

Ф. К. Атабаева



Английский язык в магистратуре



TURAN
UNIVERSITY

УНИВЕРСИТЕТ «ТУРАН»

Ф.К. АТАБАЕВА

АНГЛИЙСКИЙ ЯЗЫК В МАГИСТРАТУРЕ

УЧЕБНОЕ ПОСОБИЕ

**Алматы
2017**

УДК 378: 811.111
ББК 81.2 Англ-99
А 27

Учебное-пособие утверждено Ученым Советом Университета «Туран»

Научный редактор:

Чакликова А.Т. – доктор педагогических наук, профессор, проректор
КазУМОиМЯ им. Абылай-хана

Рецензенты:

Мусабекова Г.З. – кандидат педагогических наук, доцент, зав. кафедрой
«Казахский и иностранные языки» Университета «Туран»

Макашева А.П. – кандидат педагогических наук, ассоциированный
профессор КазНАУ

А27 Атабаева Ф.К.

Английский язык в магистратуре. Учебное пособие. Алматы, Изд.
Университет «Туран», 2017. – 128 с.

ISBN-978-601-800-026-1

Учебное пособие предназначено для магистрантов высших учебных заведений, обучающихся на юридических и экономических специальностей. Основной целью пособия является обучение чтению и пониманию профессионально-ориентированных аутентичных текстов, а также развитие умений и навыков разговорной речи. Учебное пособие способствует формированию иноязычной межкультурно-коммуникативной компетенции, учитывая будущую профессию магистрантов.

УДК 378: 811.111
ББК 81.2 Англ-99

ISBN-978-601-800-026-1

© Атабаева Ф.К., 2017
© Университет «Туран», 2017

ПРЕДИСЛОВИЕ

Учебное пособие предназначено для обучающихся в магистратуре в рамках общезыковой подготовки для академических целей.

Цель учебника – значительное повышение языковой компетенции, предполагающее совершенствование ранее сформированных навыков и их интеграцию на более высоком лексико-грамматическом уровне.

В данном учебнике тексты из разных информационных носителей служат не только источником расширения лексической базы, развития навыков в области аналитического восприятия информации, аутентичных текстов для совершенствования навыков дискуссии, в процессе которой магистранты интегрируют полученную информацию, соотнося ее с собственной позицией, а упражнения коммуникативного характера помогают углубить ранее сформированные компетенции.

Каждый раздел содержит большой аппарат упражнений, направленных на совершенствование навыков различных видов чтения, аудирования, расширение лексической базы, развитие навыков дискуссии и закрепление навыков письма.

Предлагаемый для активного усвоения вокабуляр в полной мере отвечает поставленной задаче – лексического обеспечения текстовой компрессии, - так как опыт работы в магистратуре показывает, что развитие навыков реферирования и аннотирования должно обязательно сочетаться с кропотливой работой над лексикой, пригодной для этих целей.

Автор использует различные типы упражнений, позволяющих постепенно переходить от узнавания отобранной лексики в тексте до ее активного использования при формулировании собственных мыслей на обсуждаемые темы.

Тематический вокабуляр каждого раздела содержит ни один десяток единиц, каждая из которых многократно «прокручивается» в лексических, речевых и коммуникативных упражнениях.

Письменные задания, завершающие каждый раздел, ставят своей целью более глубокое исследование проблемы на новом лексическом и концептуально-прагматическом уровне.

Автор также руководствовался задачей формирования устойчивых профессионально-значимых речевых навыков в области публичных выступлений и презентации индивидуальных творческих проектов.

CONTENTS

Part One: Business and Economics	5
Unit 1. Entrepreneurship	6
Unit 2. Marketing Management	17
Unit 3. Sales Tactics	26
Unit 4. Social Responsibilities of Business	33
Reading Selection	43
Part A. The Mystical Power of Free Trade by M.Kinsley	44
Part B. Spring Comes Early to Silicon Valley by M.Moritz	48
Part C. Wall Street's New Pitch by D. Noonan	52
Part D. Supermarkets Fight for Online Shoppers by D.Rudnick	55
Part E. Lowest Cost Isn't Always the Answer by N. Tait	60
Part Two: Law and Crime	63
Unit 5. Human Rights	64
Unit 6. Roots of Terrorism	71
Unit 7. Roots of Crime	77
Unit 8. Legalization of Drugs? Yes/No?	85
Reading Selection	93
Part F. More on When to Die by William E Buckley	94
Part G. Back to the Nest by Sherry Joe	98
Part H. The Migration Fallacy by Saskia Sassen	103
Part I. Muslims against Terrorism: Please Stop Yellow Journalism by Syed Soharwardy	107
Part J. Human Rights: Righting Wrongs	112
Active Vocabulary List	118
Bibliography	125

PART ONE

Business and Economics

UNIT 1. ENTREPRENEURSHIP

➤ *How do you understand the title? What problems do you think will be raised in this unit?*

➤ *Why and how should money work?*

1. Explain how the following words correlate with the topic of the unit:

Dividend; investment; interest; commission.

2. All these words are connected with payment for the work done. Match the definition with the correct word.

<p>1. a fixed amount which is paid , usually monthly, to workers of higher rank</p> <p>2. an additional payment which is a reward to those who work for a company for their extra work</p> <p>3. money paid for professional services, e.g. to a doctor</p> <p>4. an amount of money you receive, usually weekly, in return for labour or service</p> <p>5. money paid to authors or inventors according to the sales of their work</p>	<p>a. a bonus</p> <p>b. royalties</p> <p>c. a wage</p> <p>d. a fee</p> <p>e. a salary</p>
---	---

3. This is the money people get for some particular reasons. Write the word next to its definition using the line provided.

