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COMPANY STRUCTURE

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Учебное пособие «Company Structure» разработано для проведения практических занятий по базовому курсу английского языка и позволяет ознакомить студентов бакалавриата технических специальностей со структурой компаний.

Задачей данного пособия является профессиональная подготовка будущих специалистов и развитие коммуникативных навыков делового общения на иностранном языке.

Учебное пособие состоит из трёх разделов:

- UNIT 1: Business Organizations
- UNIT 2: Organization and Management of Business
- UNIT3: Company Activities & Departments

Все разделы курса построены по единой схеме. Каждый из разделов состоит из текстов на ознакомительное чтение и практических заданий, направленных на понимание текста, усвоение новой лексики делового общения, изучение предложенного грамматического материала и развитие коммуникативных навыков. В разделе I сообщается о формах ведения бизнеса, целях и задачах частных и государственных организаций. Раздел II знакомит студентов с организацией управленческой структуры, распределением обязанностей и подходом к управлению бизнесом. Раздел III посвящён отделам компаний и деятельности фирм, работающих в области электроники, авиастроения, радиотехники.

Подразделы также включают вокабуляр, практические задания на прямой и обратный перевод. Тексты для чтения и задания на аудирование взяты из аутентичных источников. В конце разделов помещены контролирующие задания на подготовку презентаций и написание сочинений на предложенные темы.

Пособие предназначено для студентов II курса бакалавриата технических специальностей.

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UNIT 1

BUSINESS ORGANISATIONS

- **Focus:** Types and Objectives of Business Organizations; key vocabulary
- **Grammar Focus:** Clauses of Purpose; Defining Relative Clauses
- **Skills Focus:** Reading for specific information to know about types and goals of business organizations; learning basic vocabulary and developing speaking and writing skills

Key vocabulary

Organizations exist for one reason: they can accomplish things that individuals cannot. Organizations are characterized by their **goal-directed behavior**. They have **goals and objectives that can be achieved** more effectively by the actions taken by **individuals** and groups. Organizations depend on the way the **society operates**.

TEXT A

Vocabulary

1. Society – общество
2. Goals and objectives – цели и задачи
3. To achieve aims – достигать цели
4. To set short-term aims – устанавливать краткосрочные цели
5. Target – цель
6. To meet/satisfy needs and wants – удовлетворять потребности
7. Individual – индивид, частное лицо, физическое лицо

8. Private – частный
9. Nationalized industry – национализированный промышленный сектор
10. Public – общественный, государственный
11. To establish/set up – создавать
12. Survival – выживание, жизнеспособность
13. To fire – увольнять
14. Growth and development – рост и развитие
15. Image – образ, изображение; имидж, престиж, репутация
16. To improve image – улучшить имидж/мнение/репутацию
17. PR (Public Relations) – связи с общественностью
18. Obligations/responsibilities – обязанности, сферы ответственности
19. Provide services – предоставлять услуги
20. Insurance – страхование
21. To manufacture/produce – производить
22. To make a profit – получать прибыль
23. Competitive – конкурентный, конкурентоспособный
24. Target rate of return on capital – дисконтированная норма прибыли на вложенный капитал

1. *Before reading the text, work in pairs and make the list of government organizations operating in Russia and identify what needs these organizations satisfy.*

2. *Complete the table. Compare your notes with other students.*

<i>Government Organization</i>	<i>Goods Produced/Services Provided</i>
1. NSTU	Trains students
2.	

3. *Read the text and find the answer to the following questions:*

1. What are the objectives of private organizations?
2. How successful are private organizations at achieving the goals?
3. List the ways in which the companies can improve their public image.

The Objectives of Business Organizations

Business organizations are established to meet wants in society. Private businesses are formed to provide for material wants (i.e. goods and services) and commercial wants (i.e. banking, insurance) in society. Government organizations are set up to satisfy society's needs for defense and order, law and education. In meeting these wants, organizations will set definite and clear aims, e. g. manufacturing firms will want to stay in business and make a profit.

Aims of Private Organizations

Profitability is the main aim of private organizations but it's important to know that a business will have other aims. These include:

1. Survival: in times of economic difficulty – such as recession – surviving will become an important short-term aim for the firm. In order to survive, the firm may fire workers and close some of its factories.

2. Growth: not all firms want to grow continually but growth is closely associated with survival. Particularly for firms in highly competitive situations, e.g. computing and electronics, growth and development are the only way to ensure survival.

3. Image: a number of firms have public relation departments that have specific responsibility to improve the image of the company. The company can lose business if it has bad reputation.

Aims of Public Corporation

The aims of public corporations are set by the government. Basically nationalized industries have 2 broad obligations:

1. Economic obligations: each nationalized industry has to manage its resources and adopt pricing policies such that it meets its target rate of return on capital. This target is reviewed annually and differs from industry to industry e. g. a target return of 1.6% was set by the water authorities in 1999, while for the electricity industry it was 2.75%.

2. Social obligations: the economic obligations of public organizations are regulated by their social obligations, e.g. British Rails may continue to provide a rail service in a rural area even though that service may be unprofitable. Similarly, the Post Office may provide unprofitable postal services in isolated communities.

4. Read the text again and match the beginning in the left column with the ending of the sentence in the right column.

1. Private businesses are set up	a. to make a profit.
2. All public corporations have	b. to cut the personnel.
3. The main goal of a private organization is	c. to provide goods and services for society.
4. One of the ways of survival during crisis is	d. public organizations have to provide them.
5. Although the services are unprofitable	e. in order to beat the competitors.
6. Electronics companies have to develop	f. economic and social obligations.

5. Choose the most precise translation into Russian of the following statements.

1. *The economic obligations of public organizations are regulated by their social obligations.*

a) Выпуск облигаций публичных организаций регулируется за счёт выпуска облигаций организаций социального администрирования.

b) Выполнение экономических обязательств общественными организациями регулируется в соответствии с принятыми ими социальными обязательствами.

c) Как известно, выполнение обязанностей государственными организациями регулируется экономикой.

2. *Private businesses are formed to provide for material and commercial wants in society.*

a) Частные предприятия создают с целью поддержания материального обеспечения общества и предоставления коммерческих услуг.

b) Частные бизнесы сформированы для удовлетворения материальных и коммерческих потребностей общества.

c) Индивидуальные предприятия образуют для предоставления необходимых материалов и коммерческих услуг обществу.

3. *Government organizations are set up to satisfy society's needs for defense and order, law and education.*

a) Государственные организации образуют для удовлетворения нужд общества в порядке, законе и образовании.

b) Правительственные организации создаются с целью удовлетворения общественных потребностей в наведении порядка и обороне страны, а также в разработке законодательных актов и предоставлении образовательных услуг.

с) Публичные организации созданы для соблюдения законов, обороны и наведения порядка в стране, а так же предоставления услуг в сфере образования.

6. Find the odd word out.

1. crisis, economic difficulty, slump, growth, recession
2. goals, objections, targets, aims, objectives
3. earnings, income, profit, losses, revenue, personal returns
4. to employ, to fire, to make redundant, to give somebody the sack, to dismiss

7. Replace the underlined words with the words used in the text

1. Public corporations meet society's demands (s-----y society's n----) for medical services.

2. Highly competitive companies are able to survive in time of crisis (r- - - - -n).

3. Railway and postal services are unprofitable in (r- - -l) areas located away from big towns.

4. Organizations are founded (e - - - - - - -d) to achieve the government's goals.

Grammar Focus: Clauses of Purpose

Clauses of purpose answer the questions: *why?* or *what for?*

To make a profit, private corporations have to manage their resources.

Companies need to reduce costs **in order to keep** within the budget.

Government organizations have to manage their resources **so that** they can meet their target rate of return on capital.

