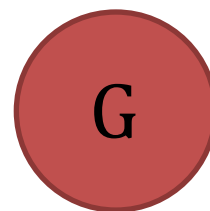


**ÍRÁSBELI FELADATOK
A ZÖLD ÚT SZAKMAI
NYELVVIZSGÁN**

ANGOL KÖZÉPFOK (B2)

**GAZDÁLKODÁSI
MENEDZSMENT**



Ez a kiadvány ingyenes, és szabadon másolható/terjeszthető elektronikus és nyomtatott formátumban is.

Kereskedelmi forgalomba nem hozható!

Összeállította és szerkesztette:
Vas Judit

**Szent István Egyetem
Zöld Út Nyelvvizsgaközpont
Gödöllő, 2020.**

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Előszó

A kiadvány azzal a céllal készült, hogy segítséget nyújtson a szakmai vizsgára készülőknek az eddig összegyűjtött tapasztalatok alapján. Az írásbeli feladatok közül a szövegértés megoldásához a készségek összetettebb alkalmazására van szükség, mivel mind a globális, mind a részletesebb (szelektív) értést méri. A szöveg(részlet)ek a vizsga témaköreit ölelik fel (a teljesség igénye nélkül), és a megoldáskor – mivel a feladatok gyakorlási céllal készültek – a szótár is igénybe vehető. Így nemcsak az ilyen jellegű feladatok megoldásának technikája alakul ki a vizsgázóban, hanem szókészlete is gyarapodik. Célszerű előbb megoldani a gyakorlatokat, és csak utána ellenőrizni le őket a könyv végén található megoldások alapján. Hozzáteesszük, hogy a Zöld Út Nyelvvizsgán a gazdasági szövegekhez 15 kérdés (ütem) tartozik, míg a környezetvédelmi feladatokhoz 10. A gyakorlás szempontjából nem a kérdések száma a fontos, hanem a szöveg megértése és a különböző feladattípusok (kérdés-válasz, jegyzetelés, igaz-hamis, stb.) gyakorlása.

A kiadvány tartalmaz számos üzleti levél témát is, amelyek megoldásához hasznos kifejezéseket is mellékelünk. Nagyon fontos az alapos gyakorlás, mivel a vizsgán a levelek megfogalmazásánál nem lehet szótárt használni – csakúgy, mint a szövegértési feladatoknál. Az írásfeladatok értékelésénél a levél most már nem önállóan szerepel.

Újabb feladatként az íráskészség méréséhez tartozik a táblázat leírás, ahol a megadott 10 szót kell mondatba tenni, természetesen a megfelelő formában: pl. a megadott 'drop' helyett lehet 'dropped' formát írni. Ugyanakkor, ha csak a 10 mondatot fogalmazzuk meg, akkor nem tudjuk a minimum 120 szavas terjedelmű leírást produkálni. Tehát fontos, hogy saját gondolatokkal is egészítsük ki a leírást, pl. számadatokkal alátámasztva. Természetesen a gyakorlási fázisban ennél a feladtnál is használható a szótár, de a vizsgán már nem.

A 2017-ben egynyelvűsített vizsgarendszernek megfelelően ebben a felújított kiadványban már angol nyelvű utasításokkal adjuk közre a feladatokat.

Reméljük, hogy kiadványunkkal nemcsak a vizsga sikerességéhez járulunk hozzá, hanem a kiadványt használók nyelvi-szakmai tudásának bővítéséhez is.

Vizsgafeladatok

KÖZÉPFOK (130 perc + kb. 18 perc + kb. 15 perc)

| FŐ NYELVI KÉSZSÉG | SZÖVEGFAJTA, MŰFAJ | SZÖVEG HOSSZA | FELADAT / LEHETSÉGES FELADATTÍPUSOK | IDŐ | PONT-SZÁM |
|--|---|----------------------------------|--|----------|-----------|
| olvasott szöveg értése: 1 gazdasági szöveg 2 feladattal + 1 közös (környezet) szöveg 2 feladattal | funkcionális, informatív, instrukatív szakmai szövegek (pl. újságcikk, beszámoló, szakmai tankönyv, kézikönyv, használati útmutató, szakirodalom, publicisztika) | 2 szöveg összesen: 1000-1100 szó | alcímek vagy tartalmi összefoglalók szövegrészekhez párosítása, rövid választ igénylő kérdések, igaz-hamis feladat, feleletválasztós feladat, információ transzfer, táblázatba jegyzetelés | 130 perc | 15 + 10 |
| írás-készség | levél | 140-160 szó | félhivatalos levél írása | | |
| | táblázatileírás megadott szavak/kifejezések felhasználásával | 120-160 szó | táblázat leírása | | 10 |
| beszédkészség | dialogikus beszéd | - | szakmai társalgás | 15 perc | 30 |
| | dialogikus beszéd | - | kétszereplős szituáció | | |
| | monologikus | - | reália leírása, értelmezése (grafikon, táblázat) | | |
| beszéderítés 1 gazdasági szöveg + 1 közös (környezet) szöveg | dialógus, ismertetés, hír, interjú, előadás | 4,5-5 perc | gépi hang alapján: rövid választ igénylő kérdések, igaz-hamis feladat, felelet-választós feladat, információ transzfer, táblázatba jegyzetelés, elhangzott információ beazonosítása ("kipipálás"), hozzárendelés | 18 perc | 20 |

Értékelési szempontok

Az írásbeli feladatok értékelési szempontjai a következők:

- Táblázateleírás (task 1) értékelési szempontjai:

| | |
|--|--------|
| A szöveg tartalma (felhasznált szavak mennyisége): | 2 pont |
| A szaknyelvi szókincs használata: | 3 pont |
| Nyelvhelyesség: | 3 pont |
| Helyes feladatmegoldás: | 2 pont |

maximum 10 pont

- Levélírás (task 2) értékelési szempontjai:

| | |
|--|--------|
| Kommunikációs érték (tartalom és feladatmegoldás): | 3 pont |
| Szerkezet és kohézió: | 3 pont |
| Szókincs: | 3 pont |
| Stílus: | 3 pont |
| Nyelvhelyesség: | 3 pont |

5 x 3 = maximum 15 pont

READING COMPREHENSION

1. Ms. Salarich keeps biking on her agenda to meet business challenges

MAGDA SALARICH steers her bicycle around a big brown puddle. But her front wheel sinks into a hole hidden in the grass, and she flies off her seat. With a wet splat, Ms. Salarich lands in the mud.

It might not sound like everyone's idea of fun – particularly for an executive like Ms. Salarich, who works an average of 12 hours a day – but mountain-biking is what helps this 46-year-old mother of two teenagers keep her sanity.

Ms. Salarich, a Spaniard in charge of world-wide advertising at French auto maker Citroen, leads a pressure-cooker life. She sells cars for market share. Her average day is a succession of meetings, conferences, luncheons and dinners. With her family in Madrid and her employer in Paris, Ms. Salarich flies more than 140 times a year. Her professional agenda for 2003 is already filled with trips and other business engagements.

Her formula for recouping mental and physical energy? More activity – specifically, biking. „It cleanses the mind,” Ms. Salarich says. „It allows you to lose yourself in nature, and it's also a way to be with friends.”

More and more executives are turning to biking as a way to stay in shape. „It's one of most highly recommended forms of exercise,” says Luis Miguel Lopez Mojares, a doctor who specializes in sports medicine and a member of the Banesto cycling squad's medical team.

Every Saturday and Sunday morning, when Ms. Salarich is home in Madrid (and it's not raining), she and her husband Rafael Moral set out on a 25-kilometer to 35-kilometer bike ride with friends and neighbours, through the woods and rolling hills outside town.

The hobby carries through to her working life as well. Bike trips sponsored by Citroen have become one of Ms. Salarich's trademarks. On a recent fall weekend, she and her public-relation team at Automoviles Citroen Espana SA led a two-day, 120-kilometer bike ride through the north-central region of Castile. (among her many duties, she is chief executive and director-general of the company's Spanish unit).

„When I'm pedalling uphill, I keep my mind on getting to the top. In no way am I going to put my foot down and touch ground. It's like my job; I can't even think of losing my resolve,” she says defiantly.

That willpower helped Ms. Salarich scale the ranks at Citroen, her employer since 1979. An industrial engineer with master's degrees from two of Spain's best business schools, she began her career at the French car maker as the head of internal communications at its factory in Vigo, in north western Spain. From there, she worked her way through training, public relations and marketing. Today she is in charge of European sales outside of France as well as advertising policy for the group world-wide.

Ms. Salarich has won a number of accolades for her professional achievements. This year The Wall Street Journal named her one of the 10 most influential women in Europe; the French government in December awarded her the prestigious Légion d'Honneur in a ceremony in Madrid. And she was the only Spaniard named to Fortune's 2001 list of the 50 most powerful businesswomen outside the U.S.

But it isn't just stamina and willpower that have helped Ms. Salarich get where she is today. She says her organizational skills are crucial. She doesn't waste a minute of her time. „I need to be organized,” she says. „I'm in charge of 15 countries.”

Ms. Salarich and Citroen haven't done badly selling cars. The auto maker's share of the European market rose to 6.53% in mid-August from 5.19% in 1999, the year she took over

European sales. „It’s a nice feeling that the company is doing well even when the market isn’t growing,” she says.

The Wall Street Journal Europe

Task 1

Read the text and provide short answers to the questions according to the example (0) in no more than 5-6 words.

| | Questions | Answers |
|-----------|---|--|
| 0. | What is Ms. Salarich responsible for? | world-wide advertising of Citroen |
| 1. | What is her agenda tied up with in 2003? | |
| 2. | What does she do for maintaining her physical and mental capacity? | |
| 3. | What is her position in the Spanish unit of the company? | |
| 4. | What is the connection between the bike trips organised by her and the Citroen company? | |
| 5. | What did her strong willpower help her within the company? | |
| 6. | What kind of list did she get onto in 2001? | |
| 7. | Why is she satisfied? | |

Task 2

Read the text again and match the related events with the data based on the example (0).

| | Data | Related events |
|-----------|-----------------|--|
| 0. | 25-35 km | Every weekend biking with her husband |
| 8. | 120 km | |
| 9. | | has been working for Citroen company |
| 10. | 6.53% | |

2. Development Strategies and the Global Factory

Modern-day industrialization based on an integrated system of global trade and production has helped to stop traditional distinctions between East Asian outward-oriented export-led growth strategies and Latin American inward-oriented import substitution strategies, according to the author.

A specialist on organizations, export networks, and global competitiveness, Gary Gereffi is an associate professor of sociology at Duke University. Dr. Gereffi has served as a consultant to the United Nations Centre on Transnational Corporations, and he is the co-editor of *Manufactured Miracles: Paths of Industrialization in Latin America and East Asia*. This article is abridged from an article of the same title.

Conventional economic wisdom has it that the newly industrializing countries (NICs) in the world economy have followed one of two alternative development strategies: an inward-oriented path of development followed by relatively large, resource-rich economies in which industrial production is geared mainly to the needs of a sizable domestic market, and an outward-oriented approach adopted by smaller, resource-poor nations that depend on global markets to stimulate the rapid growth of their manufactured exports. These contrasting development strategies are said to typify the experience of the two most prominent regional clusters of NICs: the three large Latin American countries – Argentina, Brazil, and Mexico – and the „four tigers” in East Asia – Taiwan, the Republic of Korea, Hong Kong, and Singapore.

Even though, this descriptive characterization needs to be refined. The World Bank’s widely cited *World Development Report* for 1987 claims that „the economic performance of the outward-oriented economies has been broadly superior to that of the inward-oriented economies in almost all respects.” The obvious implication is that policy reforms aimed at a greater outward orientation would lead to substantial improvements in exports, economic growth, and employment in countries that earlier had applied inward oriented policies. The East Asian NICs thus are put forward as a model to be used by the rest of the developing world. Conversely, the current problems of the Latin American NICs are treated as the legacy of ill-conceived and inappropriate economic policies in the past.

