a private phone call?

C: We could use meeting rooms.

S: Meeting rooms? Yes, that's true I suppose, but...

M: I don't think that works

C: Let Stefan finish please, Max.

S: I'm just not happy about this proposal. I hope we're not going to have a vote about this. I mean, I really think we need a report or some extra survey done on this.

C: You've got a point there. Do we all agree? Yes

C: Right, so Max, would you prepare a short report, please? Ask staff how they feel about the open plan area and report back to me by, say, August, 1, ok? Now can we go to the next item on the agenda?

M: I was shocked to see hot-desking there. I think this is totally ridiculous. This will really upset people. It just won't work.

C: How do you feel about this, Nancy?

N: I'm pretty sure that hot-desking won't work unless we go open plan. I think one depends on the other. I don't think that hot-desking in closed offices works. But I think open plan without hot-desking is OK.

S: I don't understand your point. Can you explain it a bit more clearly?

Listen to the information about stress and stress management and repeat it in Russian/Ukrainian.

WHEN WORK IS STIMULATING

'My name is Patricia and I'm a university lecturer. I chose this profession because I wanted to do something rewarding: something that gave me satisfaction. Ten years ago, when I started in this job, I had lots to do, but I enjoyed it: preparing and giving lectures, discussing students' work with them and marking it. I felt stretched: I had the feeling that work could sometimes be difficult, but that it was stimulating, it interested me and made me feel good. It was certainly challenging: difficult, but in an interesting and enjoyable way.

When stimulation turns into stress

'In the last few years there has been more and more administrative work, with no time for reading or research. I felt pressure building up, I began to feel overwhelmed by work: I felt as if I wasn't able to do it. I was under stress; very worried about my work. I became ill, and I'm sure this was caused by stress: it was stress induced.

Luckily, I was able to deal with the stresses and strains (pressures) of my job by starting to work part-time. I was luckier than one of

my colleagues, who became so stressed out because of overwork that he had a nervous breakdown; he was so worried about work that he couldn't even sleep and had to give up. He's completely burned out, so stressed and tired that he will never be able to work again. Burnout is an increasingly common problem among my colleagues.'

Downshifting

'Many people want to get away from the rat race or the treadmill, the feeling that work is too competitive, and are looking for lifestyles that are less stressful or completely unstressful, a more relaxed ways of living, perhaps in the country. Some people work from home to be near their family and have a better quality of life, such as more quality time with their children: not just preparing meals for them and taking them to school.

Choosing to live and work in a less stressful way is downshifting or rebalancing, and people who do this are downshifters.'

6. Practise 'at sight' translation.

First, look through the text to grasp the main idea, then translate it at sight.

BUILDING A BRIDGE TO A LONELY COLLEAGUE

Research into loneliness has tended to focus on people's private lives and on groups that may be prone to it, like the elderly. But some researchers have done studies on workplace loneliness, and have found that it hurts not only individuals but organizations as a whole.

Loneliness is a perception of isolation or estrangement from others, says Sigal G. Barsade, a management professor at the Wharton School of the University of Pennsylvania. It arises from "the critical human need to belong," she says.

Loneliness is not the same as solitude, which can be a positive and welcome state. Nor is it synonymous with depression, although the two may be correlated, says Sarah Wright, a senior lecturer in organizational leadership at the University of Canterbury in Christchurch, New Zealand. With loneliness, there is a need to rid oneself of distress "by integrating into new relationships," she explained in an e-mail. "With depression, there is a drive to surrender to it."

Because it is part of the human condition, loneliness is often regarded as a personal problem. But managers may need to view it as an organizational issue as well, according to research by Professor Barsade and Hakan Ozcelik, an associate business professor at California State University, Sacramento.

In a recent study of more than 650 workers, the two researchers found that loneliness — as reported both by the sufferer and his or her co-workers — reduces an employee’s productivity. This was true on both individual and team-oriented tasks.

Just look at what loneliness can do to a person, and you’ll see why. “Loneliness tends to distort social cognition and influences an individual’s interpersonal behavior, resulting in increased hostility, negativity, depressed mood, increased anxiety, lack of perceived control and decreased cooperativeness,” Dr. Wright says.

Professor Barsade is investigating whether loneliness may also be “contagious,” the way she has found emotions like anger and happiness to be in the workplace.

So what to do? First, realize that “loneliness is an emotion, and we should listen to it,” Dr. Ozcelik said.

Those trying to combat loneliness should remember that “it is actually about the quality of relationships and not the quantity,” Professor Barsade said.

JUST one close relationship with a colleague can make all the difference. The recent economic downturn may well have been a factor in heightening feelings of workplace loneliness, said Nancy S. Molitor, a public education coordinator for the American Psychological Association and a clinical psychologist in private practice in Wilmette, Ill.

Even among people who have kept their jobs, she said, office layoffs may mean a loss of contact with someone “who wasn’t just a co-worker, but a friend.”

