

ANSWERS

MODULE I

Unit 1. Task 2. 1 – C. 2 – B. 3 – D. 4 – A. 5 – B. 6 – C. 7 – A. 8 – C. 9 – B. 10 – D.

Unit 4. How do you rate as a manager?

1. a = 0	b = 2	c = 4	9. a = 2	b = 4	c = 0
2. a = 4	b = 2	c = 0	10. a = 0	b = 2	c = 4
3. a = 0	b = 2	c = 4	11. a = 0	b = 4	c = 2
4. a = 4	b = 2	c = 0	12. a = 2	b = 4	c = 0
5. a = 2	b = 4	c = 0	13. a = 2	b = 0	c = 4
6. a = 4	b = 0	c = 2	14. a = 2	b = 4	c = 0
7. a = 0	b = 4	c = 2	15. a = 0	b = 4	c = 2
8. a = 2	b = 4	c = 0	16. a = 4	b = 2	c = 0

Test I

1 – e. 2 – g. 3 – a. 4 – j. 5 – b. 6 – c. 7 – h. 8 – d. 9 – k. 10 – f. 11 – l. 12 – i.

Test II

- | | |
|-------------------------|-----------------------------|
| 1. Just-in-Time | 5. Re-engineering |
| 2. Corporate downsizing | 6. Total Quality Management |
| 3. Empowerment | 7. Outsourcing |
| 4. Teamworking | 8. Learning organizations |

MODULE II

Test III

1. Managers are responsible for “the **process** of **planning, organizing, leading** and **controlling** the efforts of **organization** members and of using all organizational **resources** to achieve stated organizational **goals**”.
2. “(Management is) the process of optimizing **human, material** and **financial** contributions for the achievement of organizational goals”.

3. A modern view of management, expressed by Sir Roland Smith, is that “Management should be based on **innovation, marketing** and risk”.
4. “All managers may be involved with the operational aspects of management but as they are promoted and develop, their role becomes increasingly one of **planning, innovation** and **leadership**”.
5. Management is “the **process of assembling** and using resources – **human, financial** and **material**, and **information** – in a goal – directed manner to accomplish tasks in an **organization**”.

Test IV

- | | |
|----------|----------|
| 1. True | 5. True |
| 2. True | 6. False |
| 3. False | 7. False |
| 4. False | 8. True |

MODULE III

Test V 1 – c. 2 – i. 3 – h. 4 – d. 5 – e. 6 – j. 7 – g. 8 – a. 9 – f. 10 – b.

Test VI. 1 – a. 2 – b. 3 – a. 4 – b. 5 – a. 6 – a. 7 – a. 8 – b.

MODULE IV

Test VII

- | | |
|---------------|---------------|
| 1. innovators | 4. monitors |
| 2. producers | 5. controller |
| 3. mentors | 6. leader |

Test VIII

- | | |
|-----------------|--------------------------|
| A. 1 – b | B. 1 – methods |
| 2 – d | 2 – options |
| 3 – a | 3 – mediator |
| 4 – e | 4 – communication skills |
| 5 – c | 5 – leader |

MODULE V

Test IX. 1. drives 2. reach 3. outcomes 4. behaves 5. willingness 6. effort

MODULE VI

Test X

1. training manager
2. retraining
3. qualification
4. graduate
5. curriculum vitae (CV)
6. research
7. skills audit
9. human resources
10. seminar
11. staff development
12. lecture
13. trainer
14. trainee
15. in-service training

SOCIAL AND CULTURAL GUIDE

A level: also advanced level — the higher standard of examination in the British education system, necessary for entrance to a university. An examination of this standard in a particular subject, usually taken at the age of 18. Students usually take three or four A levels

Amtrak: the national railroad system of the United States.

Bank holiday: an official public holiday in Great Britain, not a Saturday or Sunday, when banks and most businesses are closed.

Barbican Art Gallery, the: the Gallery was established in 1982 by the Corporation of London. Each year it shows four to six temporary exhibitions: paintings, watercolours, drawings, etc.

BBC 1: the first of the two BBC television channels, which broadcasts news and general entertainment programmes

BBC 2: the second of the two BBC television channels, which broadcasts especially programmes concerning the arts and educational subjects

BBC World Service, the: a division of the BBC which broadcasts radio programmes, especially news, to many different parts of the world

Bingo: a game played for money or prizes, in which numbers chosen by chance are called out and players cross out these numbers if they appear on their cards. The first player to cross out all the numbers on his or her card shouts out “Bingo!” or “House!”