This simplified view of the development trajectories and policy choices of the Latin American and East Asian NICs is very misleading. It ignores the many unique historical and geopolitical features of East Asian development that make it hazardous to state that this model can be transferred to other regions of the world. In addition, it creates two general sources of bias that hinder our understanding of development in the NICs.

First, development strategy is used as a polarizing and static concept. The stereotypes of inward and outward orientation freeze history by highlighting regional differences when they were at their sharpest – Latin America’s import-substituting industrialization in the 1950s and 1960s versus East Asia’s export-oriented industrialization in the 1960s and early 1970s – while ignoring the subsequent interplay between inward- and outward-oriented development strategies that has been essential to the economic dynamism of the NICs in each region. The convergence of the Latin American and East Asian NICs toward mixed strategies of import substitution and export promotion in the 1970s and 1980s is characteristic in the long run.

Second, the regional contrasts in development strategies divert our attention from a universal phenomenon, the globalization of production that has reshaped the roles of the NICs in the world economy during the last two decades. The global factory has led to new patterns of export specialization. This process is beginning to undermine the presumed internal coherence of the Latin American and East Asian development models and ultimately calls for a rethinking of development theory.

Newsweek

Task 1

Read the task and use it to complete the table with your notes of no more than 6 words, according to the example (0).

| | NOTES |
|---|---|
| 0. The pattern of modern industrialization washed away the difference between | a, East Asian export led and |
| | b, Latin American import substitution strategies |
| Modern industrialization comprises the system of | 1. |
| | and production |
| The economic growth of the newly industrializing countries has taken place in two ways: | 2. |
| | 3. |
| Reforms in export oriented countries lead to improvement in | 4. |
| | 5. |
| | 6. |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|---|------------|
| 0. | Dr. Gereffi is a consultant at Duke University. | F |
| 7. | Relatively large resource-rich economies followed the inward-oriented way to development. | |
| 8. | Small, resource-poor economies depended mainly on their domestic market. | |
| 9. | Tending towards mixed strategies is getting characteristic in both economies. | |
| 10. | Globalization has changed the roles of NICs in the world economy. | |

3. Potato Chip Study

- A. The salted snacks market is 30.6 percent of the total snack food industry (candy, cookies and crackers, frozen pizzas and salted snacks) and is comprised primarily of potato chips, tortilla and corn chips, popcorn and multigrain chips. The fastest growing categories in 1991 were micro-wave popcorn (7 percent) and pretzels (25.6 percent). The increasing popularity of popcorn can be attributed to consumers perceiving them as being healthier since they are not fried and contain relatively low amount of fat.
- B. „Plain” is the most popular flavour of potato chips with nearly 70 percent of the category. Barbecue (12.7 percent) and Sour Cream and Onion (8.1 percent) are, respectively, the second and the third flavour preferences. These three flavours account for more than 90 percent of the sales within the category. There is very little product innovation in the potato chip category. The major national companies and the regional companies spend most of their money on marketing. New flavours and shapes are the usual „new” products.
- C. The major national companies battle each other in the grocery aisles for market share in the potato chip category. The weapon of choice is promotions such as price reductions. The regional competitors also offer price reductions to counter those of the national competition and engage in other costly marketing tactics to maintain their smaller market shares. The dominance of national and regional companies, and the frequent use of promotions, keeps most newcomers out of the category and makes head to head competition for the few new entrants expensive.
- D. The potato chip companies manufacturing for and marketing to the health food trade offer little that is nutritionally different from the major national or regional companies in potato chips. The „healthy” potato chip companies emphasize „organic” ingredients; the use of canola oil or other non-hydrogenated oils in the potato frying and „natural” seasonings and ingredients; however, the fat, fat calories and sodium levels are substantially similar to the conventional ones which may be purchased in the snack aisle of any supermarket.
- E. Nutrition is essential to the successful marketing of food products, but no longer perceived as an added bonus in certain foods; it is looked upon as a necessary attribute and is a factor in the purchasing decisions of over 90 percent of U.S. food shoppers. This broad population group – responsive to health benefits in foods – is „Health Active” Consumers („HACS”).
- F. The strongest selling period of the year for salted snacks, and second strongest sales period of the year for potato chips, is the Christmas season. The summer months, when children are out of school and outdoor activities are strong, is seasonally almost as strong as the Christmas season for salted snacks, and is the biggest sales period of the year for potato chips, with sales typically occur in February and October and November. High to low sales in salted snacks may vary by 10 to 15 percent; in the potato chip category, the variation can be as much as 40 to 50 percent.
- G. The salted snack food industry has not shown a historical dependence on strong economies, either nationally or internationally. While no business is entirely safe from economic downturns, the salted snack food industry has been relatively immune to economic cycles. Solid growth has occurred for a decade.

*Center for Agricultural and Rural Development, Iowa State University, Ames, Iowa
by Michael Scheaffer*

Task 1

Read the text and match the subtitles with the correct paragraphs, according to the example (0). Write your answers into the table. Note: there is one more subtitle than necessary.

Subtitles:**0. The market**

1. Competition
2. Economic factors
3. The product
4. The consumer
5. Marketing strategy
6. Seasonal factors
7. Potato chip companies

| | | | | | | |
|----------|---|---|---|---|---|---|
| A | B | C | D | E | F | G |
| 0 | | | | | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|---|------------|
| 0. | Potato chips are sold in any supermarkets. | T |
| 7. | Popcorn market is around 30% of the total snack food industry. | |
| 8. | The only tool for getting higher market share in potato chip category is price reduction. | |
| 9. | New products concerning potato chips are rarely launched onto the market. | |
| 10. | Most food buyers in the U.S. are health conscious. | |

4. Raising the finance

- A. Hopefully, this question would have been answered while you were putting together the Business Plan. The amount of money that you can raise has certain limits. If you cannot raise the money that the Business Plan indicates is necessary, then you either have to scale down the project, change the concept or you may even have to abandon it altogether. Almost certainly to raise the money to start the business will require funds from a number of sources. Each of these are now considered in turn.
- B. This is obviously the first place to look for money to start your own business. In addition to any spare cash you may have in the bank, building society or as shares you can also raise money by selling possessions. Setting up a business can involve considerable sacrifice and a drop in living standards until the business is established. Typical luxury possessions could be sold to raise cash. If larger sums of money are necessary you could consider selling your house and buying a more modest one. A better idea may be to have a second mortgage on your existing home.
- C. Many people shy away from this good source of money. Care is however required to avoid family friction – select only those people who could afford to lose what you are asking, then show them your Business Plan, ask them for a specific amount and do mention that you do not expect an immediate reply as you would like them to think it over.
- D. Financial institutes are in the business of lending money so they are constantly on the look-out for good business propositions in which to invest. One must say, however, that new businesses present a considerable risk so banks are naturally cautious. They will want to know full details of the proposed business and the people behind the project. The Business Plan you will have prepared is precisely the document for that purpose.
- E. It makes good sense for anyone setting up in business to fully explore what grants, soft loans, subsidies or other assistance is available. Help can come from many sources channelled through many different bodies. It can also vary considerably from one area of the country to another.
- F. There are very good reasons to have an outside investor in your business. First, choose your partners carefully and ask pointedly what they can offer by way of expertise, trade and customer contacts in addition to the money. Second, by having the money invested in shares rather than loans you do not become "over-gearred" when business's profits cannot support the interest payments on the loan and thus the business slowly sinks.
- G. Generally, this is a more expensive way to raise finance than using a bank. However, it can be useful for acquiring high value items such as vehicles or machinery. Since the finance company usually retains ownership of the vehicle or equipment, they may be prepared to offer the finance even when your bank borrowing is on its limits.
- H. This is where a supplier allows you time before you have to pay for the goods or services they have provided. A new business is often asked to pay up-front as it is an unknown credit risk, so if you can negotiate any credit period it will be a great help.

P. Hingston: The Greatest Little Business Book

Task 1

Read the text and match the subtitles with the correct paragraphs, according to the example (0). Write your answers into the table. Note: there is one more subtitle than necessary.

Subtitles:

0. Money

1. Government
2. Trade Credit
3. Hire Purchase/ Leasing Firms
4. Friends and Relatives
5. Equity Financiers
6. The 'High Street Banks'
7. Yourself
8. Other sources

| | | | | | | | |
|----------|----------|----------|----------|----------|----------|----------|----------|
| A | B | C | D | E | F | G | H |
| 0 | | | | | | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|---|------------|
| 0. | A carefully planned Business Plan is required for estimating starting capital. | T |
| 8. | When starting a business you have to sell your home. | |
| 9. | The banks are careful in giving loans to new businesses. | |
| 10. | For choosing an outside investor money is the most important aspect. | |

5. Rich dad, poor dad

0. In 1974, while still an employee for Xerox, I formed my first corporation and began „minding my own business.” There were already a few assets in my asset column, but now I was determined to focus on making it bigger.
1. Many employers feel that advising their workers to mind their own business is bad for business. I am sure it can be for certain individuals. But for me, focusing on my own business, developing assets, made me a better employee. I now had a purpose. I came in early and worked diligently, amassing as much money as possible so I could begin investing in real estate.
2. The more I realized we were in the beginning stages of a boom, the more Xerox machines I sold. The more I sold, the more money I made, and, of course, the more deductions there were from my pay check. It was inspiring. I wanted out of the trap of being an employee so badly that I worked harder, not less. By 1978, I was consistently one of the top five salespeople in sales, often No. 1. I badly wanted out of the rat race.
3. In less than three years, I was making more in my own little corporation, which was a real estate holding company, than I was making at Xerox. And the money I was making in my asset column, in my own corporation, was money working for me. Soon the cash flow from my properties was so strong that my company bought me my first Porsche. My fellow Xerox salespeople thought I was spending my commissions. I wasn't. I put my commissions in assets.
4. My money was working hard to make more money. I was able to get out of the „proverbial rat race” of being an employee at an early age. It was made possible because of the strong financial knowledge I had acquired through these lessons. Without this financial knowledge that I call financial IQ.
5. Financial IQ is made up of knowledge from four broad areas of expertise. What I call financial literacy. Financial literacy is the ability to read and understand financial statements. This ability allows you to identify the strengths and weaknesses of any business.
6. That is what I call the science of money making money. This involves strategies and formulas. This is the right brain side, or the creative side.
7. The science of supply and demand. There is a need to know the „technical” aspects of the market, which is emotion driven. Does an investment make sense or does it not make sense based on the current market conditions.
8. The awareness of accounting, corporate, state and national rules and regulations. I recommend playing within the rules.

*From the book 'Rich Dad, Poor Dad by Robert T. Kiyosaki
Published by TechPress, Inc., Arizona, USA*

Task 1

Read the text and match the subtitles with the correct paragraphs, according to the 2 examples (0, 3). Write your answers into the table. Note: there is one more subtitle than necessary.

Subtitles:

A. Starting my own business

B. Determined for freedom

C. Clear objectives

D. Financial independence

E. Fortune making

F. Investing

G. Understanding markets

H. Accounting

I. Cash problems

J. Law

| | | | | | | | | |
|----------|---|---|----------|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| A | | | E | | | | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|--|------------|
| 0. | The author made his first own business by selling Xerox machines. | F |
| 9. | He made money by selling more and more machines. | |
| 10. | He was investing his money in buying new machines. | |
| 11. | His business has brought him a lot of profit. | |

6. Rich dad, poor dad

Great opportunities are not seen with your eyes. They are seen with your mind. Most people never get wealthy simply because they are not trained financially to recognize opportunities right in front of them.

Most people never win because they're more afraid of losing. We learn to walk by falling down. If we never fell down, we would never walk. The same is true for getting rich. Unfortunately the main reason most people are not rich is because they are terrified of losing. Winners are not afraid of losing. But losers are. Failure is part of the process of success. People who avoid failure also avoid success.

There are two kinds of investors.

1. The first and most common type are people who buy a packaged investment. They call a retail outlet, such as a real estate company or a stockbroker or a financial planner, and they buy something. It could be a mutual fund, a stock or a bond. It is a good clean and simple way of investing. An example would be a shopper who goes to a computer store and buys a computer right off the shelf.
2. The second type are investors who create investments. This investor usually assembles a deal, much like there are people who buy components of computers and put it together. It's like customizing. I do not know the first thing about putting components of a computer together. But I do know how to put pieces of opportunities together, or know people who do.