To fight loneliness, employers don’t necessarily want to organize more parties, Dr. Ozcelik said. “Being lonely in the middle of a crowd can be exhausting,” he said. “Creating more distractions won’t help those people.”

Helping a colleague, or yourself, out of loneliness, may involve such simple steps as taking the time for a chat, asking for input on a project, or offering an invitation to coffee or lunch.

And perhaps managers shouldn’t feel so irritated by the occasional raucous coffee break or a lingering conversation about last night’s game or TV show. These types of encounters may promote bonding that causes people to work harder.

But sometimes loneliness can be built into the fabric of an organization. An atmosphere of distrust, suspicion and fear can cause workers to feel estranged from one another, Dr. Wright has written.

And even without those elements, the way that work is structured can either inhibit or enhance a sense of community, Professor Barsade said.

“Managers need to be thoughtful about making sure that their teams and team members are interpersonally engaged and connected

to each other,” she said. “We know that’s a mechanism through which good work gets done.”

7. Interpreting interviews/Liaison interpreting.

FILM FESTIVAL

Listen to a radio interviewer speaking to a film festival organizer.

Radio journalist: It seems that almost every city now has its own film festival. This is a good thing – it means more people are watching films, and creates more opportunities for new and young directors, actors and filmmakers.

But how can you make your festival different to all the others? One of the answers, it seems, is to specialize...

Valentina: There are hundreds of film festivals all over the world now. In Italy, where I live and work, there are at least 20. We decided to make ours different – shorter!

Radio journalist: This is Valentina Ricciardi. She is the curator of a festival of short films in Italy. Valentina, why short films?

Valentina: Well, there are lots of reasons. Firstly, I think that short films are a very undervalued form.

Radio journalist: How do you mean?

Valentina: Well, a short film isn’t just a normal film – but shorter...

Radio journalist: How is it different?

Valentina: Well, so many big films now have so many special effects and famous actors, that they often don’t have a story! We’re not interested in special effects or leading “A-list” actors. None of that matters in a short film. A short film is a real test of having a great script. Of being able to tell a good story in a few images.

Radio journalist: It goes back to what film is really about...

Valentina: Exactly! Added to that, it’s so expensive to make a film now. First time directors can’t hope to make a full-length feature film. Short films are great places for new directors to practice their skills. You don’t need a huge budget to make a short film – just a huge imagination!

Radio journalist: So money is also a factor?

Valentina: Of course. The big film festivals in Cannes and Venice cost a fortune to put on. Many short films are now made using high quality digital video. This means they can be stored on DVD, so we don’t have to transport large, heavy reels of film.

Radio journalist: How is all this affecting the short film industry?

ANTIGLOBALISM

Listen to the interview with Alberto Cortes, the well-known Brazilian advocate of the antiglobal movement and interpret.

Presenter: Today in the studio we have Alberto Cortes, the well-known Brazilian advocate of the antiglobal movement, he's here to talk about the recent report stating that by 2050 Brazil will be one of the world's wealthiest and most successful countries. Alberto what's your reaction to this report?

Alberto: You know this isn't the first time that people are saying Brazil will be a great economic power, the same thing was said over a hundred years ago when the rubber tree was brought to this country from Malaysia – it didn't happen...

Presenter: Yes, but you must admit the world's a very different place now...

Alberto: Of course, in fact I believe there may be some truth in the predictions this time around. First of all, we must remember the problems facing Brazil at the moment.

Presenter: Such as...

Alberto: There is an enormous gap between the rich and the poor in this country, in Sao Paulo you can see shopping malls full of designer goods right next door to huge favelas, you know, the slum areas without proper water or electricity supplies. A lot of work needs to be done to help people in the favelas improve their lives...

Presenter: What needs to be done?

Alberto: Education is an important factor. For Brazil to be successful we need to offer education to all Brazilians including those in the favelas. Education brings opportunities in the favelas as it does for the middle classes.

Successful countries like South Korea and Singapore have excellent education systems. Brazil needs to learn from these countries....

Presenter: Other problems?

Alberto: You know at the moment a lot of money is coming into Brazil from China as Chinese industry buys Brazilian raw materials. How is this money being used? Nobody knows... We should use this money to improve our infrastructure, our health service. We need to develop our own industries, it's no good just exporting raw materials such as timber or iron ore, this approach in the longer term just isn't sustainable.

Presenter: So, you are hopeful for the future?

Alberto: As I said earlier, I am hopeful. This isn't an easy job, we need to make sure that these important opportunities for Brazil aren't wasted, as they were in the past.

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Семеренко Любов Іванівна
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ВНЗ «Університет імені Альфреда Нобеля».
49000, м. Дніпро, вул. Січеславська Набережна, 18.
Тел. (056) 778-58-66, e-mail: gio@duan.edu.ua
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