FORM

To introduce a clause of purpose we use:

to + infinitive

in order (not) to + infinitive

so that + subject + verb

in order that + subject + verb

8. *Discuss the answers to the questions below in pairs. Write the best answers and use a clause of purpose for each.*

1. Why are business organizations established?
2. What are the main functions of the Public Relations department?
3. Why are public corporations involved in unprofitable businesses? Whose aims do they have to achieve?
4. Why do some persons prefer to own business privately and to become sole traders?

TEXTB

Vocabulary

1. Sole proprietorship – индивидуальное или частное предприятие
2. Business earnings – прибыль с бизнеса
3. To tax – облагать налогом
4. Disadvantages – недостатки
5. To be responsible for – отвечать, нести ответственность
6. Liabilities – задолженность, долговые/денежные обязательства
7. To be reluctant – делать неохотно, сомневаться, отказываться
8. Loan – ссуда
9. General partnership – генеральное партнёрство, товарищество с неограниченной ответственностью
10. Limited partnership – партнёрство с ограниченной ответственностью
11. Independent legal entity – самостоятельное юридическое лицо, правовой субъект
12. Personal assets – личные активы/фонды/движимое имущество
13. Shareholders – акционеры
14. Personal tax returns – поступления от личного подоходного налога
15. Private company – частная компания, закрытая акционерная компания
16. Public company – открытая акционерная компания, продающая свои акции на бирже
17. Stock Exchange – биржа

1. There are four main types of business ownership in the private sector of the economy: **public limited company (PLC), partnership, sole trader**

and private limited company (Ltd.). Put each one into the correct box to complete the table.

1	2	3	4
One person provides all the capital	Owned by two or more people who contribute capital	A registered company with restricted share transfer	A registered company whose shares can be bought and sold on the Stock Exchange
unlimited liability (the personal assets of the owner (s) can be taken to pay any business debts)		limited liability (liability for business debts is limited to the amount of capital subscribed)	

2. Read the text for general understanding.

Types of the Company

Sole Proprietorship

The simplest structure is the **sole proprietorship**, which usually involves just one individual who owns and operates the enterprise.

With a sole proprietorship, your business earnings are taxed only once, unlike other business structures. Another big plus is that you will have complete control over your business—you make all the decisions. However, there are a few disadvantages to consider. Selecting the sole proprietorship business structure means that you are personally responsible for your company's liabilities. Raising money for a sole proprietorship can also be difficult. Banks not often make business loans to sole proprietorships. In most cases, you will have to depend on your savings or family loans.

Partnership

A group of people who work together as equals (e.g. a firm of lawyers or architects). They share the risks and profits. Partnerships come in two varieties: general partnerships and limited partnerships. In a general partnership, the partners manage the company and assume responsibility for the partnership's debts and other obligations. A limited partnership has both

general and limited partners. The general partners own and operate the business and assume liability for the partnership, while the limited partners serve as investors only.

Corporation

The corporate structure is more complex and expensive than most other business structures. A corporation is an independent legal entity. A corporation's debt is not considered that of its owners, so if you organize your business as a corporation, you are not putting your personal assets at risk. A corporation also can retain some of its profits without the owner paying tax on them. Another plus is the ability of a corporation to raise money. The main disadvantage of forming a corporation: owners of the corporation pay a double tax on the business earnings.

Private Company (Private Limited Company)

The shares of the company are privately owned, usually by a small number of people. These shareholders typically include the founder of the company, some close family members, and a few business associates who provided money for the company. Earnings and losses are included on the owners' personal tax returns. The company's members are not allowed to transfer shares without permission of shareholders.

Public Company (Public Limited Company)

These are large companies that are listed on stock exchanges. They are called public because anyone can buy their shares.

3. T 1 Listen and answer the questions:

1. Why do most UK businesses take the 'PLC' form?
2. What abbreviations are used for registration of American companies?

Which type do these forms refer to PLC or Ltd?

4. Read the text again and in pairs decide which of the advantages and disadvantages below you would associate with the following forms of business. In some cases there may be more than one correct answer.

a sole proprietor a partnership a corporation a private limited company a public limited company

Advantages

1. Business earnings are taxed only once.
2. The financial risks that you are taking are restricted.
3. Anyone can be a shareholder.
4. You have total control of your business.
5. This is a good way of sharing the pressure and work at starting a business.
6. You can increase your capital by selling shares.

Disadvantages

1. You may sell your possessions if the company goes in debts.
2. It may be difficult to expand and to take a loan.
3. There is a danger that conflicts of personality could ruin your business.
4. Earnings and losses are included on the owners' personal tax returns.
5. Owners pay a double tax on the business earnings.

5. Match the words from the text with the corresponding definitions.

1. a shareholder	a. profit and money lost by a company when it spends more than earns
2. a loan	b. money that you have saved in a bank or invested
3. business earnings and losses	c. a person or organization which invests money
4. liabilities	d. borrowed amount of money
5. assets	e. someone who owns shares in a company
6. investor	f. an official tax form; profit from tax
7. savings	g. a place where people buy and sell shares
8. tax returns	h. the amount of money that a company owes
9. stock exchange	i. company's possessions

6. Complete the sentences with the *words* from task 5.

1. To start business a sole trader has to depend on personal or make a
2. of public companies can buy shares on stock exchanges.
3. Information about business and should be available to count personal tax returns.

4. General partners operate the business and are the subject of the same

.....

5. Limited partners appear to be....., consequently, they don't manage the company.

6. Fixed are long-lasting and used for making/selling the products of the business. They are: land, buildings, machinery, trade investments and etc.

Grammar Focus: Defining Relative Clauses

Defining clauses give important information about the noun. <i>A sole proprietorship refers to a business which is owned by one individual.</i> <i>A stock exchange is a place where people buy and sell shares.</i> <i>Shareholders are people who own company's shares.</i>	
We choose a relative pronoun depending whether the noun is a person or a thing	
Person	Thing (s)
<i>who</i>	
<i>that</i>	<i>that</i>
	<i>which</i>
	<i>(place) where</i>
	<i>(time) when</i>
<i>whose</i>	<i>whose</i>

7. To describe the company's structure, make one sentence from two, using one of these relative pronouns.

<i>which that who when whose</i>
--

1. Shareholders of the private company include the founder, some close relatives and top managers. These people provided capital for doing the business.

2. Shareholders of the private limited company (Ltd.) are private owners. Their liabilities are limited to the amount of capital subscribed.

3. Share is one of the equal parts of a company. You can buy shares to invest in business.

4. Shares are offered to the public by a public limited company (PLC). Its members have the unlimited right to sell shares to other persons.

8. You've learnt about the types and company structures in English speaking countries. There exist companies registered in Russia as: ИП, ОАО, ЗАО, ООО, АО (акционерное общество) or Joint Stock Company (JSC), Open Joint Stock Company (OJSC), Close Joint Stock Company (CJSC).

a) Rationalize in pairs the answer to the questions:

1. What type of the company structure do the above-listed Russian firms belong to: PLC, Ltd., sole proprietorship or partnership?

2. What is the simplest way of starting business?

3. What is the riskiest way of starting business?

4. What way of forming a company is the most common in the Russian Federation?

5. What type of business are you going to set up?

b) Share your opinion with the group-mates.