Body Shop: one of a group of shops started in Britain and selling a wide range of women’s and men’s toiletries and cosmetics at low prices. The Body Shop is known for only selling products which have not been tested on animals and for working to save the environment

Brighton: a fashionable seaside resort on the southern coast of England. It is a popular place for people to go for a holiday.

Brooklyn Bridge: when built in 1883, this 486 meter suspension (висячий) bridge was called the “eighth wonder of the world”. It joined Brooklyn, then an independent city with New York City. Brooklyn was incorporated as a borough of New York City in 1898.

Burns Night: the birthday of the Scottish national poet Robert Burns (1759-1796) that is celebrated in many countries of the world each year on January 25. The celebration usually takes the form of a supper at which traditional Scottish dishes are eaten, and during which a Scottish piper plays, wearing traditional Highland dress. Some of Burns’ most popular poems are recited and there may be Scottish dancing after the meal is finished.

Cambridge: a city in the east of England on the River Cam, famous for its old university that was founded in the 13th century.

Capital Radio: a radio station in London which plays popular music and has advertisements

Channel 4: one of Britain’s four main television stations, which is supported by advertising and the various ITV stations, and broadcasts programmes intended for people whose interests are shared with relatively small numbers of others

Churchill, Sir Winston: (1874-1965) an English politician who was the Prime Minister of Britain during most of the Second World War. He was Prime Minister again from 1951-1955. He is still admired and remembered for his great leadership of the nation. He is often shown wearing a hat and smoking a large cigar. He made the V-sign, meaning victory

Celtic: the language of the Celts, an ancient group of people who lived in Britain before the arrival of the Romans and whose various cultures, languages are still found especially in parts of

Scotland, Wales and Ireland where many people are descended from Celts.

Central Park: located in the center of Manhattan Island, this is a large area of woods and landscaped grounds, lakes, skating rinks, a carousel, and swimming pool. A small area of 2 ½ acres called Strawberry Fields honors musician and composer John Lennon.

Chicago: the third largest city in the USA in the state of Illinois beside Lake Michigan. It is famous for its skyscrapers, museums and universities. During Prohibition (“сухий закон”, заборона продажу алкогольних напоїв) in the 1930s, the city was known for its gangsters, especially Al Capone. Chicago is sometimes known as the Windy City.

Cockney: the way of speaking English that is typical of native Londoners (or Cockneys), the people who were born within hearing of Bow Bells, the bells of a church in the City of London. This dialect is characterized by its special pronunciation and the use of rhyming slang.

Commonwealth, the: also **the British Commonwealth** or **the Commonwealth of Nations** – an organization of about fifty independent states which were formerly parts of the British Empire. It is informal and has no written constitution or definite functions. The Queen is the head of the Commonwealth, and it is sometimes said that she has more interest in it than in Britain’s membership of Europe. There is a Commonwealth Conference held every 2 years when the prime-ministers meet, and the Commonwealth Games (athletics competitions) that are held every 4 years.

Cosmopolitan: also Cosmo – a monthly magazine for women produced in many countries in different versions. In Britain it has an image which is intended to attract the more modern, young and independent reader. In the USA it is very often criticized by feminists for being old-fashioned in its views of women and men. It

is very prestigious for a top model to have her picture on the cover of the magazine

Disneyland: a very large amusement park which opened in 1955 in California in the US. The rides and shows are based on Walt Disney characters and a whole imaginary world has been made.

DIY: *esp. BrE, abbrev.* for: do-it-yourself. DIY is a very popular free time activity in Britain

Do-it-yourself shops: special shops, such as *B & Q* and *Payless*, which sell everything needed for do-it-yourself (the practice of doing repairs, painting the house, etc. oneself, instead of paying workmen)

Druid: a member of the ancient Celtic priesthood of Britain, Ireland, and France, before the Christian religion. There are people today who call themselves Druids. They are considered by most people to be harmless but definitely odd.

Dublin: the capital city of the republic of Ireland. Dublin is known as the home of famous Irish writers, such as Jonathan Swift, George Bernard Shaw, and James Joyce.

Edinburgh Festival, the: an annual festival of music and drama held in August and September in the capital of Scotland. The festival, first held in 1947, has gained international status and has won a reputation for its inclusion of experimental or "avant-garde" events (the so-called "Edinburgh Fringe").

Edison, Thomas Alva: (1847-1931) an American inventor, most famously of the light bulb and of a way of sending electricity to distant places, but also of an early microphone, record player, and equipment for the cinema, telegraph, and telephone

Eton: a very expensive British public school (= independent school) for boys only to which the upper class and leaders of society

send their sons. Eton is considered to be the top British public school and a place which produces many of the nation's leaders. The school was founded in 1440.