It is this second type of investor that is most probably the professional investor. Sometimes it may take years for all the pieces to come together. And sometimes they never do come together. If you want to be the second type of investor, you need to develop three main skills. These skills are in addition to those required to become financially intelligent:

1. How to find an opportunity that everyone else has missed. You see with your mind what others miss with their eyes. For example, a friend bought this rundown old house. It was spooky to look at. Everyone wondered why he bought it. What he saw that we did not was that the house came with four extra empty lots. After buying the house, he tore the house down and sold the five lots to a builder for three times what he paid for the entire package. He made \$75,000 for two months' work. It's not a lot of money, but it sure beats minimum wage, and it's not technically difficult.
2. How to raise money. The average person only goes to the bank. This second type of investor needs to know how to raise capital, and there are many ways that don't require a bank. To get started, I learned how to buy houses without a bank. It was not so much the houses, but the learned skill of raising money that is priceless.
All too often I hear people say, „The bank won't lend me money.” Or „I don't have the money to buy it.” If you want to be a Type 2 investor, you need to learn how to do that which stops most people. In other words, a majority of people let their lack of money stop them from making a deal. If you can avoid that obstacle, you will be millions ahead of those who don't learn those skills.
Investing is not buying. It's more a case of knowing.
3. How to organize smart people. Intelligent people are those who work with or hire a person who is more intelligent than they are. When you need advice, make sure you choose your advisor wisely.

There is a lot to learn, but the rewards can be astronomical. If you do not want to learn those skills, then being a Type 1 investor is highly recommended. It is what you know that is your greatest wealth. It is what you do not know that is your greatest risk.

There is always risk, so learn to manage risk instead of avoiding it.

*From the book 'Rich dad, Poor Dad by Robert T. Kiyosaki
Published by TechPress, Inc., Arizona, USA*

Task 1

Read the extract of the book and answer the questions based on the text according to the example (0).

| | Questions | Answers |
|----|---|---|
| 0. | What is the simple reason for not getting wealthy? | people are not trained financially |
| 1. | Who is the professional investor according to the author? | |
| 2. | What is the most common type of investing? | |
| 3. | What is an obstacle for many people for making a deal? | |
| 4. | What should be learnt for avoiding and handling failure? | |

Task 2

Read the text again and fill in the table based on the example (0).

| | First type of investors | Second type of investors |
|----------------------|--------------------------|--------------------------|
| Their helpers | 0. Retail outlets | 5. |
| Way of investing | 6. | 7. |
| Necessary skills | | 8. |
| | | 9. |
| | | 10. |

7. Speaking up is so hard to do

„Most managers say the majority of their mistakes are to do with handling people badly,” says the consultant Peter Renwick. „The problem is that they find it hard to be open with others, to say the things that are difficult to say in a way that doesn’t damage a relationship.”

Such restraint is bad for business, says Renwick, who works with executives to help them develop their communication skills. Though many of us avoid saying what we really mean because we dread the consequences, holding our peace is infinitely more damaging, he says.

Another common problem is an inability to tackle subordinates who are underperforming. „Managers often say they dislike confronting people because they are afraid of upsetting them, but avoiding that upset inhibits change,” says Renwick.

A manager’s status can be enhanced or damaged by details. „Small interactions in the corridor, the things you say or don’t say in a meeting, even the way you respond to unpleasant comments. You have to ask yourself, ‘Do I accept comments like that or do I deal with them?’ It might be appropriate to point out that such comments upset you and you would prefer that they were not made. One way or another, that kind of thing must be dealt with; otherwise, they start to chip away at your self-esteem and you end up hating the other person and, if it goes on long enough, hating yourself.

„When you’re not happy about a situation, it shows. If someone makes cutting remarks and you don’t do anything about it, the next time you see him your heart rate goes up a little and your breathing becomes faster – that’s bad for you and bad for business.

„The best way to deal with these difficult issues is by bringing them to the surface,” says Renwick. That usually means learning how to be assertive. „Many people confuse assertiveness with aggressiveness, but in fact it’s a very positive skill to learn.”

Sometimes we have to work with people whose attitudes and beliefs are so different from our own that they might almost have come from another planet. „The trick is what you do with what you get,” says Renwick. „One strategy is to think of that person as though he were a difficult client. If you want someone to see a situation from your point of view, then you first have to try and see it from his,” he says.

Developing self-awareness is the key to managing awkward situations, he says. „It’s about taking time out every day to understand your emotions and what’s going on for you when a situation feels difficult, and thinking through what you want to say and how to say it.

„Very often managers come out of the meeting with the boss or a client and think, ‘I didn’t want to say that: the thing I wanted to say was...’

Renwick makes the point that everyone in an organisation has responsibility for its culture. „Say, for example, people talk behind each other’s backs a lot, you have to ask yourself if you contribute to the problem – perhaps simply by not saying that you think it’s unhelpful. If you don’t do anything about the problem to some extent you are contributing to it.”

The people at the top should recognise that they may unknowingly be creating a culture that damages the organisation.

Peter Renwick & Associates

Task 1

Read the task and use it to complete the table with your notes of no more than 7 words, according to the example (0).

| | | NOTES |
|-----------|---|---------------------------------|
| 0. | Managers commit a lot of mistakes mostly | by handling people badly |
| 1. | It is hard for them | |
| 2. | This restraining communication may damage | |
| 3. | Managers are afraid of dealing with underperforming subordinates because | |
| 4. | The best way to deal with negative remarks is | |
| 5. | The strategy of handling people with strange attitude is to try and see the situation | |
| 6. | Strange situations should be handled by developing | |
| 7. | Top managers can unknowingly create a corporate culture that | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|--|------------|
| 0. | Many managers avoid saying what they think because they are afraid of the consequences. | T |
| 8. | Holding your peace is more useful than speaking up. | |
| 9. | The manager's position can depend on small details like interactions in the corridor, etc. | |
| 10. | Bad comments if remained unanswered start to make the manager's self-esteem insecure. | |

8. Spouses Help Mates Work for a Living Instead of Living for Work

Rosemary Adams will never forget the moment she first understood the potential cost of being married to a workaholic.

As the wife of a salesman who worked 60- to 80-hour weeks, she was used to spending long hours without him. But when a heart attack brought on by overwork sent her husband Jeff to an emergency room a few years ago, she feared losing him altogether.

Being married to a workaholic is a high-stakes game. Amid mounting workloads and layoff fears, more family members are seeing loved ones plunge into a cycle of overwork. When hard work crosses the line into workaholism – a popular term for the compulsive drive to work above all else – the consequences for health, relationships and home life can be devastating.

In Ms. Adams's case, beyond her fear of losing her husband, she says, 'part of me was angry feeling that I can't believe I had allowed this to happen'. Sometimes, she had migraines from the stress.

Figuring out when your partner has crossed that line and dealing with it head-on can be crucial to saving your marriage and the health of both your partner and yourself. The emotional pain caused by workaholism must be addressed to avoid irreparable damage. That requires not only getting around the workaholic's ironclad defenses, such as 'I'm doing this because I care about you'; it also demands superb communication skills, plus the patience to remind the workaholic regularly of the life priorities you share.

Many spouses seem to catch the disease themselves. One wife of an overworking oil-company executive in Calgary, Alberta, grew discouraged at her husband's ever-longer absences. He rejected her ideas for vacations. To ease her pain, the wife herself plunged into a whirlwind of community-service activities, and her marriage soon ended in divorce.

Not every hard worker is a workaholic. Workaholics use work to avoid seeking a full, well-rounded life. They have a compulsive need for the approval and power that come with achievement. Over time, they lose touch with their emotions.

And the overwork habit endures regardless of external factors. While some people are working too hard because they are anxious about job security, a true workaholic behaves badly in any economy, says Chris Essex, a work-life trainer with the Center for Work & the Family, Rockville, Maryland.

Ben Porter, an executive coach with Leader-Works, Colorado Springs, says workaholics also tend to behave as though home is work and treat family like subordinates, showing little tolerance for mistakes – a painful dynamic for any family.

Divorce is a common outcome. Some couples find ways to heal without a split. The first step is to face the problem squarely. The ex-wife of the Calgary oil executive partly blames herself for her divorce, because she failed to address the widening gulf in their relationship. 'You can't let these things go on too long if you want to save your marriage'.

To open a dialogue, don't prescribe a solution, such as, 'Don't work so much', Ms. Essex says. The workaholic has bulletproof answers, including, 'I'm doing this for the family', and the conversation can degenerate into a power struggle. Instead, focus on expressing your unmet needs and negotiating a way to meet them.

Ms. Adams says her anger sometimes led her to criticize his husband's work habits. But she found that pushed him away – the opposite of what she wanted. Now, she takes a breath when she is upset, waits until she has calmed down, then negotiates with him for changes. She sometimes insists her husband turn off his computer for short breaks, such as a family trip to the ice-cream parlor.

Ms. Adams says, survival as a couple sometimes comes down to choosing whether to look at the bright side, or the darkness. She chooses to focus on the strengths of her relationship with Jeff.

Task 1

Read the text and fill in the table with the missing information according to the example (0).

| | | |
|--|--------------------------|------------------------|
| The effects of workaholism on health | Mr. Adams | Ms. Adams |
| | 1. | 0. migraines |
| The effects of workaholism on | family life | social life |
| | 2. | ruins relationships |
| Dealing with a workaholic to avoid emotional damage requires | 3. | patience |
| A work-life trainer sees differences between | hard-working people and | true workaholic people |
| | 4. | 5. |
| The reasons why people become workaholics are: | avoiding a full life and | 6. |
| The solution involves some stages: | first stage | next stage |
| | face the problem | 7. |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|---|------------|
| 0. | Ms. Adams many times was left alone by her overworked husband. | T |
| 8. | The wife of an oil company executive became workaholic herself. | |
| 9. | If you want to help a workaholic you must criticise him/her. | |
| 10. | Ms. Adams helps her husband by partly taking his job. | |
| 11. | Workaholics defend themselves by saying they work for the family. | |
| 12. | Ms. Adams is optimistic about maintaining her marriage. | |

9. Union Reaches Pact with UAL over Job Cuts

Chicago – The International Association of Machinists Union said it reached a tentative agreement to provide \$1.5 billion (€1.5 billion) in pay cuts and other savings over 5 ½ years to help UAL (United Airlines) avoiding a federal bankruptcy-court filing.

Separately, Boeing Co.'s commercial-airplane division expects to cut 5,000 jobs in 2013. The reductions come on top of nearly 30,000 cuts that the Chicago aerospace company has made since the Sept. 11, 2001, terrorist attacks. Alan Mulally, chief executive of the commercial-plane division, told employees that half of the cuts would come through pensions and the remainder through layoffs.

The union, which represent 13,000 United Airlines mechanics and 24,500 ramp workers, customer-service agents and reservationists in two separate districts said, both groups will vote on the collective givebacks Wednesday. If a majority approves the concessions, United would be close to achieving its targeted labour savings of \$5.8 billion over the period.

Terms of the union's tentative cuts weren't available. In a statement, Glenn Tilton, UAL's chief executive, said the machinists' agreement „offers further compelling evidence of United's ability to transform itself through collaboration among all work groups.”

United, the U.S.'s No. 2 carrier is racing to cut costs and boost revenue, hoping to find favour with a federal panel administering a loan-guarantee program. United has asked the Air Transportation Stabilization Board for \$1.8 billion in backing so the company can arrange a \$2 billion loan, and, it hopes, avoid filing for Chapter 11 bankruptcy protection next month.

United has reached agreement with its pilots union for \$2.2 billion in expense relief, and this week it imposed \$1.3 billion in cuts on its personnel's salaries. The flight attendants union is scheduled to finish voting next week on its \$412 million portion of the savings. Negotiations with the machinists union, the largest at United, had been prolonged.