UNIT 2

THE ORGANISATION AND MANANAGEMENT OF BUSINESS

- **Focus: Organization and Management of Business. Organization Chart**

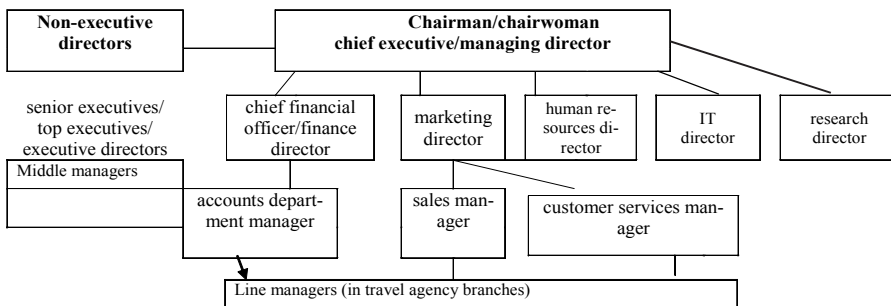
- *Grammar Focus: Past Simple*
- *Skills Focus: Reading for specific information to know about company's management structures; developing speaking and writing skills*

T 2 Key vocabulary

Most companies are made up of three groups of people: the **shareholders** (who provide the capital), the **management** and the **workforce**. The management structure of a typical company is shown in the **organization chart**. At the top of the company hierarchy is the **Board of Directors** headed by the **chairperson** or **President**. The board is responsible for **policy decisions** and **strategy**. It appoints a **Managing Director (MD)** or **Chief Executive Officer (CEO)**, who has overall responsibility for the running of the business. **Senior managers** or **company officers** head the various **departments** of the company, which may include the following: **a) Marketing, b) Finance, c) Information Technology (IT), d) Personnel or Human Resources (HR) e) Finance f) Production, g) Research and Development (R&D).**

Sample Organization Charts

a) Managers and executives: UK (Fun and Sun Holidays management organigram)



b) General Chart

Board of Directors



Managing Director

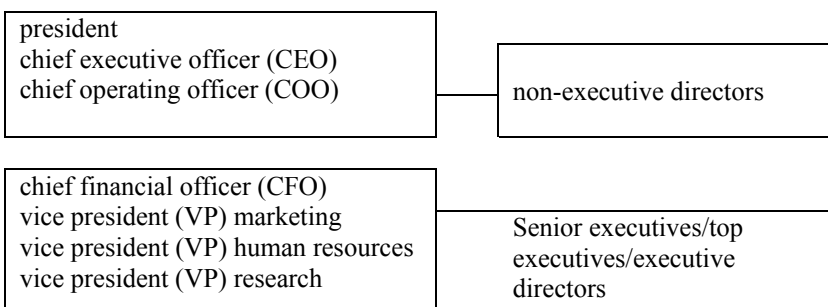


Senior management



Middle management

c) Managers and executives: US



1. Before reading the text study the sample hierarchical organization charts and find the answer to the questions:

Who runs the company?

Who reports to whom? Who is subordinate to whom?
Who heads the department?
What is the difference between the presented organizational charts?

TEXT A

2. Read the text for better understanding of the executives' roles and the flow of responsibilities within an organization.

Individuals within the Structure

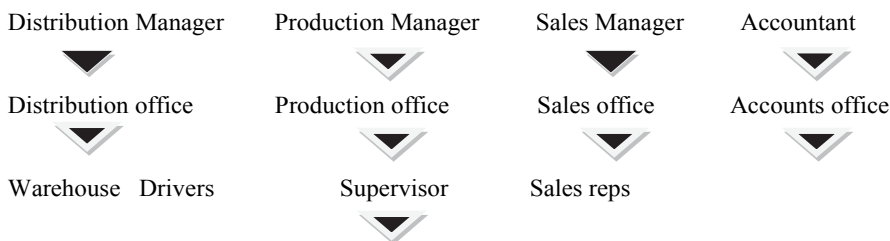
Every organization made up of more than one person will need a special form of an organizational structure. An *organizational chart* shows the way in which the chain of commands works within the organization.

Companies are owned by *shareholders* who appoint directors to look after their interests. All directors together are the *board*. Then *directors* appoint *managers* to run business on a day-to-day basis. *The Chief Executive Officer (CEO)* is the person who has overall responsibility for the management, i.e. he runs the company. The level below the CEO is *Chief....Officer*, for example *Chief Financial Officer (CFO)*. CFO is in charge of all the financial side of the business. CFO is part of *the senior management team*. The CFO reports to the CEO. An *executive* is usually a manager at quite a high level. *Non-executive directors* are not managers of the company; they are outsiders, often directors of other companies who have particular knowledge of the industry or of particular areas.

The next level down will be a department level. A job title here might be *Sales Director* or *Head of Sales*. Below this are people with job titles like *Manager*, *Officer*, *Coordinator*, etc. The words *Assistant* or *Deputy* may also occur at any level. *Line manager* is the person at work who is in charge of your department, group or project, that is the person the subordinates directly report to.

The way the company is organized could be illustrated for a packaging company.

Managing Director



Production Staff

The Managing Director has major responsibility for running the company, including setting company targets and keeping an eye on all the departments. In other words, MD is the person in charge of the whole business.

The Distribution Manager is responsible for controlling the movement of goods into and out of the warehouse, supervising drivers and overseeing the transport of goods to and from the firm.

The Production Manager is responsible for keeping a continuous supply of work to all the production staff and also for organizing manpower to meet the customers' orders.

The Sales Manager is responsible for making contacts with customers and obtaining orders from those contacts.

The Company Accountant controls the company financial deals and is responsible for making management accounts and financial reports.

3. Read the text again and find Russian title equivalents for italicized words.

4. Complete the text about management structure with the appropriate words from the box.

- | |
|--|
| a) CEO b) line managers c) directors d) Managing Director e) executives
f) shareholders g) Board of Directors h) senior |
|--|

1. The is a group of people who control the company and elected by.... 2. The company'sare its senior managers who meet regularly to

make important decisions about its policy and strategy. 3. The ... is a person who has overall responsibility for the management of the company. 4. The Board of Directors appoints who is in charge of all the department activities. 5. The heads of the department are called who could be referred to the management. 6. are at the bottom of the organizational chart, they run groups or projects.

5. Choose the word or two to match with the translation into Russian:

1. Руководить, управлять – a) to organize, b) to operate, c) to run, d) to contribute, e) to manage

2. Нести ответственность, отвечать за – a) to look after, b) to be responsible for, c) to respond, d) to be in charge of, e) to charge

3. Название должности – a) job title, b) title, b) work, c) position, d) coordinator, e) job

4. Организационная/штатная структура/диаграмма – a) bar chart, b) astrological chart, c) flow chat, d) organization chart, e) pie chart

5. Подчиняться – a) to subordinate, b) to be subordinate to, c) to submit, d) to subside, e) to submerge

6. Наладить контакты, устанавливать связи – a) to make friends, b) to make decisions, c) to make contracts, d) to make contacts, e) to make contribution

7. Трудовые ресурсы/кадры, служащие – a) power, b) power supply, c) local powers, d) electrical power, e) manpower

8. Назначать на должность – a) to point, b) to make an appointment, c) to appoint, d) to point out

6. Translate from Russian into English.

1. В организации структура означает отношения между должностями, а также людьми, занимающими эти должности (to hold the position).

2. Основная идея такой организационной структуры показать цепочку управления.

3. Акционеры назначают совет директоров, который занимает верхнюю ступень организационной структуры.

4. Генеральный директор несёт ответственность за руководство всей компанией.

6. Менеджер по продажам руководит работой офиса продаж, а так же отвечает за установление контактов с клиентами и получение заказов.

7. Управленческая цепь упрощает выдачу и исполнение приказов (to carry out orders).

7. Troubleshooting and roles distribution are of primary importance for the managers participating in large projects.

Before you listen, work in pairs and predict possible answers to the interviewers' questions.

1. Why do you think troubleshooting is so important in business?

2. Do you think that everyone has a role in troubleshooting and anticipating problems, or do you see it as only managerial skill?