European Union, the: also the EU, a West European political and economic organization established under the Treaty of Rome to encourage trade and friendly relations between its member countries, and to compete with other major economic powers

Georgian: (in the style) of the period of rule of the British kings George the First, Second and Third, especially from 1714 to 1811. Georgian buildings are considered to be very attractive, and are often built in red brick with white stone decoration.

Harvard: Harvard University. Founded in 1636, Harvard is the oldest institution of higher learning and one of the most prestigious universities in the United States. It is situated in Cambridge, just across the Charles River from Boston.

Heathrow Airport: an important international airport to the west of London, the largest in Britain.

Indian summer: this is one of the best-known weather terms added to the English language in the United States. No one is sure how it originated. One story is that the colonists thought winter had come when they saw the early frosts. However, the Indians told them that there would be another summer before winter came. So when a warmer period did come, remembering what the Indians had told them, they called this pleasant period Indian summer. The Indians had many delightful legends explaining this phenomenon.

Johnson & Johnson: an American company that produces cosmetics and different washing products.

Kilt: a skirt with many pressed folds at the back and sides, and usually of a tartan pattern, worn especially by Scotsmen.

western boundary of the District of Columbia separating Washington, D.C. from Virginia.

Procter & Gamble: an American company which makes washing powder and many different cleaning products.

Punk: a member of a movement among certain young people in the 1970s and 1980s who were opposed to the values of money-based society and who expressed this especially in loud violent music (punk music), strange clothing, and hair of unusual colours.

Rockefeller Center: when construction was undertaken during the 1920s, this complex was a model of urban planning and design. It consists of 23 buildings and houses 24 acres of underground shops and restaurants.

Royal Ascot: a four-day horse-racing event held at Ascot, England each year in June. It is one of the most important racing occasions in Britain and is attended by members of the royal family. The second day of the event is Ladies' Day and some of the women wear unusual big hats. It is popular with upper-class people.

Rugby: a town in central England best known for the public school (Rugby School) where rugby football was first played.

Seven Deadly Sins, the: according to the Christian church in the Middle Ages, the seven ways of behaving very badly. The sins are pride, lechery, envy, anger, covetousness, gluttony and sloth.

Shrove Tuesday: the day before Ash Wednesday, which is the first day of the period of Lent when Christians fast and eat only certain foods. In Britain many people make pan-cakes on Shrove Tuesday, so it is also informally called Pancake Day.

Standard English: (also **Standard British English**) the variant of language which has the highest status and which is based on the speech and writing of educated native speakers of English.

Stereotype: someone or something that represents a fixed set of ideas about what a particular type of person or thing is like, which is (wrongly) believed to be true in all cases.

St.George's Day: April 23, the church festival of St.George, regarded as England's national day (although not an official bank holiday), because St.George is the patron saint of England. On this day some patriotic Englishmen wear a rose pinned to their jackets.

Thatcher, Margaret Hilda: (1925) the first woman Prime Minister of Britain (1979-1990). Now officially called Lady Thatcher

Thomas Jefferson: (1743-1826) is considered one of the greatest presidents of the United States. During his administration, the nation doubled in size with the Louisiana Purchase.

Tudor: the English royal family that ruled from 1485 to 1603.

Ulster: another name for Northern Ireland used especially in newspapers and broadcasting, originally the name of a former kingdom there.

Union Jack, the: (also the Union Flag) the national flag of Great Britain, made up of 3 flags: the crosses of St.George, St.Andrew and St.Patrick representing England, Scotland, and Northern Ireland.

Victorian: made or living in the time when Queen Victoria ruled (1837-1901).

Viking Centre, the: (also Jorvic Viking Centre) an archaeological museum in York dealing with the Saxon period (600-1066). The visitors of the museum are carried in "timecars" through a vivid recreation of York as a port and trading centre under the Danish kings, with the sights, sounds and even smells of the period.

Wembley Stadium, the: a large stadium where important sports events such as the Football Association Cup final are held every year. There is also a large hall there used for popular music concerts.

Knights: namely Knights of the Garter, knights awarded with the Order of the Garter (Орден Підв'язки), the highest order of knighthood. According to tradition, the Order was founded in 1348 by King Edward III, who is said to pick up a garter dropped by the Countess of Salisbury at a court festival and gallantly tied it round his own knee, saying "Shame on him who thinks evil of it" words which today form the motto of the Order. The Order holds its special services (the Garter Ceremony) in St. George's Chapel, Windsor Castle.