Earlier this week, United said that it was finalizing concessions would apply to its 40 top executives, adding that the cuts would be „appropriately significant.” With those, already agreed to by the carrier's 220 transporters and meteorologist, UAL is within striking distance of its desired labour savings.

As for Boeing, the plane maker signalled more than a month ago that it will need to make further cuts, since it is unlikely the airline industry will recover soon from its prolonged downturn. By the end of 2013, the commercial-plane division expects to have a work force of 60,000, from its current 65,000, a spokesman said. The first layoff notices will go out Friday, and take effect Jan. 24.

The Wall Street Journal Europe

Task 1

Read the text and fill in the table according to the example (0).

| | Agreement on savings | Job cuts by 2013 | backing |
|---|--------------------------|------------------|---------|
| International Association of Machinist Union | 0. \$ 1.5 billion | | |
| UAL | 1. | | |
| Boing (commercial airplane division) | | 2. | |
| Air Transportation Stabil. Board | | | 3. |
| UAL Pilot Union | 4. | | |
| UAL Flight Attendants Union | 5. | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----------|--|------------|
| 0. | Intern. Assoc. of Machinist Union agreed on pay cuts to avoid bankruptcy. | T |
| 6. | Job cuts in Boing will be done partly by layoffs. | |
| 7. | Only machinists are the members of the Machinists Union. | |
| 8. | For avoiding bankruptcy UAL needs a loan. | |
| 9. | Job cuts won't reach top executives. | |
| 10. | By the agreed savings UAL is getting near the desired labour savings. | |

10. Procedure in a marketing research investigation

In marketing research no two tasks are exactly alike, nor is there any single procedure that can be followed in all investigations. Some of the steps listed here are interrelated, some overlap and some are not needed in every project.

Researchers should have a reasonably clear idea of what they are trying to in a research job. Usually this means defining a problem. However, the objective of a research job is not always to solve a problem. Often the purpose of a sales analysis is to determine whether the company has a problem and, if so, in what territory, product, or class of customer it lies.

The situation analysis involves getting acquainted with the company and its business environment by means of library research and extensive interviewing of company officials. The researchers try to get a “feel” for the situation surrounding the problem. They analyze the company, its market, its competition, and the industry in general.

Having gotten the feel for the problem the researchers are ready to conduct an informal investigation. To some extent this step overlaps the proceeding one, which involves getting background information from within the company or from a library. The informal investigation consists of talking to people outside the company - middlemen, competitors, advertising agencies and customers.

If the project is economically feasible, the company determines what facts are needed, and how and where to get the desired data from. An investigator may use primary data, secondary data, or both. Primary data are original data gathered specifically for the project at hand (personal-, telephone-, mail interviews, customer observation). Secondary data are those already gathered, having been collected originally for some other purposes (company records, state and local government data, research results, library data). To be useful, the data must be relevant. Secondary information also must be reliable. That is, it must be based on a sampling procedure which is statistically sound.

Today the availability of sophisticated electronic data processing equipment enables a researcher to tabulate and analyze masses of data quickly and relatively inexpensively. The end product of the investigation is the researcher's conclusions and recommendations, supported by any necessary analyses, and submitted in a written report. For their own best interests, researchers should follow up their study to determine whether their recommendations are being followed, and if not, then what the reasons are. Too often the follow-up is omitted.

Source: Survey of Marketing Research

Task 1

Read the text and complete the table. The first step is done for you.

| |
|-------------------------------|
| 0. <i>Define the problems</i> |
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----|--|------------|
| 0. | <i>All the steps in market research investigation are the same.</i> | F |
| 7. | In the situation analysis the researchers try to define the problem more clearly and develop hypotheses for further testing. | |
| 8. | When researchers stand in a supermarket and observe whether people use shopping lists, they are collecting primary data. | |
| 9. | The goal of a research job is to solve a problem. | |
| 10. | During the course of informal investigation the researchers select the methods for gathering data. | |

11. Workplace automation (by McKinsey Global Institute (MGI))

The idea that robots could replace humans in the workplace dates back to science fiction writers a century ago, and it has been a recurring theme in political life for almost as long. Back in 1964, US President Lyndon B. Johnson created a national commission to examine the impact of automation on the economy and employment. Automation should be viewed as an ally, not an enemy, he said at the time. “If we understand it, if we plan for it, if we apply it well, automation will not be a job destroyer or a family displaced. Instead, it can remove dullness from the work of man and provide him with more than man has ever had before.”

A half century later, technology has advanced at breakneck speed—who back then could have imagined the legions of robots at work today in manufacturing, Amazon’s drone shipments, or the artificial intelligence (AI) algorithms now being used to detect cancers? Machines today increasingly match or outperform human performance in a range of work activities, including ones requiring cognitive capabilities. Yet while the technology has changed, the issues that were such fraught topics 50 years ago have not. Will robots replace humans in the workplace? And if so, how quickly?

In that context, it is important to separate fact from fiction. The McKinsey Global Institute has just published a report on automation and its potential effects on productivity and the global economy, part of ongoing research into the future of work. It is based on an analysis of more than 2,000 workplace activities across 800 occupations, and 46 countries accounting for about 80% of the global economy.

Among our findings is that almost half the activities we pay people about \$16 trillion in wages to do in the global economy have the potential to be automated using currently demonstrated technology. The most automatable activities involve data collection, data processing, and physical work in predictable environments like factories, which make up 51% of employment activities and \$2.7 trillion of wages in the US and are most prevalent in sectors such as manufacturing, food services, transportation and warehousing, and retail.

But here’s the twist: More jobs will change than will be automated away in the short to medium term. Only a small proportion of all occupations, about 5%, can be automated entirely using these demonstrated technologies over the coming decade, although the proportion is likely to be higher in occupations in middle-skill job categories. But we find that about 30% of the activities in 60% of all occupations could be automated, and that will affect everyone from welders to landscape gardeners, mortgage brokers--and CEOs; we estimate about 25% of their time is currently spent on activities that machines could do, such as analyzing reports and data to inform decisions.

As companies deploy automation, we thus need to think more about mass redeployment rather than unemployment, and also to think about people working alongside machines and the skills that will be needed for the workforce of today and tomorrow—skills that will include a much closer interaction between humans and machines in the workplace. They include capabilities that are inherently human, including managing and developing people, and social and emotional reasoning.

Task 1

Read the task and use it to complete the table with your notes of no more than 3 words, according to the example (0).

| | NOTES |
|--|------------------------|
| <i>Robots will work instead of humans according to</i> | <i>science fiction</i> |
| For examining the impact of automation President Johnson established... | 1. |
| Today's technology is used in many areas, such as | 2. |
| | 3. |
| | 4. |
| According to the report of MGI automation affects | 5. |
| | 6. |
| The analysis of MGI was carried out in many (give 2 examples) | 7. |
| | 8. |
| Automation of more than half of occupations will affect jobs such as ... (give 2 examples) | 9. |
| | 10. |
| In the future, machines can perform CEOs' activities, such as | 11. |

Task 2

Read the text again and decide if the statements are true (T) or false (F). Write the answers in the table below, according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| STATEMENTS | TRUE OR FALSE |
|--|---------------|
| 0. <i>Machines can do more work activities today than 50 years ago.</i> | <i>T</i> |
| 12. President Johnson has a positive attitude to automation. | |
| 13. The proportion of factory workers in the USA is under 50%. | |
| 14. The rate of automation will be the lowest in the middle-skill job categories. | |
| 15. The future task for humans is to develop skills emphasising interaction between people and machines. | |

12. Ryanair told: Pay stranded passengers

RYANAIR has been forced to compensate passengers for delayed flights and give them better rights over lost and damaged baggage in a move seen as giving extra teeth to watchdogs against the no-frills cheap airline.

Consumer groups said they hoped the move would end a series of nightmares suffered by Ryanair passengers, such as being left to find their own way home from foreign airports after services were cancelled.

The watchdogs also believe it will deter other no-frills airlines from following Ryanair in attempting to curb passengers' rights.

Ryanair has been told by the Office of Fair Trading (OFT) it must offer passengers suffering delays or cancellations the same rights as other airlines under European laws. These include food and drink and overnight accommodation.

The OFT expressed concern about the options that Ryanair offered passengers in such situation and said its terms did not reflect consumers' full rights.

The Irish carrier was also told it must accept liability for damaging baggage, such as pushchairs, sports equipment, wheelchairs and musical instruments.

Ryanair had said it was not responsible for damage or delays to such items, and they were carried at passengers' own risk.

In addition, the airline was told that passengers whose baggage had been lost should not have to make a second claim if it was not found within three weeks. Ryanair had said it was not liable if no second claim was made.

Ray Hall, the OFT's director of services, said: "The OFT's action has secured improvements to Ryanair's terms that will benefit passengers. We expect other airlines using similar terms to stop doing so immediately."

EasyJet said it already complied with all the regulations.

The Air Transport Users Council, the official passenger watchdog, said the OFT's action would give it extra influence when taking up complaints against Ryanair.

It said it received hundreds of complaints about Ryanair every month, mainly about flight delays because the airline rarely cancelled flights.

James Freemantle, the council's industry affairs manager, said: "I hope Ryanair will see this as an opportunity to transform their reputation."

However, he acknowledged that if the group was unable to secure compensation for passengers in such cases, they would have to take their battle to the small claims court.

Sarah McGarey, 68, a member of a church group from Muirkirk in Ayrshire, who had to pay £300 to get home by train from Germany after Ryanair cancelled the flight, said: "It is good to know that Ryanair has been forced to do something. Their staff were very unhelpful and did absolutely nothing for us."

A spokeswoman for Ryanair said the changes to its terms and conditions would not lead to fare rises.

She said Ryanair had made the changes sought by the OFT, which had also asked eight other airlines, including British Airways and EasyJet, to make changes.

Ryanair said it had cancelled just 0.6 per cent of flights and was also more punctual than rivals. It said it lost 0.5 bags per 1,000 passengers, compared with 17.7 by British Airways in Europe. EasyJet said it did not publish such figures.

Task 1

Read the text and use it to decide which statement refers to which person or organisation, according to the example (0).

| | Welcomes the OFT decision on Ryanair | Accepts the OFT decision on Ryanair | Didn't comment on decision |
|-------------------|--------------------------------------|-------------------------------------|----------------------------|
| 0. ATUC | X | | |
| 1.Sarah McGarey | | | |
| 2.Ryanair | | | |
| 3.Easyjet | | | |
| 4.BA | | | |
| 5.consumer groups | | | |

Task 2

Read the task again and use it to complete the table with your notes of no more than 3 words, according to the example (0).

| | NOTES |
|---|----------------------------------|
| The name of the body giving a ruling on Ryanair | 0. <i>Office of Fair Trading</i> |
| The rights Ryanair has to provide in case of cancellations and late flights | 6. |
| | 7. |
| | 8. |
| The area of disagreement between OFT and Ryanair | 9. |
| OFT's new ruling on lost items | 10. |
| Advice for passengers if unable to get compensation from Ryanair | 11. |
| Other companies having to change their practices | 12. |
| | 13. |
| Rate of flight cancellations at Ryanair | 14. |
| Proportion of lost baggage at Ryanair | 15. |

13. Environmental affairs

0. President Clinton signed the Convention on Biodiversity (which most other nations had signed at the Earth Summit in Rio) signifying the government's intent to place a high priority on the preservation of the variety of Earth's wild species. The Clinton administration also pledged tougher compliance with the Climate Convention, promising to reduce U.S. emissions of greenhouse gases to 1990 level by the year 2000. But a continued weak economy in the United States raised new questions about whether the country could 'afford' more environmental protection, either in undertaking new commitments for safeguarding the global or the national environment. In addition, continuing conflicts over timbering activities and protection of old-growth forests kept the issue of jobs versus the environment in the media. The outlook seemed somewhat gloomy, both economically and environmentally.
1. Hope came, strangely enough, from the increasing prospects for harnessing economic forces in tandem with meeting environmental goals. Clinton argued that economic growth and environmental protection were not enemies, but allies. In his Earth Day address, the President said, 'Protecting the environment and growing the economy go hand in hand.' An increasing number of new strategies in place around the country and an array of new proposals suggested that market forces could be used to help protect the environment, and that the resulting efficiencies and evolving 'green' markets might themselves stimulate economic growth.
2. That economics is important to the environment might be illustrated by the story of a fishing village:
There was once a fishing village on the shore of the great ocean. Its people made a good living from the rich fishing grounds that lay offshore. Some of the cleverest fishermen began to experiment with new ways to catch fish. As a result, they became wealthy and could afford to build larger boats that could catch even more fish. Some of their neighbors objected, but the successful fishermen argued: 'The fish were free to take – it was foolish, bad business, not to catch as many as one could.'
3. *So, the other fishermen eventually copied the new techniques, borrowing money if necessary to buy bigger and better-equipped boats. Boats grew larger and larger, and soon the fish began to be harder and harder to find. The average size of the fish caught began to shrink. Alarmed the village fishing council issued rules forbidding still larger boats and limiting how many fish each boat could catch. Some fishermen, however, indignant at the new restrictions and financially pressured by their loans, quietly found ways to catch more fish than their allowed quota.*
4. *Under such pressures, the fishery continued to decline, despite ever stricter regulations. Eventually, it collapsed altogether, bringing economic calamity to the village. The boats were sold; many families moved away, other had to learn new trades. As one village elder put it: 'You see, the fish were not free after all. It was foolish to act as if they were.'*
5. This story illustrates a fundamental issue that human societies often act as though many natural resources were free, just because there is no immediate price tag on their use. When we use goods and services that lie within the economic system, and have prices paid by the buyer, then the forces of the market can influence our behavior. But most environmental goods and services lie outside the economic system, so market forces do not operate.