3. Do you have any tips of solving problem?

4. What's the one of the most important strategies to avoid problems?

8. **T 3** Listen to the interview and complete the manager's answers. Some gaps need more than one word.

1. Problems can ----- money and ----- time.

2. At the beginning of the project people often don't -----.

3. Planning helps to make sure that everybody -----.

4. In a project everybody should make sure that they ----- and anticipate problems.

5. It's important that a project team ----- well.

6. You should try to have a ----- spirit in a project.

7. In order to avoid problems you should be ----- realistic about the number of people working on the project, the ----- and the ----- of the project.

8. When you put pressure on a project you -----.

9. *Are the manager's answers similar to yours?*

TEXT B

Vocabulary

1. To run – управлять.

2. Position – должность.

3. Job duties– должностные обязанности.
4. To make/take decisions – принимать решения.
5. Immediate subordinate – непосредственный подчинённый, в прямом подчинении.
6. To meet deadlines – выполнять работу в срок, уложиться в сроки.
7. To employ – нанимать.
8. To lack – испытывать недостаток, не иметь.
9. Retail companies – компания, занимающаяся сбытом/розничной торговлей.
10. Human resources – персонал, кадры, трудовые ресурсы.
11. To cut costs – сокращать расходы.
12. To be subordinate to – подчиняться.

1. *Read the text for general understanding and underline unknown words.*

The Organizational Structures in Management

To work effectively in organizations, managers must have clear understanding of the organizational structure. An organizational structure is presented by positions, job duties and lines of authority among the parts of organization.

Hierarchical Organizational Structure

Most organizations have a **hierarchical** or **pyramidal** structure, with **one** person or a **group of people** at the top, and an increasing number of people below them at each successive level. There is a clear line or chain of command running down the pyramid. All the people in the organization know what decisions they are able to make, who their superior or boss (to whom they report) and who their immediate subordinates are. The activities of most organizations are too complicated to be organized in a simple hierarchy. Today, most large manufacturing organizations have a **functional structure**.

Functional Organizational Structure

This structure is centered on job functions, such as marketing, research and development and finance. Small companies should use a functional

organization when they want to arrange their organizational structure by departments. A functional organizational structure works well when small companies are heavily project-focused. Directors can assign certain projects to managers. Then, the department can more effectively meet their project deadlines.

Flat Organizational Structure

Many small companies use a flat organizational structure, where very few levels of management separate executives from analysts, secretaries and lower-level employees. Flat organizations work best when a company has less than 20 employees, especially if the company employs one or two employees per department. The flat organization lacks the typical bureaucracy of taller organizational structures.

Matrix Organizational Structure

Matrix management is an organizational structure in which multiple reporting lines exist for an individual in the organization. The matrix structure organizes a business into project teams led by project leaders, to carry out certain objectives. Training is important in order to avoid conflict between the various members of the team.

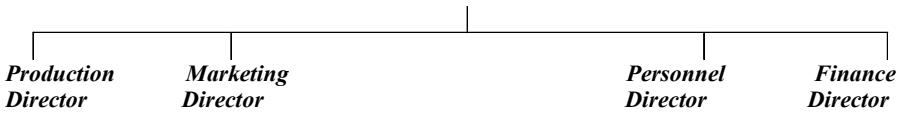
Product Organizational Structure

A product organizational structure has managers reporting to the president or head of the company by product type. Product organizational structures are primarily used by retail companies that have stores in various cities.

During the 1980s a wave of restructuring went through industries around the globe. This process is known as **delayering** or **downsizing**, which leads to removal of middle management layers in the hierarchical structure. This process was driven by new technology and the need to cut costs.

2. Read the text again and in pairs decide which type of management structure the following organizational chart refers to; explain your supposition.

Managing Director



3. *Decide if the following statements are true (T) or false (F).*

1. The employees have freedom at work in the company with a pyramidal structure.
2. Flat organizational structure is efficient for small companies.
3. Retail companies have shops in various cities and refer to a product organizational structure.
4. Partnerships are established to carry out projects and have only a matrix organizational structure.
5. The heads of the department are subordinate to MD.
6. The process of downsizing resulted in increasing the number of managers running the company.
7. Functional organizational structure allows the company to meet the deadlines or manufacture the products in time.

4. *The nouns in the table are in text. Write in the verb forms.*

NOUNS	VERBS
1. employee employer	
2. subordination	
3. manager management	
4. marketing	
5. organization	
6. product production	

5. Match the words below to make word partners from the text.

- | | |
|-----------------|-----------------|
| 1. To meet | a. decisions. |
| 2. To make | b. subordinate. |
| 3. Immediate | c. objectives. |
| 4. To carry out | d. deadlines. |
| 5. To cut | e. bureaucracy. |
| 6. To lack | f. costs. |

6. Do written translation from English into Russian:

Geographical Organizational Structure

A structure is chosen when companies decentralize the functional areas. For example, unlike the product organizational structure, there may be a local marketing, finance, accounting and research development person based in *each region*. For example, a small food company may be large enough to place a marketing research manager and analyst in each of six different regions. A geographical structure will enable the company to serve the local market better because consumers in various areas have different tastes.

7. Work in pairs and decide what organizational structure is typical for Russian companies and draw the samples of an organizational chart.

TEXT C

Vocabulary

1. A multinational branded venture capital conglomerate – международная многопрофильная компания/промышленный конгломерат с венчурным капиталом
2. Ventures – меры по организации нового производства, связанного с риском
3. Companies House – управление государственной регистрации юридических лиц, регистрационная палата, Дом регистрации компаний
4. Business areas – сфера бизнеса, поле деятельности

5. Healthcare – здравоохранение
6. To implement company policy – осуществлять, внедрять на практике политику компании
7. Net worth – чистая стоимость активов, общая стоимость, собственный капитал
8. Headquarters – головной/центральный офис, центральное административное здание
9. Amount of money – денежная сумма
10. Trouble-shooting – поиск и выявление неисправностей; устранение проблем
11. To promote – продвигать, способствовать продвижению; повышать по службе
12. Feedback – обратная связь
13. Interaction – взаимосвязь, взаимодействие
14. A stake – доля капитала в предприятии, доля участия

1. **T 4** You'll listen to Tom Armstrong and Rachel Humphries talking about the four companies. There is the Virgin Group headed by Richard Branson among them. Listen and complete the table.

	Virgin	UNITED COLORS OF BENETON	DAIMLER CHRYSLER	SONY
Nationality				
Product				
Other Information				

2. *Before reading the text work in pairs and discuss the answer to these questions.*

1. What is the main role of companies' managers in your country? Are they strict bosses, teachers, counselors or friends?
2. How much control should employees have over their own work?
3. How much should the manager control what the employee does?

3. Read the text about the secret of the Virgin Group success based on the right choice of the holding company policy and strategy implemented by its chairman and the executives.

Leader of Virgin

Richard Branson is a founder and the owner of the **Virgin Group Ltd.**, which is a British multinational branded venture capital conglomerate. Its main business areas are travel, entertainment and lifestyle, and it also manages ventures in financial services, transport, healthcare, food and drink, media and telecommunications areas. Virgin's businesses include more than **400** companies worldwide. Virgin Group's date of incorporation is listed as a holding company in 1989 by the Companies House. However, Virgin's business and trading activities date back to the 1970s. The net worth of the Virgin Group was estimated at £5-5.5 billion in November 2014. The Group has its headquarters at the Battleship Building in the Paddington District of the City of Westminster. The Virgin Group has a complex structure.