Lincoln Center for the Performing Arts: a 14 acre complex of educational and artistic institutions including the Julliard School of Music, the Metropolitan Opera House, the Library and Museum of Performing Arts, and several theaters and performance halls.

Lion: the lion, the "King of beasts", has been used as a symbol of national strength and of the British monarchy for many centuries.

Madison Square Garden: this convention (збори, зібрання) complex contains convention space for seven simultaneous major events. It is the home of the city's basketball and hockey teams.

Maugham, William Somerset: (1874-1965) a British writer considered to be one of the best short story writers in English. His best-known novels are *Of Human Bondage*, *The Moon and Sixpence*, *Theatre* and others.

Metropolitan Opera House: located at Lincoln Center, this is the home of the most famous opera company in the United States.

National Gallery, the: an art gallery in Trafalgar Square, London, which contains the largest permanent collection of western paintings in Britain, most of which were painted between 1200 and 1900. It was founded in 1824 and houses one of the most important collections of Italian paintings outside Italy.

New England: the settlers from England in the early 1600s gave this name to the northeastern-most region of what is now the United States. It consists of six states: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut. Throughout the centuries New England has retained its uniquely regional character, and its people are still known for their independence, industriousness, shrewdness, and frugality. New England has always been a center of educational and artistic activity, and a number of the nation's leading universities and colleges are located there. New England attracts tourists at every season of the year, but Fall is the most spectacular season, when the golds and oranges of the tree leaves, and especially the flaming reds of the maples transform the rolling hills and forests of the countryside into a breath-taking display of autumnal color.

Oxford University: one of the oldest and most highly regarded British universities. Students must pass a special examination before they are accepted by the university, and the students who go there often come from public schools. Oxford University is a group of independent colleges, they are 34 now. The University was created in the first years of the 13th century when students expelled from the Sorbonne in Paris came to Oxford city monasteries to study. The first college, Merton, was founded in 1264.

Piccadilly Circus: a busy square in central London known for the figure of Eros in the middle and for its lovely nightlife.

President Franklin D. Roosevelt: (1882-1945) the 32nd president of the United States. The only president to serve more than two terms, he was in office for three full four-year terms and part of a fourth, from 1932 to 1945. He died during his fourth term in office. In 1951, the 22nd amendment to the Constitution was ratified limiting the president's tenure of office to two four-year terms.

Potomac River: the Potomac is a 287-mile-long river that forms the boundary between Maryland, West Virginia, and Virginia, and empties into the Chesapeake Bay. It forms part of the

Wimbledon tennis competition: an important tennis competition which takes place every summer in the part of London called Wimbledon. It is considered to be typically English and rather old-fashioned and is an important social occasion. It is traditional to eat strawberries and cream and drink champagne or pimm's (an alcoholic drink based on gin). People often joke about the fact that it often rains during Wimbledon.

Windsor Castle: an official residence of the British royal family in Windsor, Berkshire. Some of the interior apartments are open to the public when the Queen is not in residence. Many members of the royal family usually celebrate Christmas at Windsor. In 1993 the castle was seriously destroyed by fire.

Yankee: the word "Yankee" has several meanings. To people in other countries, a Yankee is a person from the United States. In the southern United States, the word Yankee means a Northerner, and to most Northerners it means a New Englander. To New Englanders a Yankee may mean someone from Maine. No one knows for sure where the word came from. One theory is that it is from the Dutch *Jankees*, a combination of Jan and kees (cheese) signifying John Cheese, a nickname applied by Dutch settlers in New York to English colonists in Connecticut. By 1765, *Yankee* was used as a term of disrespect, but when the American Revolution began eleven years later, the colonists had begun to take pride in the name, and in the marching song *Yankee Doodle*.

Yeoman Warder: one of the guardians at the Tower of London, who wears the red uniform of the late 15th century.

VOCABULARY



ability – здібність
above par – вище номінала
abstain – утримуватись
abuse – зловживання
account entry – бухгалтерська проводка
accretion – приріст
accrued interest – кумулятивний процент
accuse – звинувачувати
acquisition – надбання
addendum – доповнення, додаток
additional property expences – додаткові витрати з нерухомості
addition to fixed assets – приріст основного капіталу
adjust – пристосовуватись
adjusting programme – стабілізаційна програма
administration of assets – управління активами
adoption of the annual account – прийняття річного звіту
ad valorem tax – податок на вартість
advance redemption – дострокове погашення
advanced – просунутий
adverse trade balance – пасивний платіжний баланс
advice – авізо, повідомлення
annual balance sheet – річний балансовий звіт
appeal – залик
approach to – підхід

aptitude – здатність
arrears – заборгованість
authorised capital – уставний капітал
authority to sign – право підпису
awareness – усвідомлення