Task 1

Read the text and match the subtitles with the correct paragraphs. Write your answers in the table according to the example (0). Note: there is an extra subtitle, which you do not need to use.

Subtitles:

- A. Attitudes to environmental protection in a strong economy.
- B. Allegory of fishermen.
- C. The total ruin of the village.
- D. A harmful attitude to public goods and environmental services.
- E. Spread of overfishing.
- F. Joining economic progress with environmental protection.
- G. Popular support for environmental protection.

| | | | | | |
|----------|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 | 5 |
| A | | | | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| Statements | True/False |
|--|------------|
| 0. Clinton considered environmental protection part of the growing economy. | T |
| 6. Some fishermen used the same technique as the successful fishermen. | |
| 7. The population of the village stayed there after collapsing its economy. | |
| 8. Many societies overuse their natural resources because their prices are low. | |
| 9. Market forces operate outside the economic system. | |
| 10. The fishermen acted as if the fish were free. | |

14. „Living foods” restaurant

Roxanne Klein, 37, is the owner and executive chef of the United States’ first gourmet „living foods” restaurant in Larkspur, California. Her gastronomic creations have taken raw food to a new level: her noodles are actually white coconut meat, and she uses fresh sea kelp for the Caesar salad. The trendy, elegant restaurant, which seats 62, opened just a few months ago.

An innovator who graduated from the California Culinary Academy picks some of the fresh herbs in her own three-acre organic-vegetable garden in Marin County, and nothing in her kitchen is heated above 118 degrees Fahrenheit (the point at which, some believe, enzymes in food begin to degenerate and cause harm to the body). She’s writing a book on gourmet living foods that is due out this summer. Newsweek’s Nadine Joseph spoke with Klein recently about her unique philosophy.

- A. I was in Thailand working on a book about curries, when I ran into a friend, who was eating only living foods. He persuaded me to try a diet of raw and living foods. I tried it and liked it. It brought back memories of my grandparents, who were organic farmers. I got excited about creating a new cuisine based on raw foods. My creativity found its niche. The chef in me went to work figuring out what makes something crisp and what makes it moist, trying to turn these flavours into a sensual dining experience.
- B. Some raw foods, like nuts, have to be soaked overnight so that the enzyme inhibitors are released. Every nut I use is soaked.
- C. Think of how you feel after a holiday feast. Digesting a cooked meal drains energy. This doesn’t happen with living foods, and the extra energy allows our bodies to focus on cleansing and rebuilding. We need less sleep.
- D. I balance different flavours and different textures. I try to take raw food to a different level. It’s like a piece of music: it has to have all the chords. In a carrot, you may get sweetness and crunch and aroma, but that’s only one part of the culinary journey. It’s a sensual experience. When the plate is put down, it is visually exciting and has different aromas and oils and textures. It’s more complex than just a carrot. I’ve taken the carrot beyond that into a full dining experience. Living foods are easily accessible. Some cities and rural areas have farmers markets. You can start there.
- E. Ninety percent of my clients are not health-food eaters or vegetarians. A lot of people say, „I could never be a vegetarian, but I could eat this way every night for the rest of my life.”
- F. What is lacking is the intensity of fire, where the exhaust attendants are not running. There is a sense of cleanliness, purity and calmness. Knife skills are important. Most of our gadgets are juicers, dehydrators and slicing instruments.
- G. When you start eating this way, the body doesn’t have the same craving for hot food. I used to need a hot beverage in the morning. Now I need my morning coconut water.

Newsweek

Task 1

Read the text and match the reporter's questions with the answers of the interviewed persons, according to the example (0). Note, that there is one extra question which cannot be used.

Questions:

0. How does this cuisine translate to colder climates, where comfort foods are traditionally stews?

1. What is the difference between raw foods and living foods?
2. Critics might ask, why go to a fancy restaurant to eat raw foods and why not go to an organic market and just eat?
3. What inspired you to explore living foods as a style of cooking?
4. How does living-foods diet lead to a healthier life?
5. Are most of your diners vegetarian?
6. Do you think people are lucky to have such a restaurant in the neighbourhood?
7. How does your kitchen look different from other restaurant kitchens?

| | | | | | | |
|---|---|---|---|---|---|---|
| A | B | C | D | E | F | G |
| | | | | | | 0 |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----|--|------------|
| 0. | Roxanne Klein has got a degree in catering and culinary art. | F |
| 7. | The book about gourmet living foods was written by Nadine Joseph. | |
| 8. | The different foods are combined into a dining experience by R. Klein. | |
| 9. | Eating cooked meal takes less energy than raw foods. | |
| 10. | If you change your diet for eating living foods you do not long for hot meals – according to R. Klein. | |

15. Protecting our environment

- A. Our environment is threatened in many, often interrelated ways. The Community's overall strategy must reflect this reality. Global warming and the ensuing climatic changes that will transform temperate zones of the earth into arid deserts and flood low-lying parts of the globe as icy caps melt, is only one prospect of environmental degradation that faces mankind. It is caused by the release of so-called greenhouse gases into the atmosphere, principally carbon dioxide (CO₂) from the burning of fossil fuels. Globally, our consumer society produces billions of tonnes of waste in the form of by-products from industry, old and used items, packaging materials and agricultural inputs. In the European Community alone, more than 21 million tonnes of toxic waste have to be treated each year.
- B. Pollution originating in one EU member country can spread freely across borders into others. Thus it makes sense for the Community, as it dismantles commercial and political frontiers, to assume more responsibility for devising and implementing the EC's environmental policy. The Community must also be ready to act in a global context. It is in its own interest to support environmental protection efforts by its neighbours to the east and by the nations of the Third World.
- C. The European Community is the world's biggest single market and largest trading group. Its peoples have reached a significant level of economic well-being. It is, therefore, better placed than many to put its own house in order and give a lead in developing environmentally sustainable growth patterns. The Community must use more effectively its position of moral, economic and political authority to advance international efforts to solve global problems and to promote sustainable development.
- D. With its fifth environmental action programme published in April 1992, the European Commission signals a change in strategy, shifting away from the previous corrective action to one based on preventive action. The stress is put on a more rational use of resources – producing less in the first place and using what we produce more efficiently. Re-use and recycling are also vital if finite resources are to be conserved. Energy efficiency is particularly important in order to reduce CO₂ emissions. Emphasis is on developing renewable or non-polluting energy sources. Waste management must be based on the principles of the prevention of waste, recovery (via recycling or reuse). But the new strategy also demands a change in patterns of consumption and behaviour and requires a sense of shared responsibility on the part of government, industry and the individual citizen.
- E. The cross-border and even global nature of certain environmental challenges requires the Community to intensify its regional and international cooperation. Global issues have become so important that, in the run-up to the year 2000, they could become an important factor in determining the ways in which international relations will develop – economically, politically and in terms of security. Environmental problems are posed differently in different parts of the world. In the Community and other industrially advanced countries, the essential aim is to modify consumption patterns. The internal and external dimensions of Community policy are, therefore, closely linked. Both aspects must be built up to a coherent and effective response to the complex problems which found expression in the 21st Agenda adopted at the United Nations Conference on Environment and Development (Unced) in June 1992.

Task 1

Read the text and match the subtitles with the paragraphs based on the example (0). Write your answers in the table. Note: there is one more subtitle than necessary.

Subtitles:

0. The issues
1. Environmental threats
2. A shift in strategy
3. The Community's record
4. Pollution knows no frontiers
5. The Community and global issues

| A | B | C | D | E |
|----|---|---|---|---|
| 0. | | | | |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| | Statements | True/False |
|-----|---|------------|
| 0. | Mankind causes harm to the environment in many ways. | T |
| 6. | Industry, agriculture and consumers produce massive waste. | |
| 7. | The Community has to protect the environment only within its borders. | |
| 8. | The new programme published in 1992 aimed at production increase. | |
| 9. | This new programme requires changing in consumption and behaviour. | |
| 10. | Preventive methods instead of corrective ones are involved in the new strategy. | |

16. Can the Earth survive ecotourism?

Running an eco-friendly tour operation nowadays is not always as easy as it sounds. „Ecotourism” started more than a decade ago as a concept to protect fragile ecosystems by marketing them to governments and locals as profitmaking assets. The goal was to develop tourism not by destroying the environment but by inviting foreign visitors to experience it as if they were natives. By some measures, it has surpassed the expectations of even the most devoted idealists. Tourism today is one of the world’s fastest-growing industries; Francesco Frangialli, secretary-general of the World Tourism Organization, estimates ecotourism is growing „maybe double, even triple,” the rest of the industry. In May, 1,100 representatives from more than 130 countries convened at a special United Nations conference in Quebec to celebrate the International Year of Ecotourism. Aid agencies were on hand to expound on its development possibilities.

Yet with that tremendous growth has come a mounting backlash, and complaints that maybe ecotourism isn’t such a good idea for the environment after all. Sure, governments now have more incentive to protect fragile environments. But indigenous groups from Indonesia to Brazil complain of being forced off them by ruthless developers. So many travelers are eager to get back to nature that they end up trampling it in the process. In parts of Nepal, hikers and campers have cut down so many trees for Himalayan campfires that the area is becoming deforested. There’s even a burgeoning movement of anti-globalization protesters and Non-Governmental Organisations that have set up their own campaign called the „International Year of Stopping Ecotourism.”

With tourist trips expected to rise from 688 million last year to more than 1.55 billion by 2020, many see ecotourism as one of the best hopes for development in poor countries and the only path toward tourism that can be sustained in the long term – if it’s done right. If it’s done wrong, one need to look no farther than the slopes of Mount Everest for a preview of what’s to come: years of accumulated garbage.

„We have to find a direction to ecotourism before any more damage is done,” says Roger Wheelock, executive vice president and director of the Canadian Tourism Commission. „There’s been a lack of understanding about what it is. And there are a lot of tourist enterprises that have gone into fragile environments that have not adopted (any) standards.”

It was never supposed to be this way. Ecotourism grew out of the environmental movements of the 1970s and 1980s. On weekend bird-watching expeditions, a young Mexican architect noticed that scores of foreigners were also traveling to the same reserves. So when private developers unveiled a plan to move into pristine flamingo habitats in the Mexican Yucatán, the architect began selling a new concept he called „ecotourism.” „I argued that tourists would come and it would help the local people,” he recalls. „I convinced the governor of the state of Yucatán, and it has been turned into a very successful nature reserve in Mexico. There used to be fishermen complaining. Now they make income as guides. This story could be repeated in many countries around the world.”