It is difficult to separate the success of the Virgin brand from the man behind it. Being a chairman of a large group of the firms, Richard Branson travels the world weekly, while trying to improve the companies' reputation. He says "Advertisizing costs enormous amounts of money these days." Branson places enormous value on time-management skills. He spends about the third of his time on trouble-shooting, another third on new projects. Both charitable and business, and the last third on promoting and talking about the businesses he has set up. Branson is keeping to motivation strategies which extend to innovative ideas. The key to encouraging innovation within the Virgin Group, says Branson, is to listen to any and to all ideas and to offer feedback. Interaction between employees and managers is fundamental.

Branson has developed a level of trust with the top managers by setting the direction and then stepping back to let them navigate. "I come up with the original idea, spend the first three months interested in the business so I know ins and outs, and then give chief executives a stake in the company and ask them to run it as if it's their own."

5. Read the text again and check that you have understood the main points by choosing the best answer, A,B,C or D to these questions:

- 1 What is Branson's business objective?
A To survive in times of recession
B To grow constantly and to make Virgin a global company
C To improve the group reputation by enhancing Virgin's brand image
D To diversify Virgin's activities
- 2 What type of the company does the Virgin group relate to?
A Sole Proprietorship
B Corporation
C Public Limited Company
D Private Limited Company
- 3 What for Branson is the key to managing his workload?
A Being continuously involved at all levels of the enterprise
B Concentrating on problem-solving
C Making his companies independent of him
D Expanding his empire
- 4 What policy in running the company does Branson stick to?
A Innovation and diversification
B Business reduction
C Regarding of employees' right to privacy.
D Reducing company staff
- 5 How does Branson optimize performance from his CEOs?
A By giving them special training
B By giving them a financial interest in the company
C By giving them a three-month vacation
D By offering them innovative ideas

5. Look through the text and say what important events in the Virgin Group story these dates refer to.

1989, 2014, the 1970s

6. Find the figures in the text that correspond to the following pieces of information.

1. The approximate number of companies the Virgin Group consists of.

2. The amount of time spent on troubleshooting.
3. Net worth of the Virgin Group.
4. The amount of time spent on business promotion.
7. Match *the words from the text with the corresponding definitions.*

1. headquarters	a. an agreed course of actions
2. innovation	b. the way to meet the deadlines
3. a policy	c. a planned series of actions
4. a strategy	d. the introduction of a new idea
5. time-management	e. a group of companies completely different in nature
6. troubleshooting	f. the company which doesn't sell shares to the public
7. conglomerate	g. a sum of money that you risk
8. private limited company (Ltd.)	h. main offices
9. a stake	i. solving major problems that occur in a company

Grammar Focus: Past simple

Form I / you / he / she / it / we / they **worked**. I / he / she / it **was** late.
I / you / he / she / it / we / they **did not work**. You / we / they **were** late.
Did I / you / he / she / it / we / they **work**? **Was** I / he / she / it late?
Were you / we / they late?

Uses **1** Talking about completed actions that happened in the past
Alexander Graham Bell **invented** the telephone.
'Did you read the contract?' 'Yes, and I **sent** it back to the legal department.'

2 Referring to a definite moment or period in the past
I **met** the president *yesterday*.
I **spoke** to them *an hour ago*.
Ted Turner **launched** CNN *in 1980*.
The standard of living in Europe **went up** *during the 1960s*.
Did you **discuss** the problem *at last week's meeting*?

3 Describing something, e.g. the history of a company.

In the spring of 1986 engineer Henry Ford built his first car.

In 1903 Ford formed the Ford motor company, which later pioneered modern production line techniques.

8. Complete each paragraph, using the verbs in the boxes.

The Bell Story

have say begin introduce open

In 1985 Simon Bell¹ his computer business at the University of Southampton. In 1987 his company² the Z5000 machine which the magazine *PC Journal*³ 'may become the next industry benchmark'. The following year he⁴ an office in the United States and soon⁵ offices in 28 countries.

amount decide employ run go

In 1989, Bell⁶ public. By now the firm⁷ 750 people and sales⁸ to over \$159 million. Then two years later employees⁹ to celebrate 1 April by hanging a giant inflatable banana outside company headquarters, the first of many publicity stunts. On another occasion the CEO¹⁰ the London marathon.

set up launch total offer

In 1992 Bell¹¹ free installation of applications software as a standard option and in 1993¹² the low-priced Explorer PCs, one of the most highly praised systems in the industry. In 1996 Bell¹³ an Internet computer store, through its website www.bell.com. Last year sales¹⁴ more than \$10 million a day.

9 Writing

Skim through the information given above and decide which type of the organizational structure the Virgin Group refers to. Do you think if it's a mixture of the organizational structure types. Share your opinion on the way the company is run by its chairman and the board (not less than 10 sentences). What is the key to success in doing business?

When sharing opinions follow the advice: **a.** state main ideas in one or two sentences; **b.** provide reasoning; **c.** don't repeat everything you've said in conclusion.

▪ Use the following expressions for reasoning: to my mind; in my opinion; as I think; I suppose; I consider that; I am sure that.....

- Use linking words to introduce a clause of cause or reason, which answers the question ‘*Why?*’

<i>because</i> <i>since</i> <i>as</i>

Example: Branson is a successful manager **because** he concentrates on problems solution.

As/Since Branson always concentrates on problems solution, he is a successful manager.

UNIT 3

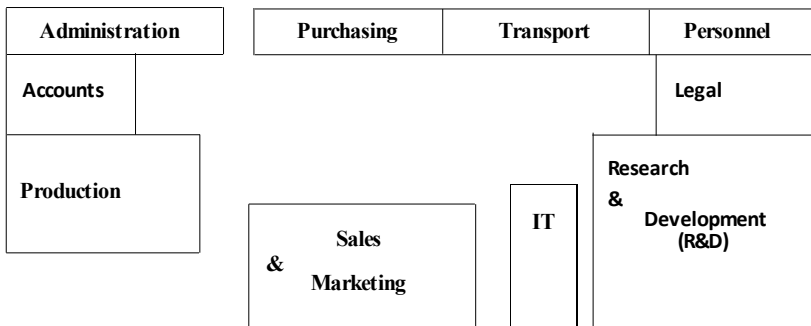
COMPANY ACTIVITIES & DEPARTMENTS

- *Focus: Company Departments and their Functions*
- *Grammar Focus: Prepositions, Present Perfect Simple*
- *Skills Focus: Reading for specific information to know about company departments; learning basic vocabulary and developing speaking, writing and presentation skills.*

Key vocabulary

Big companies employing a large workforce have **complex internal structures**, with separate specialist departments in charge of different functions. There are ten such departments at the company headquarters.

1. *Look at the headquarters layout and match each function with the department responsible for it.*



Ground Plan of Headquarters Functions

1. deals with computer installation	11. arranges delivery of goods to customers
2. carries out market research	12. maintains electronic systems and software
3. works with factory units	13. organizes the activities of the sales representatives
4. runs the mail room for all incoming and outgoing correspondence	14. creates new products
5. draws up contracts	15. keeps a record of payments made and received
6. operates the firm's lorries, vans and cars	16. brings the firm's goods and services to the potential customers
7. responsible for recruitment and selection	17. organizes training courses
8. pays wages and salaries	18. orders all supplies needed for the firm
9. includes data processing services	19. organizes quality control to maintain production standards
10. advices on corporate regulations	20. in charge of the welfare of employees

TEXT A

Vocabulary

1. Stuff – материал, вещи, имущество
2. To set standards and targets – устанавливать стандарты и цели
3. Quantity and quality of products – количество и качество продуктов
4. **Purchasing** department – отдел материально-технического снабжения
5. Stocks/to be on stock – запасы, инвентарь; иметься в наличии на складе
6. **Stores** department – отдел хранения, отдел материальных запасов
7. Spares – запасные части

8. Raw materials - сырьё
9. Shipping – перевозка/транспортировка груза
10. Maintenance– техобслуживание, текущий ремонт
11. Meet the standards – отвечать/соответствовать стандартам

2. **T 5 Listen** to seven people talking about their work and decide which department each one works for.