B

ballot – голосування
ban – забороняти
bank charges – банківські витрати
bank draft – банківський чек
behavioristic – зумовлений поведінкою
bilateral trade – двостороння торгівля
blame – звинувачувати
blunder – груба помилка
bond – облігація
borrowing powers - кредитоспроможність

C

calumny – наклеп
cancellation – скасування
capable of – здібний до
capital goods – засоби виробництва
cash benefit – грошова допомога
cash economy – тіньова економіка
cash management account – рахунок управління готівкою
casual labour – тимчасова робоча сила
casualty loss – непередбачені втрати
charges – плата

clarity – ясність
cognitive – пізнавальний
cohesive ties – зв'язки
collective bargaining – колективний договір
completeness – завершеність
commitment – зобов'язання
communication strategy – стратегія спілкування
comprehend – розуміти
confidence – впевненість
confirmation – підтвердження
consistency concept – принцип послідовності
cooperation – співпраця
constraint – примушування
convergence – збіг, конвергенція
corporal punishment – тілесне покарання
costing supplement – накладні витрати
creditworthiness – кредитоспроможність
crime – злочин
Customs – митниця
customs duty – митний збір, мито

D

decline – спад, зниження
diversity – різноманітність
delay – затримка
depleted – спустошений
disposal of fixed assets – реалізація основних фондів
distress merchandise – розпродаж власності
disruption – руйнування
divergence – розбіжність, відхилення

dual – подвійний
durability – міцність, тривалість

E

educated – освічений
elicit – викликати
elimination – знищення
eloquence – красномовство
ensue – слідувати, наступити
errand – доручення
evaluation - оцінка
explicit (conscious) – свідомий

F

fallibility – помилковість
fake – підробка
fault – провина
fidelity – вірність
fire – звільнити з роботи
forceful – переконливий
fulfilment – виконання

G

gene therapy – генна терапія
genesis – походження
gifted – обдарований
goal – мета
go-between – посередник

guidance – вказівка

guilty – винний

H

sexual harassment – сексуальні домагання

hemisphere – півкуля

heredity – спадок

heritable – успадкований

holocaust – знищення у вогні

homage – повага

hypocrisy – лицемірство

I

impact of changes – вплив змін

implementation – впровадження

implicit (unconscious) – несвідомий

innocent – невинний

in-service training – курсова перепідготовка

insolvent – неплатіжеспроможний

interrelated – взаємозалежний

J

justice – правосуддя, справедливість

judge – суддя

justification – підтвердження

K

keystone – головний принцип

kidnapping – викрадення

kinetic – рухомий

knowingly – свідомо

L

latent – прихований

law-obedient – законослухняний

liability – відповідальність

lineage – походження

M

mediocrity – посередність

merge – зливатися

modifiability – здібність до модифікації

mnemonic – мнемонічний

multiple-choice – множинний вибір

N

neglect – нехтувати

nominate – висувати

non-violent – ненасильницький

nurture – нянчити

O

observance – дотримання

observant – спостережливий
obsession – нав'язливий
occurrence – виникнення, поява
onlooker – спостерігач
omit – опускати
overlap – перекривати

P

perceiving – сприйняття
personality – особистість
persecution – переслідування
perseverance – наполегливість, стійкість
persuade – переконувати
persuasion – переконання
pragmatic considerations – прагматичні міркування
prejudice – забобон
prosecute – звинувачувати
proficiency – уміння
punishment – покарання

Q

queer – незвичайний
questionnaire – опитування
quest – пошуки
quotation – цитування

R

responsibility – відповідальність
reciprocal effect – зворотній ефект

redundancy – надлишок
reference - посилання
relevance – відношення
rigid – жорсткий

S

scores – здобутки, надбання
self-assessment – самооцінка
simplification – спрощення
skills – навички
support – підтримка
syllabus – програма

T

talented – обдарований, талановитий
tenacity – упертість
tentative – пробний, попередній

U

ultimate – останній
uncertainty – невизначеність
uniformity – єдність, однаковість
unrewarding – невдячний

V

valid – дійсний, діючий
vernacular language – розмовна мова
vitality – життєздатність
vocational education – професійна освіта

W

wipe out – стирати, знищувати
withstand – протистояти, витримувати
withdraw – відходити, видаляти
well-grounded – обґрунтований

ГРИШКОВА
Раїса Олександрівна

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OF INTERNATIONAL MANAGEMENT**

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