Indeed it could. In the years that followed, ecotourism became the basis for national tourism plans. In Ecuador, bitter battles raged over Charles Darwin’s famed Galápagos Islands, with fishermen at times spiting environmentalists by slitting the throats of endangered sea turtles. But when a national policy was put into effect to protect the endangered habitat, and the area was marketed, tourists flocked from around the globe. Many of those same fishermen now work as guides.

Solutions to the problems seem a long way off. Some countries are already working to set up some sort of accreditation process for tour operators that would force them to prove they are eco-friendly.

But how would such a system be enforced? Even with such a scheme, can fragile environments survive the armies of tourists expected to flood the trails in the coming years? Perhaps environmental groups, too, might have thought a little harder about what exactly it was they were trying to sell.

Newsweek

Task 1

Read the text and answer the questions in no more than 8 words according to the example (0).

| | Questions | Answers |
|-----------|--|--|
| 0. | How did the ecotourism concept want to develop tourism? | to get experience as if tourists were natives |
| 1. | What was the original aim of ecotourism? | |
| 2. | What have tourist entrepreneurs caused to some parts of Himalayan forests? | |
| 3. | When can ecotourism help the development of poor countries? | |
| 4. | What do native groups from Indonesia to Brazil complain about? | |
| 5. | How do some countries try to control the tour organisers? | |

Task 2

Read the text again and fill in the table with the missing information according to the example (0).

| | Organisations/initiators | Events/movements |
|-----------|-------------------------------|--|
| 0. | Environmental movement | Ecotourism |
| 6. | United Nations Organisation | |
| 7. | | International year of stopping ecotourism |
| 8. | | |
| 9. | A young Mexican artist | |
| 10. | | Trying to find a new direction to ecotourism |

17. SNH warning over new wind farms

WIND-FARM developers are mainly avoiding sites that would have a significant impact on fragile landscapes and wildlife, according to a report by Scottish Natural Heritage (SNH).

But the environmental agency yesterday warned that the aim of avoiding potential conflicts between renewable-energy developments and heritage-sensitive sites will become more difficult to achieve in the drive to reach the Scottish Executive's target of producing 40 per cent of the country's energy needs from renewable sources by 2020.

The SNH report on renewable trends reveals the agency has supported in principle 75 per cent of the 144 onshore wind-farm applications lodged in the past five years.

Almost 60 per cent of the wind farms have been in areas classified as being of the "lowest natural heritage sensitivity", and only 6 per cent have been proposed for sites of the "greatest natural heritage sensitivity", including land protected for internationally and nationally important wildlife and habitats and areas of outstanding landscape value.

But the report highlights concerns that the number of applications in areas of "medium sensitivity" has risen from 33 per cent two years ago to 42 per cent this year.

And the authors warn: "The increase in the proportion of sites in this category illustrates the growing difficulty of reconciling wind-energy development with natural-heritage interests - and the importance of working hard to do so.

"There is less capacity entering the system compared with previous years. It is not clear whether this is due to a backlog within the consents system, leading to caution by developers in bringing forward new schemes, or a level of saturation being reached, leaving fewer sites available."

Bill Band, the national strategy manager at SNH, agreed that the task of keeping wind-energy developments in harmony with Scotland's natural heritage would get tougher over the next few years.

He said: "So far, it has not been too difficult to find sites for wind farms that limit their visual impact and present little risk to valued wildlife. Most developers have worked hard to do this.

"Inevitably, though, the supply of problem-free sites is diminishing. We also now have to face up to the tricky issue of the inter-relationships between wind farms, or cumulative impact as it is known. This situation presents all of us - developers, advisers and decision-makers - with a real challenge in keeping renewable-energy development on a truly sustainable course."

Maf Smith, the chief executive of Scottish Renewables, the country's leading renewable-energy organisation, said: "This shows that the wind industry is acting responsibly in how it develops wind farms in Scotland.

"The industry has clearly followed existing SNH guidelines to make sure that it chooses the good sites, and the fact that 73 per cent of the Scottish public support wind energy underlines the positive way in which our industry has developed.

"The fact that, by the end of next year, Scotland will have hit its 2010 target of 18 per cent proves that renewables are delivering on targets and generating clean, reliable electricity for consumers."

He added: "Both SNH and ourselves have called upon the Scottish Executive to give more elaborated cumulative impact guidance, and industry has worked closely with SNH and local planning authorities in drawing up new tools to help take this into account in new proposals."

Task 1

Read the text and answer the questions in no more than 5 words according to the example (0).

| Questions | Answers |
|---|--------------------------------------|
| Which organisation is in charge of preserving the natural beauty in Scotland? | 0. <i>Scottish National Heritage</i> |
| How are Scottish areas classified according to their environmental value? | 1. |
| | 2. |
| | 3. |
| What kind of impact did the developers try to avoid when choosing sites for wind farms? | 4. |
| | 5. |
| What hasn't been taken into consideration so far, when building wind farms? | 6. |

Task 2

Read the text again and use it to decide if the statements are true (T) or false (F). Write your answers in the table below according to the example (0). Please note that if all your answers are marked as true or as false, your answers will be disqualified.

| STATEMENTS | TRUE or FALSE |
|--|---------------|
| 0. <i>It is getting more and more difficult to find environmentally suitable sites for new wind farms.</i> | <i>T</i> |
| 7. Scottish Renewables has set a target of 40% renewable energy of the total energy production by 2020. | |
| 8. The majority of Scottish general public is in favour of wind energy production. | |
| 9. Several organizations are calling for more detailed cumulative impact guidance. | |
| 10. According to the SNH report, there is a backlog in building windfarms due to fewer available sites. | |

WRITING TASKS

Task 1: table description

1.

Study the table, and describe it in about 120-160 words using the 10 given words or expressions in their right forms. You may include numerical data as well to support your description, which should contain some comparisons.

Key Trends in the World Economy

Income in Total Consumption Per Capita 2000-2010

| Countries | Annual increase | Total increase |
|-------------|-----------------|----------------|
| China | 7.3% | 103.2 % |
| Russia | 7.3 % | 101.9 % |
| India | 5.2 % | 65.9 % |
| South Korea | 2.9 % | 33.6 % |
| UK | 1.3 % | 13.3 % |
| US | 1.1 % | 11.1 % |
| France | 1.0 % | 10.7 % |
| Germany | 0.7 % | 6.7 % |

Source: World Bank

The words to use:

| | | |
|--|--------------------------------------|---|
| compare consumption derive from economy | fastest figure growth lower | period of time represent table |
|--|--------------------------------------|---|

0. This **table** shows the increase in consumption of eight countries in the world.

2.

Study the table, and describe it in about 120-160 words using the 10 given words or expressions in their right forms. You may include numerical data as well to support your description, which should contain some comparisons.

Immigrants and Their U.S.-Born Children as a Share of Total Population and Poverty Population

| STATES | Immigrant Share of Total Population % | Immigrant Share of Population in Poverty % |
|------------|---------------------------------------|--|
| California | 36.8 | 51.2 |
| New York | 27.3 | 37.2 |
| Texas | 22.6 | 35.9 |
| Virginia | 13.2 | 13.8 |
| Colorado | 12.0 | 23.7 |
| Minnesota | 9.1 | 24.0 |

Source: Centre for Immigration Studies (March 2010-2011)

The words to use:

| | | |
|---|---|----------------------------|
| according to although based on column | decrease describe destination high | last popular quarter |
|---|---|----------------------------|

0. This table presents the immigrants and their US born children as a share of total population and poverty population **based on** the data of the years between 2010 and 2011.

3.

Study the table, and describe it in about 120-160 words using the 10 given words or expressions in their right forms. You may include numerical data as well to support your description, which should contain some comparisons.

Holders of U.S. doctorates in sciences, engineering and health fields by employment sectors (2012)

| Fields | | Employment sectors | | |
|---|--------------|--------------------|------------------------|---------------|
| All fields | All employed | Private companies | State/local government | Self-employed |
| Biological, agricultural, environmental sciences | 164,000 | 57,000 | 6,500 | 5,600 |
| Computer, physical, information sciences, mathematics | 162,000 | 74,000 | 2,900 | 5,500 |
| Psychology and social sciences | 181,000 | 46,000 | 6,400 | 24,000 |
| Engineering | 116,000 | 70,000 | 2,300 | 5,000 |
| Health | 29,000 | 9,000 | 800 | 800 |

Source: National Science Foundation, Survey of Doctorate recipients

The words to use:

| | | |
|---|-----------------------------------|-------------------------------------|
| (own) business altogether consists of employ | fewest field job popular | represent source while |
|---|-----------------------------------|-------------------------------------|

0. This table **represents** employees having doctorate degrees in science, engineering and health fields by employment sectors in 2012.

4.

Study the table, and describe it in about 120-160 words using the 10 given words or expressions in their right forms. You may include numerical data as well to support your description, which should contain some comparisons and tendencies.

Number of Multifunctional Industrial Robots in the World

| Continents | 2013 | 2014 | 2017 |
|----------------|-----------|-----------|-----------|
| America | 226,000 | 250,000 | 313,200 |
| Asia/Australia | 690,000 | 777,000 | 1,108,000 |
| Europe | 393,000 | 412,000 | 477,000 |
| Africa | 24,500 | 30,000 | 48,500 |
| Total | 1,333,500 | 1,469,000 | 1,946,700 |

Source: IFR National Robot Associations

The words to use:

| | | |
|---|--|--------------------------------|
| compare development figure highest | last manufacture middle operate | show source table |
|---|--|--------------------------------|

0. This **table** describes the main continents of the world, and the years from 2013 to 2017.

5.

Study the table, and describe it in about 120-160 words using the 10 given words or expressions in their right forms. You may include numerical data as well to support your description, which should contain some comparisons and tendencies.

Most visited countries by international tourist arrivals (in millions)

| Rank in 2012 | Country | 1995 | 2000 | 2005 | 2010 | 2012 |
|--------------|--------------------|------|------|------|------|------|
| 1 | France | 60.0 | 77.2 | 75.0 | 77.6 | 83.0 |
| 2 | United States | 43.5 | 51.2 | 49.2 | 59.8 | 67.0 |
| 3 | China | 20.0 | 31.2 | 46.8 | 55.7 | 57.7 |
| 4 | Spain | 34.9 | 46.4 | 55.9 | 52.7 | 57.7 |
| 5 | Italy | 31.1 | 41.2 | 36.5 | 43.6 | 46.4 |
| 6 | Turkey | 7.1 | 9.6 | 20.3 | 31.4 | 35.7 |
| 7 | Germany | 14.8 | 19.0 | 21.5 | 26.9 | 30.4 |
| 8 | United Kingdom | 21.7 | 23.2 | 28.0 | 28.3 | 29.3 |
| 9 | Russian Federation | 10.3 | 21.2 | 22.2 | 22.3 | 28.2 |
| 10 | Malaysia | 7.5 | 10.2 | 16.4 | 24.6 | 25.0 |

Source: World Development Indicators 2014

The words to use:

| | | |
|---------------------------------------|-------------------------------------|---|
| between compare fall highest | last rows show significant | slightly source stagnation |
|---------------------------------------|-------------------------------------|---|

0. The **source** of the table is World Development Indicators 2014.

Task 2: letter writing

NOTE: All the letters should be written following the rules of English Letter Writing Standards in 140-160 words.

1.

You are working for a small commercial bank, but would like to get a job at a big international bank because you cannot use your language and agro-business knowledge. Write a letter of application in 140-160 words to AGRO Bank International (25 Gresham Street, London EC2V 7NQ) using the following instructions. Your name and address in this role: Edina/Ervin Nagy, Debrecen 4000, Arany János u. 34.

In your letter you should ask about the

- place and length of the advertised position,
 - current position and the tasks involved,
 - promotions,
 - future possibilities.
-

2.

You are the safety manager at the Farm Equipment Trading Company (25 Gresham Street, London EC2V 7NQ) where you are responsible for safety and insurance systems. Write a letter of enquiry in 140-160 words to the general manager of AG International Plc. (Science Park Square, Brighton BN1 9SB) because your company wants to sign a new contract with them. Your name in this role is: Ilona/István Kovács.