1	2	3	4	5	6	7
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3. *Read the text about the production department and its sub-functions; check for the correctness of the definitions chosen in task 1.*

Production Department and Seven Sub-Functions

In a manufacturing company the production function may be split into seven sub-functions:

1. The **production** department makes the stuff that the company sells. The **production and planning** department will set standards and targets for each section of the production process. The quantity and quality of products coming off a production line will be closely monitored. In businesses focusing on production, quality will be monitored by all employees at every stage of production.

2. The **purchasing** department will be responsible for providing the materials, components and equipment required to keep the production process running smoothly. A vital aspect of this role is ensuring stocks arrive on time and to the right quality.

3. The **stores** department will be responsible for stocking all the necessary tools, spares, raw materials and equipment required to provide the manufacturing process. Where sourcing is unreliable, it is needed to use computerized stock control systems.

4. **Shipping:** Big companies and those that deal with huge numbers of items will have a separate department devoted to packaging and shipping the stuff quickly and efficiently. Sometimes determining the fastest and cheapest way to deliver the stuff becomes very complicated and is called **Logistics**.

5. The **design and technical support** department will be responsible for researching new products or updating the existing ones, estimating costs for producing in different quantities and by using different methods. It will also be responsible for the design and testing of new product processes and product types, together with the development of prototypes through to the final product. The department is able to analyze and identify the new trends within the industry.

6. The **maintenance** department will be concerned with the manufacture of products. This will include the maintenance of the production line and other necessary repairs.

7. **Quality control** is a key aspect of modern production and every stage of the production process. The department has knowledge of the requirements and specifications of a particular product. In many companies, the research and development team handles the quality checks on products created by the company. This allows team members to ensure the products meet those standards.

4. Read the text again and complete the gaps in the extracts with the words below and write the names of the departments. Here some managers of a manufacturing company are describing their departments.

background	recruiting	supervise	maintain
biggest	standards	consumers	sacking
responsible	scientific	technical	launching
check	improving	shifts	questionnaires

1. Robert Ngara

In my department we're..... for making sure thatknow about our products. We also deal withnew products. We use..... and surveys to find out what products people want to buy.

Robert is a head of the department.

2. Hassan Abdelkader

Our department is thein the company. In fact there are over 250 of us altogether, and most of the people work in a system of three Our work never really stops, unless there are problems. One of my main jobs is to part of the assembly line.

Hassan is a supervisor in the..... department.

3. Tessa Mkrana

We work very closely with Hassan's department although there are fewer of us. One of our most important tasks is to Items on the assembly line to make sure there are no problems. We have to very high in the factory. I also liaise with our principal customers to make sure there are no problems.

Tessa is a head of the..... department.

4. Hafiz Ahmed

Mine is the smallest department in the company. In fact there are only five of us and we all come from a or engineering. Basically what we do is to devise new products or to look at ways of..... the products we make at the moment. It's a very exciting job.

Hafiz works in the..... department.

5. Tamara Oku

I work in the "human" side of the business. My department is involved in..... new staff, training them, and dealing with a whole range of problems, including personal problems. I suppose that's why some people refer to our activities as "human resources". And the part of my job I don't

like? Well, it's me who's in charge of people if their work is not to standard.

Tamara works in the department.

5. Underline the verbs which form partnerships with these nouns. Two verbs don't make partnerships in each example.

1. Make, ask, design, buy, meet, market, sell A PRODUCT
2. Visit, fax, keep, work, lose, market, meet, help A CUSTOMER
3. Give, meet, improve, offer, market, ask, sell A SERVICE
4. Run, give, visit, manage, sell, operate, develop, make A FACTORY

6. Read the abstract below. a) Make the list of IT department responsibilities.

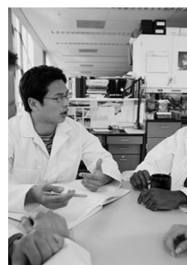
b) Fill in the gaps with the prepositions.

Information Technology (IT)

An Information Technology, or IT, Department is responsible (a)....development, management and maintenance of the organization's technology-related assets (hardware, software, systems, etc.), policies, procedures and systems. This includes, but is not limited (b)... the administration of company email systems, business intelligence (интеллектуальные ресурсы предприятия) and enterprise resource planning [ERP] platforms, network setup, data backup and retrieval, and document storage. The group also provides employees (c) ... day-to-day technology support to ensure that technology-related problems do not interfere (d)... their work. Chief Information Officer (CIO) and Chief Technology Officer (CTO) are (e)... charge (f).... the IT department.

7. Translate from Russian into English.

Отдел Научных Исследований занимается проведением работ, направленных на создание новых изделий и технологий. Научно-исследовательские работы выполняются с целью создания новой техники в определенные сроки. Отдел отвечает за изготовление и испытание опытного образца изделия (proto-



type), а также за утверждение (approval) конструкторской документации (design documentation) для организации серийного производства изделий (products/goods). Сотрудники отдела занимаются разработкой эксплуатационной документации (operational documentation) и подготавливают документацию на проведение ремонтных работ (repairs and maintenance).

8. Present two departments of a large company and describe their functions in detail.

Profiles of Leading Russian Companies

TEXT B

Vocabulary

1. Production capacity – производственная мощность
2. Integrated circuit (IC) – интегральная схема
3. Joint venture – совместное предприятие
4. Subsidiary – дочернее предприятие
5. Wafer – полупроводниковая пластина
6. CMOS technology – КМОП технология
7. Production facilities – производственное оборудование
8. Warehouse – склад
9. Pilot production line – опытное производство/производственная линия
10. Stake – доля прибыли

1. T 6 *Before you listen discuss this question with your partner.*

Has everyone benefited from the changes in the Russian economy after the fall of the Soviet Union?

You are going to listen to three people expressing their views on the winners and losers in the Russian economic reforms. As you listen, make notes in the table.

	WINNERS	LOSERS
PEOPLE		
IDUSTRIES		
PLACES		

2. Before reading the text about Angstrom, work in pairs and find the answer to the following question:

What goals did the leading Russian electronic company try to meet in the early 1990s?

- a) to meet social obligations b) to make a profit**
c) to grow d) to survive e) to improve the image

The Angstrom Story

Angstrom was established on June 25, 1963 as NII-336 (Research Institute-336). It was later reorganized into Research Institute of Fine Technology (Russian: НИИ Точной Технологии) and "Angstrom" Factory as part of Scientific Production Association "Science Center".

The company, along with Mikron (Moscow, Zelenograd) and Integral (Belarus, Minsk), was the main manufacturer of integrated circuits (ICs) in the Soviet Union.

In 1993 NIITT and the Angstrom Factory were privatized as a single company. Later, Angstrom-M and Angstrom-T were separated into subsidiaries.

The Angstrom-T subsidiary set up a joint venture with M+W Zander (the German company) to concentrate on production of integrated

circuits (ICs) with 0.18 μm topology. Total investments in the plant and clean room construction amounted to about \$200 million.

Sergei Veremeyenko acquired control over three companies in 2004. In June 2008, these companies were reorganized into CJSC the Angstrom Group as a holding company. Before this event, Angstrom had made a contract for €600 million with Meissner & Wurst Zander. These funds were raised to support a project with the production capacity up to 180,000 wafers per year. The company planned to start production of 0.18 μm microchips by 2008.

In June 2012, JSC "Russian Electronics" increased its stake in OJSC Angstrom up to 31 %.

Nowadays, Angstrom-T (Moscow, Zelenograd) is going to install production and research facilities to develop CMOS technology of 130 nm and 90 nm, with prospects for 65 nm. The new complex will locate clean-rooms with a total area of 7500 m² and production capacity of 15,000 wafers of 200 mm diameter per month. The key partners are IBM, AMD, RAMOS, and Meissner & Wurst Zander.

In March, 2014, Angstrom-T obtained licenses for ARM user IP library.

In July, 2014, Angstrom-T finished importing technological equipment for the 90 nm and 130 nm production lines, which were temporary stored in a warehouse in the Netherlands.

In August, 2014, Angstrom-T announced the completion of a 90 nm pilot production line.

In July, 2016, Angstrom-T launched the mass production of semiconductor components and devices.

3. Read the text again and check your answers.

4. Decide if the following statements are true (T) or false (F)

1. The Angstrom Company was a leading manufacturer of TV-sets in the Soviet Union.
2. It is a sole proprietorship owned by Sergei Veremeyenko.
3. It was founded in 1972.
4. The Angstrom-T subsidiary set up a joint venture with Siemens.

5. The company concentrates on production of integrated circuits (ICs) and the development of CMOP technologies.

6. Angstrom-T has managed to survive and launch production of semiconductor devices.

5. *In pairs replace the words in italics with the words used in the text.*

1. Angstrom was *founded* (e-----sh) in 1963.

2. Angstrom-T became a *company owned by Angstrom* (s-----y).

3. Angstrom-T initially *specialized in* (c-----te --) production of ICs.

4. Production *output* (c-----y) totaled 180,000 wafers a year.

5. JSC "Russian Electronics" increased its *profit share* (s---e) by 31%.

6. This year Angstrom-T *has started* (l-----ch the p-----n of) to produce semiconductor components and devices.

Grammar Focus: Present Perfect Simple

Present perfect simple (1)

Form I / you / we / they **have worked**.

He / she / it **has worked**.

I / you / we / they **have not worked**.

He / she / it **has not worked**.

Have I / you / we / they **worked**?

Has he / she / it **worked**?

Uses 1 Talking about present results of past actions

In this extract, the impact of information technology over the last few years is described in terms of its present significance:

IT **has shaken up** company structures just as much as external markets, says Vanessa Houlder.

To enthusiasts, information technology is forging a productivity revolution. It **has changed** not just the nature of markets and competition. Inside companies, it **has also changed** behaviour. It **has broken down** the barriers of geography and time. It **has flattened** organisational structures, eliminating vast numbers of jobs, while making others more demanding and effective.

2 Announcing news

The use of the present perfect focuses on current relevance:

Our fax number **has changed**.

We've just **lowered** our prices.

They **have updated** their website.

The government **has announced** a decrease in corporation tax.

Telecom Italia **has asked** its chief executive to complete negotiations over the company's plans to participate in a new digital pay TV system.

3 With time adverbs

We use the present perfect simple to say how long a situation that began in the past has lasted up to the moment of speaking:

He's **been** vice-president *for* 10 years.

He's **had** the same job *since* 1996.

She's *always been* a creative person.

6. Sort these words into two categories: *Used with present perfect and Used with the past simple.*

ago yet so far lately since last year over the last two years
for the past three weeks yesterday at 3 o'clock during the 1990s

7. Choose the correct adverb.

1. I've *yet/already/ so far* spoken to Peter about it.
2. We've made a lot of progress *over the past three years/since three years/during three years*.
3. They set up a subsidiary in China *lately/last year/ just*.
4. Sergey Voronov ran the company *since the time it was started/ over the time of foundation/ when it was started*.
5. The company launched the production of ICs *a year ago/when it was started /since last year*.
6. We tested a new device *recently/for a week/ last week*.

8. a) Four profiles of leading Russian companies are presented below. The companies operate in the fields of electronics, avionics, automatic control systems and aviation.

I



Leninets Holding Company

Leninets holding company is a leading Russian developer and manufacturer of avionics, navigation equipment and high precision target systems. The company specializes in development and manufacturing of on-board avionics, navigation equipment, high-precision arms guidance systems for heavy aircraft and target-seeking equipment for air-to-surface rockets. Leninets holding company includes a number of enterprises engaged in R&D, design and experimental, project and construction activities as well as warranty services.

<http://www.leninets-bt.ru>

II



Avangard

OJSC Avangard is a leading dynamically evolving enterprise engaged in development of innovative technologies and manufacturing of radio-electronics, microelectronic circuitry and instrument engineering. Founded in 1948, Avangard applies modern technologies in microelectronics, including those on the list of critical technologies of the Russian Federation, and is actively engaged in development of new sensors generation.

www.avangard.org/

III



Radar MMS

Established in 1950, scientific enterprise Radar MMS is a leader in development of intelligence guidance systems. The company is engaged in a full cycle of R&D and manufacturing activities, including testing, manufacturing, distribution and maintenance.

<http://www.radar-mms.com/>

IV INTELTECH

INTELTECH is one of the leading Russian companies in the fields of research, development and production of telecommunication and automatic control systems. Today, the company is a well-known provider of hardware and software systems for automatic control and data exchange, digital networks for secured telephone communication and protected telecommunication systems for government, civil and military departments of the Russian Federation.

<http://www.inteltech.ru/>

b) Study the structure and the useful language for presentation.

Presentation

Useful language for presenters

Sequencing

That's I'll have to say about... Now I'll move to... Now I'd like to deal with....

Referring to visuals

As you see here. I'd like to draw your attention to these figures, which show...

You'll find the details on handout...

Summarizing

We looked at... I explained the importance of...I'd like to summarize

Giving examples

For example.....for instance.....such as

1. Starting

Greeting: Good morning

Thank you for coming to listen to me this morning..... My name is.....

In this talk I hope that I'll be able to convince you that....

*First, I am going to present a company ... Then I'll talk about....
after that I'll be happy to answer your questions....*

1.1. Subject

I'd like to inform/to talk/ to describe the company's structure

1.2. Length

I shall only take (.....) minutes of your time. I plan to be brief.

1.3. Outline /Main Parts

I've divided my presentation into six parts. They are.....

The subject can be looked under the following headings:

a) Company name and the year of foundation; b) activity; c) location d) motor

2. Main Part of the Presentation

Foundation

*The company was started/ established in... the factory was opened in....
The joint venture was set up...*

Where it is

The parent company is based in The head office is in/headquarters are....

Our subsidiary/plant/office is located in.....

Products and Services

The company specializes in.../concentrates on.... Our main products are....

The company manufactures/produces/makes/sells....

The company started/launched the production of.....

The company operates in four target markets

The company provides/offers/supplies market/delivers to the market high-quality electronics.....

Size

The company's turnover/production capacity/production output/market share is....

The company employs.... The staff counts/is equal/totals

Describing Changes

To rise/to increase/to go up/to improve/to recover

To fall/to decrease/to go down

The productivity has sharply decreased by 20%.

Company Strength

The company produces high-quality products. The company provides high-quality service.

The company develops /uses the most advanced technology.

The company uses the most advanced technology.

The company invests a lot of money in research and development.

The company produces a wide range of products.

Motor

Quality comes first. Customer and employee both come first.

Safety is number one priority. Each employee makes his own decision.

3. Conclusion

Thank you for being attentive... In conclusion I'd like to sum up/ to highlight/ to point out/ to conclude....

4. Future Prospects

The company is planning to increase the production output by%.