In your letter you should ask about the best type of insurance package that can help to protect the company against the risk of

- burglary
- fire
- loss of valuable electronic equipment
- accidents when transporting.

3.

You are working for the Electronics Entertainment Ltd. (245 Court Road, London WC 2) as a purchasing manager. Your company wants to import special types of equipment for language learners. You saw an advertisement in a professional paper and write a letter of enquiry in 140-160 words to the company (Audio Performance Inc., 680 Madison Ave, New York, NY 10017). Your name in this role is: Annamária/Lajos Szabó.

In your letter you would like them to provide information about:

- price quotations
 - terms of sale and payment
 - discount policy
 - delivery schedules
-

4.

You are working for the Budapest subsidiary of the West Publishing House (680 Madison Ave, New York, NY 1001) as an accountant. Every day you commute by car to your place of work. The parking takes a lot of time because it is crowded. Sometimes it takes 15-20 minutes to find a place. Write to the American chief executive officer (CEO) about the inconvenience according to the instructions, in 140-160 words. Your name and address in this role is: Anna/András Kiss, 1116 Budapest Kodály köz. 20.

In your letter you should write about the

- Time-consuming effort for finding parking space
 - Bad results:
 - being late for work
 - supervisor giving hard time to you
 - deducting pay from your salary
-

5.

You are working for Measuring Equipment Ltd., (9010 Győr, Kisfaludy u. 22) as a Chief Financial Officer (CFO). The company wants to expand its production to Poland by establishing a new plant. Write a letter of enquiry in 140-160 words to the Polish Development and Investment Bureau (495 Brankova, Katowice 6700,) based on the following instructions. Your name in this role is: Anna/András Kovács.

In your letter you should explain

- why you would like to invest there,
 - what kind of manufacturing plant you want to build,
 - what kind of jobs you offer,
 - what working conditions you will ensure
-

6.

You are working for Measuring Equipment Ltd., (9010 Győr, Kisfaludy u. 22) as a Chief Financial Officer (CFO). Your name in this role is: Tamás / Tamara Varga. The company wants to expand its production to Poland by establishing a new plant. Write a letter of enquiry in 140-160 words to the Polish Development and Investment Bureau (495 Brankova, Katowice 6700) based on the following instructions:

In your letter you should

- mention: where you have heard about this investment opportunity and
 - ask them to send you some information that is required:
 - the size of land available for building a factory,
 - the average wage rate of workers in the area,
 - the tax system for foreign companies.
-

7.

You are working as a production manager (Your name in this role is: Viktor/Viktória Epres) for a subsidiary of an international company (Graham Packaging 14 Connie Cres Road, Vaughan, Ontario L4K 2W8 Canada) that manufactures packaging. There are some problems in the warehouse caused by the rainy weather and heavy storm yesterday: they cannot deliver the ordered goods in time. Inform your customer (Technavio 8 Wimpole Street, W1G 9SP London) in 140-160 words according to the instructions.

In your letter you should tell them about

- the situation
- the late delivery date
- the new delivery date
- ask for his/her agreement.

8.

You operate a franchise of 'Casual Garments London Ltd.' (István/ Imola Nagy, 20 Battersea Park Rd, London SW11 4HY) As the year is soon coming to end you have to inform the franchise owner (James White, Casual Garments UK Ltd, 82 London Rd, Brighton BN1 4JF) about the results. The business goes quite well, but you need some advice.

In your letter of 140-160 words, you should

- write about problems (possible losses)
 - ask how to solve them, possibly by
 - changing the location
 - changing the assistants in the shop
 - changing the supplier
-

9.

You operate a franchise of 'Healthy Shoes and Boots Ltd.' (Dóra/ Dávid Kincses, 6 Lewes Rd, Brighton BN2 3HP.) As the year is soon coming to end you have to inform the franchise owner (Sylvia Bond, Healthy Shoes and Boots UK Ltd, 8 Meldon Rd, Manchester M13 0TZ) about the results. The business goes quite well, but you need some advice.

In your letter of 140-160 words, you should

- describe the problems
 - few customers,
 - decreasing income
 - high employee turnover
 - ask how to solve them.
-

10.

You work for the Hungarian group FLYTEK Ltd., which is organising a conference and workshop on developing smart cities.

Invite the leader of the Amsterdam Smart City Club (Dr. Arjo Rothuis, Droevendaalsteeg 2, 6700 Amsterdam, The Netherlands) to take part in the conference. Your name and address in this role: Ágnes/Áron Kertész, H-6721, Szeged, Bocskai út 12.

In your letter (140-160 words)

- introduce
 - your company profile (smart technologies for transport and houses, etc.)
 - the aim of the conference
- explain why you are inviting him (expert in energy technologies, etc.)
- ask if he could be the host of one of the workshops in the conference

11.

You work for Transport Britain (Chittening Industrial Estate, Avonmouth, Bristol UK BS11 0YB) as an assistant. You received a letter from Laboratory Glassware Ltd. (5, Norwood Road, Cambridge, PE15 8Q) in which the company enquires about the conditions of transporting glassware. Your name in this role: Márta / Márton Kovács.

In your letter, (140-160 words)

- refer to the enquiry you received (date, subject, etc)
- inform the client about
 - the modes of transport (road, rail)
 - the possible packaging techniques (cartons, wooden crates)
 - terms of payment (bank transfer, etc.)

12.

You are a fresh graduate planning to apply for a job. Write a letter to your former American professor (Joanna Sweetland, Department of Economics, University of Michigan, 611 Tappan St., Ann Arbor, MI 48109) whose lectures you attended in a scholarship programme. Ask her for a letter of reference. Your name and address in this role: Beáta/Benedek Tóth, 7632 Pécs, Diána tér 3.

In your letter (140-160 words)

- remind your professor about your studies
- explain why you need a reference
- write about the job you are applying for
- ask her to include details on your language skills and academic performance

13.

You are the owner of a farm (Manor Farm, Bridgend, Mid Glamorgan SA15 9AU) and you bought boots and gloves from Farm Equipment and Supplies Plc. (Burrow Road, Newport, Gwent NP55 7EX). Write a letter to the company because you have problems with the quality of the items. Your name in this role: Márk/Márta Kovács.

In your letter (140-160 words):

- refer to the purchase
- refer to the promised guarantee
- describe the quality problems
- describe what action you want them to take

14.

You are the Vice President of Planning at Audio Performance Inc. (383 Madison Ave., New York, NY 10017). You are planning to open a new factory in South Carolina and you are looking for a suitable property. Write a letter to Brown & Walker Real Estate Associates (535 Lee Avenue, Greenville, SC 29601) and enquire about suitable properties. Your name in this role : József/Józsa Martinelli.

In your letter (140-160 words)

- refer to your former telephone conversation
- describe your plans (leasing or purchasing)
- describe the factors you find important about the property (size, rail access, car park etc.)
- ask them to send a list of potential sites

15.

You are a fresh graduate and you would like to apply for the post of marketing assistant. Write a letter of application to Ms. Nordstrom, Director of Personnel at Audio Performance Inc. (383 Madison Avenue, New York, NY 10017). Your name and address in this role: Rebeka/Richárd Németh, 802 Chambers Street, Westbury, NNY 11590.

In your letter (140-160 words):

- describe where you saw the advert
- describe your qualifications
- specify your work experience
- list your relevant skills

Useful Phrases

| | |
|--|--|
| We have the pleasure of inviting you to on... | Szeretettel meghívjuk Önöket/Önt ... (időpont).... |
| We hope that you will be able to join us at this conference. | Reméljük, hogy részt tud venni ezen a konferencián. |
| Please convey our best wishes and congratulations to Mr. ...on his promotion. | Kérjük adja át jókívánságainkat ...úrnak előléptetése alkalmából. |
| Please do not hesitate to let us know if there is anything we can help you with. | Kérem, értesítsen, ha bármiben segíteni tudunk. |
| Please accept our best wishes for Christmas and the New Year. | Kellemes Karácsonyt és Boldog Új Esztendőt kívánunk. |
| We look forward to meeting you. | Nagyon várjuk a találkozást. |
| We were very pleased to learn that... | Örömmel értesültünk róla, hogy... |
| We greatly regret that... | Igazán sajnáljuk, hogy... |
| I am interested in working as a ... | A...-i állás iránt érdeklődöm. |
| I am looking for a challenging job. | Kihívást jelentő állást keresek. |
| My last job was with... | Az utolsó állásom a ...-nél volt. |
| The opportunities for promotion are not too good. | Nem túl jók az előmeneteli lehetőségek. |
| I wish to apply for the job of... advertised in... | A ... állásra szeretnék pályázni, melyet a ...ben hirdettek meg. |
| I would like to be considered for the post of... | Szeretném a következő állást megpályázni... |
| I would be delighted to have an opportunity to work for your company. | Nagy örömmre szolgálna, ha az Önök cégénél dolgozhatnék. |
| As you can see from my Curriculum Vitae... | Amint a szakmai önéletrajzomból kitűnik... |
| I have had ...years of experience of... | ...éves tapasztalatom van a ... területén. |
| My qualifications seem to suit me for this position. | A képzettségem alapján alkalmas vagyok erre az állásra. |
| I was educated in... | A ...-ban tanultam. |
| I graduated from.... |egyetemen/főiskolán végeztem |
| I took a course in.... | ...kurzuson/képzésen tanultam. |
| I got a (an) intermediate/advanced level certificate in English. | Középfokú/felsőfokú nyelvvizsga bizonyítványt szereztem angolból. |
| For the last 2 years I have worked as... | Az elmúlt 2 évben ...-ként dolgoztam. |
| I wish to take up a job which requires... | Olyan állást szeretnék, ahol szükség van... |
| At present I am employed as... | Jelenleg ...-ként dolgozom. |
| My business experience enables me to be suited for the position. | Elegendő üzleti tapasztalattal rendelkezem az állás betöltéséhez. |
| I have extensive experience in... | Széleskörű tapasztalatom van a ... területén. |
| I will be glad to send you references. | Szívesen küldök ajánlólevelet. |
| I would appreciate a personal interview. | Nagyon örülnék egy személyes meghallgatásnak. |
| Enclosed find a copy of my resume. | Mellékelten megküldöm szakmai önéletrajzom egy másolatát. |
| I will be available for an interview... | A megbeszélés ... alkalmas számomra. |
| Enclosed you will find references from... | Mellékelten megküldöm ...-tól kapott ajánlásokat. |
| I would appreciate an early reply from you concerning my application. | Örömmel venném, ha mielőbb válaszolna pályázatom elbírálását illetően. |

Expressions and phrases used in letters

1. Answering advertisements, inquires

- Your name was given to us by ... (the Hungarian Chamber of Commerce, etc.) ...
- The British Embassy in ... has advised us to get in touch with you concerning ...
- We have seen your advertisement in ... (The Overseas Journal, etc.), and would be glad to have price lists and catalogues of your products.
- Referring to your advertisement in ... (The Export Times, etc.) we would be pleased to ...
- Your advertisement in this month's issue of ... (The Import Buyer, etc.) interests us.

Prices:

- We would like to have full details of your offer/export terms/import terms, etc.
- Please send us your catalogue and price list of ...
- Please let us have your prices for ...
- We look forward to a favourable price quotation from you.
- Will you please quote for the following items:

Samples

- Will you please send us samples of ...
- Please let us know whether you are able to supply from stock.
- We would welcome your pattern-book.

2. Offers

- We thank you for your letter of yesterday enquiring about ...
- We welcome/appreciate your interest in our products.
- It was a pleasure to hear from you.
- With reference to your enquiry dated ... we are sending you a full range of samples.
- We are ready to supply you with ...
- We have pleasure in sending you our latest catalogue.
- We have pleasure in offering you the following goods:

3. Asking for instructions

- If you accept our quotation, please contact us as soon as possible.
- Your reply by return would be appreciated.
- If our proposal is acceptable to you, please confirm by return.