The company is planning to expand the production/activities in.../internal market

c) Make a presentation of one from the above-listed companies, include the following information:

a. *Company name; company type(e.g., sole trader, JSC)*

b. *The date of foundation*

c. *Headquarters location*

d. *Who runs the company (President and top management; the company organization chart)*

e. *Business activities and main departments (the company concentrates on....)*

f. *Main markets: (in Russia and overseas countries)*

TAPESCRIPTS

UNIT 1

BUSINESS ORGANISATIONS

TEXT B **Types of the Company**

3. T 1 Setting Up a Business

Many large businesses in the UK are **public limited companies (PLC)**, which means that the public can buy and sell their shares on the stock exchange. Examples include Marks & Spencer, British Telecom and National Westminster Bank. The minimum share capital for a public limited company is £50 000, so many new businesses are likely to take one of the following forms.

Sole Trader or Sole Proprietor (UK)

It is the simplest way of starting a business. You are self-employed and entirely responsible for all aspects of management your business.

Partnership (UK)

Two or more people starting a business together can set up a partnership. All partners are responsible for the debts of the partnership, and profits and losses are shared between them.

Private Limited Company (UK)

A company may be formed with a minimum of two people becoming its shareholders. They must appoint a director and **a company secretary**. If the

company goes out of business, the responsibility of each shareholder is limited to the amount that they have contributed; they have **limited liability**. Such a company has **Ltd (Limited)** after its name.

In the US, businesses take the same basic forms. However, American companies are registered or **incorporated** with **the** authorities in the state where they have their headquarters. The abbreviations **Inc** and **Corp** refer to such companies. To sell shares to the public, they must apply to the Securities Exchange Commission.

UNIT 2

THE ORGANISATION AND MANANAGEMENT OF BUSINESS

T 2 Key vocabulary

Most companies are made up of three groups of people: the **shareholders** (who provide the capital), the **management** and the **workforce**. The management structure of a typical company is shown in the **organization chart**. At the top of the company hierarchy is the **Board of Directors** headed by the **chairperson** or **President**. The board is responsible for **policy decisions** and **strategy**. It will usually appoint a **Managing Director (MD)** or **Chief Executive Officer (CEO)**, who has overall responsibility for the running of the business. **Senior managers** or **company officers** head the various **departments** of the company, which may include the following: **a) Marketing, b) Finance, c) Information Technology (IT), d) Personnel or Human Resources (HR) e) Finance f) Production, g) Research and Development (R&D)**

TEXTA **Individuals within the Structure**

8. **T 3** **Int= interviewer; M= Manager**

Int: Why do you think troubleshooting, or solving problems, is so important in business?

M: Well these days business is extremely competitive and it's competitive in terms of time and money. Whenever a company tries to

compete with another company, it tries to get a new product out quickly and it tries to do it without spending too much money. Problems when they arise, cost money and they waste time.

Int: And, are there any particular areas which are typical trouble spots?

M: Starting at a very beginning of a project, quite often people don't plan effectively. You can never plan early enough, especially in a large and complex project. Part of that planning involves making sure that everybody on the project understands his or her role; and that the objectives of the project are regularly reviewed, so that everybody understands how the project is going to meet the needs of the market, and whether it is still relevant.

Int: And do you think that, everyone has a role in troubleshooting and anticipating problems, or do you see that it's only a managerial skill?

M: I think it can quite often happen that managers starting a project think that it's going well, walk away from it and they are very surprised six months later when it's going wrong. Everybody, at whatever level should make sure that they ask the right questions, and indeed try as you say anticipate problems and raise those problems with their managers and with their colleagues at regular review intervals.

Int: Do you have any other tips for solving problems?

M: It's very important that a project team communicates well within itself and also to people outside the team. You should try to have a democratic spirit in a project, allowing people to speak openly, to ask questions and to feel that they own the project as much as the managers or the client may do.

Int: What's one of the most important strategies to avoid problems?

M: In my opinion, in order to avoid problems you should be realistic. You should be realistic in the number of people working on the project. When you put pressure on a project, because you don't have enough people working on it, or you are spending too much money, you create problems. Pressure means problems, reduce the pressure.

TEXT C **Leader of Virgin**

1. T 4 TA=Tom Armstrong; RH= Rachel Humphries

RH: So, Tom, what do you know about the Virgin Group?

TA: They are a very large group, they exist in a lot of different sectors and they are run by Richard Branson – they are British.

RH: Yes, and they produce Virgin cola, don't they?

TA: Yes, and I think they are also famous for the airline, the Virgin Atlantic.

RH: And they have a radio station – Virgin radio.

TA: Yes, and they still have the megastores, and I think they have megastores all over the world now.

RH: Yes.

TA: Selling videos, music. What do you know about Benetton?

RH: Well, they are Italian, and they are very successful clothing manufacturers.

TA: I think they produce sportswear now.

RH: Yes, that's right sportswear and they have another trademark called Sisley, which produces more expansive clothing.

TA: And Mercedes-Benz – do you know anything about them?

RH: Well they manufacture expensive, luxury cars and they're German I think, or may be German – American now, perhaps.

TA: I think they're part of the Daimler Chrysler Group, which again is a large group... I've heard that they also produce a very small car called Smart.

RH: Oh right, it's good for the towns and cities.

TA: Yeah.

RH: Oh Sony, as far as I know they're still the world leaders in electronics.

TA: Yeah.

RH: And what else do they produce? ... Computer games

TA: Yeah, and they also do music now; they did the music for the film Titanic.

UNIT 3

COMPANY ACTIVITIES & DEPARTMENTS

TEXT A Production Department and Seven Sub-Function

1. T 5

Speaker 1: Every six months we produce a report showing how the company is doing. This past week, we've been busy with our accountants preparing the results that will be included in our next report.

Speaker 2: I'm a member of a team of engineers, and we've just finalized the design of our new portable computer. This model we'll be more powerful and more adaptable than our previous one. We're constantly looking for the new ideas and experimenting with new products.

Speaker 3: Before selling our latest product, our department must decide in which region it will be the most successful and what types of consumers we want to reach.

Speaker 4: Communication is a key aspect of my department's work. We answer enquiries made by our customers and also I contact with the press to inform them of our new products and changes within the company.

Speaker 5: We've been having problems with the quality of certain electronic parts made at our factories. So, several members of our

department have got together to talk about the ways of improving some of our manufacturing techniques.

Speaker 6: Our company is going through a difficult period, and we have to reduce the number of employees in several departments and to review salaries throughout the organization. **Speaker 7:** In today's changing work environment, computer systems play an essential role in how the company is run. In our department we not only ensure that all systems are working properly but we also design and develop new applications to make it easier for our employees to exchange and share information.

TEXT B The Angstrom Story

1. T 6

Speaker 1: Well, in my view the only real winners have been big business people especially in the early days after the fall of the old system. I mean a few, in a right place and in the right time, made a fortune. And what about ordinary people? The truth is that the things for the most of them had got worth. Inflation is still high. In the early days lots of people saw all their life savings disappear over the night. Education and health service are also in a mass. Teachers and doctors' pay has really fallen. Lots of doctors have to make their living as someone else. No, I don't think that ordinary people have been the winners.

Speaker 2: With the rise of oil prices Russia's energy sector has really grown. I mean our resources of gas and oil are the biggest in the world and new economic reforms have helped to exploit them. At the same time, other Russia's manufacturing industries have suffered. For example, we had a huge transport industry making cars and manufacturing ships and planes, but it also collapsed. We see that these industries used to be subsidized by the Soviet government. And they were never able to compete on the world market, and now their equipment and other capital is old and inefficient. So in truth, these industries are dying.

Speaker 3: The new economic reforms have been great for the big Russian cities, especially for Moscow. They've got new shopping centers, expensive shops and new supermarkets, and of course there are lots of more tourists visiting these places. But if you go out of Moscow and go to other regions of Russia, things are very different. Foreign investment goes directly to Moscow or St Petersburg, but for provinces it has changed very little. There are still one-factory towns, and there is still a lot of poverty.

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