4. Complaints

- You have supplied goods below the standard we expected from your samples.
- The delivered goods are not up to samples.
- Unfortunately, we find you have sent us the wrong goods.
- Unfortunately, you have not sent us the goods we ordered. The following items are missing:

5. Replies to complaints

- We are very sorry to receive your complaint that the ... (material, etc.) you received was not of the quality you expected.
- We have been supplying the same ... (material, etc.) for some time and have had no complaints about it so far.
- We greatly regret the inconvenience we caused you.
- We greatly regret the mistake we committed, and assure you it will not happen in the future again.
- We regret that you had the trouble of writing to us ...
- We are extremely sorry about this delay, which was due to circumstances beyond our control.

6. Other useful expressions:

We are satisfied with ...

We are a Hungarian company selling ...

In accordance with

Complaint on, to complain about sg.

Steady demand for sg.

High quality products

Terms of payment

Conditions (for payment, transport, delivery)

Favourable conditions

Delivery date

To meet the delivery date

To meet the expectations

To ask for a discount on a large order

Competitive (market, price)

To make an offer

To place an order

To arrange delivery

Shipment = transport

Delivery by road, rail, sea, plane

Make a (10) % discount on the original prices

Above mentioned facts

Below mentioned conditions

To save the expenses

To deduct (10) % of the invoice price

To settle the bill/matter

To purchase at a reduced price

Key

Reading comprehension

1. Ms. Salarich keeps biking on her agenda to meet business challenges

Task 1: 1. trips and business engagement, 2. biking, 3. chief executive and director, 4. sponsoring, 5. scale the ranks, 6. 50 most powerful business women, 7. the company is doing well

Task 2: 8. bike-ride through Castile, 9. 1979, 10. EU market share rose

2. Development Strategies and the Global Factory

Task 1: 1. global trade, 2. inward-oriented, 3. outward-oriented, 4. export, 5. economic growth, 6. employment

Task 2: 7. True, 8. False, 9. True, 10. True

3. Potato Chip Study

Task 1: A-0, B-3, C-1, D-5, E-4, F-6, G-2

Task 2: 7. False, 8. False, 9. True, 10. True

4. Raising the finance

Task 1: A-0, B-7, C-4, D-6, E-1, F-5, G-3, H-2

Task 2: 8. False, 9. True, 10. False

5. Rich dad, poor dad

Task 1: A-0, B-2, C-1, D-4, E-3, F-6, G-7, H-5, J-8

Task 2: 9. True, 10. False, 11. True

6. Rich dad, poor dad

Task 1: 1. who creates investments, 2. retail business, 3. lack of money, 4. to manage risk

Task 2: 5. intelligent advisors, 6. buying package investment, 7. create investment, 8. how to find opportunity, 9. how to raise money, 10. how to organise smart people

7. Speaking up is so hard to do

Task 1: 1. to be open with others, 2. the business, 3. they do not want to upset them, 4. to bring them to the surface, 5. from their viewpoints, 6. self-awareness, 7. damages to the organisation

Task 2: 8. False, 9. True, 10. True

8. Spouses Help Mates Work for a Living Instead of Living for Work

Task 1: 1. heart attack, 2. divorce/ruins home life, 3. communication skills, 4. anxious about job security, 5. bad for the economy/home is work, 6. a need for the approval, 7. negotiating in a dialogue

Task 2: 8. True, 9. False, 10. False, 11. True, 12. True

9. Union Reaches Pact with UAL over Job Cuts

Task 1: 1. 5.8 billion USD, 2. 5000, 3. 1.8 billion USD, 4. 1.3 billion USD, 5. 412 million USD

Task 2: 6. True, 7. False, 8. True, 9. False, 10. True

10. Procedure in a marketing research investigation

Task 1: 0. Define the problems, 1. Situation analysis/company analysis, 2. Informal investigation/getting background information, 3. Getting (primary, secondary) data, 4. Analyse masses of data, 5. Conclusions, recommendations, 6. Follow – up a written report

Task 2: 0. False, 1. True, 2. True, 3. False, 4. False

11. (English for Economics and Management): Workplace automation

Task1: 1. a commission, 2. manufacturing, 3. (drone) shipments, 4. AI algorithm, /detect cancer / hospitals / (legions of) robots / food services / retail/ transportation / warehousing, 5. productivity, 6.global economy / the future of work, 7-8. countries/ workplaces/ occupations/ / factories / sectors, 9-10. welders/ landscape gardeners /brokers / CEOs / data collection / data processing 11. analysing reports /analysing data / managing and developing people

Task 2: 12 T, 13 F, 14 F, 15 T

12. Ryanair told: Pay stranded passengers

Task 1

| | Welcomes the OFT decision on Ryanair | Accepts the OFT decision on Ryanair | Didn't comment on decision |
|-------------------|--------------------------------------|-------------------------------------|----------------------------|
| 0. ATUC | X | | |
| 1.Sarah McGarey | X | | |
| 2.Ryanair | | X | |
| 3.Easyjet | | | X |
| 4.BA | | | X |
| 5.consumer groups | X | | |

Task 2: 6. food, 7. drink, 8. overnight accommodation, 9. passenger rights / damaged bags, 10. no second claim should be needed, 11. go to small claims court, 12. BA, 13. Easyjet
14. 0.6%, 15. 0.5/1000 passengers

13. Environmental affairs

Task 1: 0-A, 1-F, 2-B, 3-E, 4-C, 5-D

Task 2: 6. True, 7. False, 8. False, 9. False, 10. True

14. „Living foods” restaurant

Task 1: A-3, B-1, C-4, D-2, E-5, F-7, G-0

Task 2: 7. False, 8. True, 9. False, 10. True

15. Protecting our environment

Task 1: A-0, B-4, C-3, D-2, E-5

Task 2: 6. True, 7. False, 8. False, 9. True, 10. True

16. Can the Earth survive ecotourism?

Task 1: 1. to protect fragile ecosystem, 2. the area is becoming deforested, 3. if tourism is done in the right way, 4. being forced by the developers, 5. by forcing them to prove they are eco-friendly

Task 2: 6. conference to celebrate int. year of ecotourism, 7. NGOs, 8. anti-globalisation protesters, 9. creating nature reserve in Yucatan, 10. Canadian Tourist Commission

17.SNH warning over new wind farms

Task1: 1. lowest natural heritage sensitivity, 2. medium natural heritage sensitivity, 3. greatest natural heritage sensitivity, 4. limiting visual impact, 5. risk to valued wildlife, 6. cumulative effect

Task 2: 7F, 8T, 9T, 10F

Table description

One possible description of the table:

This **table** shows the increase in consumption of eight countries in the world. The *period of time* is between 2000 and 2010. The data *derive from* the World Bank. The table *represents* the annual increase and the total increase in percentage. The table shows that China has reached the *fastest* rate in growth. Russia came close to China: the annual rate *growth* in consumption was the same. If we *compare* the total increase of both countries we can say that the figures were different: Russia got a lower *rate* in consumption. India produced the third highest consumption *figure*. Another outstanding fact is the extremely poor performance of the major European *economies*. As *consumption* is an important element in economic performance it can be claimed that economic development in Asia was stronger than in Europe.

2.

One possible description of the table:

There are three columns: the 1st *column* represents the states, the 2nd is about the immigrants' share of total population, and the 3rd shows the share of population living in very bad conditions. All the data are given in *decreasing* order. More than a *quarter* of the immigrant population (36.8%) settled down in California, which means that this state is the most *popular*. *Although* California is popular as a place to settle down, 51.2 percent of immigrant-origin inhabitants live in poverty. Quite a lot of immigrants chose New York as their second home, namely 27.3%. Texas is the third most popular *destination* for immigrants. Their share is almost a quarter: 22.6%. It can be seen from the table that not only immigrants, but other people as well live in poverty. Both in New York and Texas the share of poverty population is *high*. *According to* the data, only 13.2 % of immigrants move to Virginia, and 12 % to Colorado. Minnesota is *the last* on the list.

3.

The table *consists of* 4 columns. The 1st column shows all the *fields* where persons that have doctorate degrees work. Most of them have *jobs* in social sciences and psychology: 181,000 persons. The *fewest* doctorates are employed in health fields (29,000). The second *popular* field of employment is biological, agricultural and environmental sectors: *altogether* 164 doctorates are *employed* here. Doctorates in computer and information sciences work mainly for private companies (74,000), *while* only 2,900 chose state or local government. Very few engineering doctorates have their *own businesses*, only 5,000. Psychologists and social sciences doctorates have the most self-employed business ventures. The *source* of this table is the National Science Foundation.

4.

Manufacturing industrial robots in the world has got different figures. It can be seen that all the *figures* show some increase during the examined period. If we *compare* the years, 2017 shows the biggest *development* in the numbers of robots. The most industrial robots *operate* in ASIA, and the development is the biggest here. America takes a *middle* position. By 2017 Asia reaches the *highest* numbers. Europe becomes 2nd after Asia in the rank with its 477,000 robots in 2017. Africa is the *last* in the table with its 48,500 machines. The data are *sourced* from IFR National Robot Association.

Sample letters:

13.

Farm Equipment and Supplies Plc
Burrow Road
Newport
Gwent NP55 7EX

Manor Farm
Bridgend
Mid Glamorgan
SA15 9AU

16 February 2017

Dear Sir/Madam

Rubber Boots and Work Gloves

On 8 October 2016 I purchased from your company 7 pairs of Agri boots and 20 pairs of work gloves. (Invoice No. 326/B95L). Prior to the transaction, you had informed us that, under normal working conditions, both the boots and the gloves were guaranteed for six months. However, only four months later, I found that these items are of an unsatisfactory standard. Although we were assured that the gloves were suitable for heavy work, several have been ripped and consequently had to be discarded. Moreover, the elastic wrist grip quickly becomes slack, therefore, the gloves fall off.

As for the rubber boots they appear not to be properly waterproofed.

In spite of your claims and guarantees regarding these products, I feel that you supplied faulty goods. Under these circumstances, I therefore believe that your company bears a responsibility to compensate for these unsatisfactory items.

I would be grateful if you would inform me as soon as possible of the action you intend to take.

I look forward to hearing from you.

Yours faithfully,

Márta Kovács

14.

Brown & Walker Real Estate
Associates
535 Lee Avenue
Greenville, SC 29601

Audio Performance Inc.
383 Madison Ave.,
New York,
NY 10017

March 2, 2017

Dear Sir or Madam,

Confirming our telephone conversation of this morning, I would like to investigate properties suitable for a manufacturing facility in South Carolina.

Let me describe what factors we would find important to take into consideration. First of all, we prefer to lease, but would also consider purchasing land suitable for new construction (factory building, car parks, warehouses, etc.) if we found the right opportunity at a reasonable price.

Secondly, we would require at least 100,000 sq. ft of manufacturing space, rail access, and parking for about 500 cars. Ideally, the site should be within 5 to 10 miles of a major highway or a smaller city.

Could you please send me a list of sites meeting these specifications, with descriptions of each? Please note that for the time being, all inquiries should remain confidential.

I look forward to hearing from you soon.

Yours faithfully,

József Martinelli
Vice President of Planning

15.
Ms. Carol Nordstrom
Director of Personnel
Audio Performance, Inc.
383 Madison Avenue
New York, NY 10017

802 Chambers Street
Westbury, NY 11590

April 10, 2017

Dear Ms. Nordstrom

I am writing in response to your advertisement in today's New York Times for the post of a marketing assistant. I am especially interested in the position, because I have always wanted to work for such a dynamic company like yours.

As for my education, I am a recent graduate of the Jefferson Business Institute in New York City specialised in trade and marketing.

Let me describe my professional experience. I am currently working part-time as an assistant for Stettwell Advertising. My experience also includes working as an intern at an advertising agency during my university studies.

Concerning my skills, I am excellent at word processing and possess good communication and language skills. I am also familiar with all aspects of office operations.

I am enclosing a copy of my résumé and would very much appreciate an opportunity to come in for an interview. I can be contacted during the day at (212) 417-9876.

I look forward to hearing from you.

Yours sincerely,

Rebeka Németh