Pension; grant; allowance; maintenance; legacy

1. money, usually from a relative to live on
2. money received from someone in his or her will
3. money paid by divorced or separated people to support the former husband or wife
4. money paid by a company or the state on your retirement
5. money paid by the state to students.

4. Match the definition with the correct “money word”.

<p>1. a deposit</p> <p>2. an overdraft</p> <p>3. a fare</p>	<p>a. the money which a building society or bank lends to build a house</p> <p>b. the money that a person pays to an insurance company to protect against loss or damage</p> <p>c. money paid for traveling especially on public transport, buses, trains etc.</p> <p>d. money paid as a punishment for breaking the law</p>
---	--

4. <i>a fine</i>	<i>e. money paid by divorced father to his former wife for the upkeep of his children</i>
5. <i>alimony</i>	<i>f. the amount of money borrowed from a bank, greater than that which is in your account</i>
6. <i>cash</i>	<i>g. part of value of a company that you can buy</i>
7. <i>a bill</i>	<i>h. part-payment of money which you make to stop the seller from selling his goods to others</i>
8. <i>a premium</i>	<i>i. tax on imported articles paid to the Customs</i>
9. <i>a mortgage</i>	<i>j. money which is in the form of coins and notes, not cheques</i>
10. <i>a share</i>	<i>k. money, paid at a restaurant after eating</i>
11. <i>duty</i>	

5. Choose the right answer, only one is correct.

1. The of living has risen by 25 % in the last six months.
a. cost b. expenditure c. expense d. price
2. The kidnappers demanded a of \$ 1, 000,000.
a. fine b. penalty c. ransom d. reward
3. The World Bank has criticized the United States for not giving enough financial to the East European countries.
a. allowance b. aid c. loan d. premium
4. The minister admitted taking and had to resign.
a. bribes b. fees c. fines d. premiums
5. If they are not careful enough with their accounts, they will go
a. broken b. penniless c. poor d. bankrupt
6. Before starting a business, you have to raise the necessary
a. capital b. currency c. investment d. savings
7. When you buy a house you can claim tax on the mortgage.
a. aid b. assistance c. benefit d. relief
8. Mr. D's will be held in trust for him until he is 21. Then he will be free to spend it.
a. dowry b. heirloom c. heritage d. inheritance
9. The government has introduced currency controls which will make it more difficult to holiday abroad.
a. extreme b. striking c. stringent d. strong
10. The two men a coin to see who should take care of the business on the weekend.
a. hurled b. lobbed c. threw d. tossed
11. No-one knows precisely how much she earns a month, but \$4,000 can't be very of the mark.
a. wide b. broad c. distant d. far
12. The firm will go bankrupt if it cannot meet its
a. charges b. duties c. liabilities d. promises

6. *There are a lot of idioms associated with money and financial status. Match some of them with their definitions. Try to recollect more.*

1. <i>to be rolling in money</i>	a. <i>to pay too much</i>
2. <i>to have money to burn</i>	b. <i>money that you earn very easily</i>
3. <i>money for jam</i>	c. <i>to waste money</i>
4. <i>to sell like hotcakes</i>	d. <i>to be very rich</i>
5. <i>to marry into money</i>	e. <i>if it has been started it must be finished at any cost</i>
6. <i>to buy for a song</i>	f. <i>don't waste money</i>
7. <i>money doesn't grow on trees</i>	g. <i>marry sb rich</i>
8. <i>to pay through the nose</i>	h. <i>to spend as much money as necessary to get the best things</i>
9. <i>to spare no expense</i>	i. <i>to sell quickly and in large amounts</i>
10. <i>in for a penny, in for a pound</i>	j. <i>unimportant and not costing much</i>
11. <i>nickel-and-dime</i>	k. <i>to buy very cheaply</i>

Raise the Issue

➤ *What is the role of economy in the modern society? Has it changed recently?*

➤ *There believed to be a clear shift from cultural and social priorities to economic ones. What makes people acquisitive? Do you support the idea that our society is so pragmatic that "money reasoning" always prevails?*

Words in Context

7. *Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.*

berate (v)

Developing countries are often **berated** for child labour.

Berate means

a. to disappoint b. to neglect c. to scold

complacency (n)

There are no grounds for **complacency** in today's competitive environment.

Complacency means

a. satisfaction b. worries c. obedience

detriment (n)

Copyright infringement is a serious **detriment** for people who make a living writing books. Illegal editions mean that the author receives no payment.

Detriment means

a. an aid b. a discovery c. a disadvantage

discretion (<i>n</i>)	A sensible person exercises discretion in treating any advertisement promising excellent results right after the first usage of the advertised product.
<i>Discretion</i> means	a. love b. good sense c. anger
excel (<i>v</i>)	He was never brilliant at math however he managed to excel in accountancy.
<i>Excel</i> means	a. receive b. do well c. include
optimum (<i>adj</i>)	Governments create optimum conditions for foreign companies giving them sweeteners to persuade them to open factories in poor or underdeveloped areas.
<i>Optimum</i> means	a. ideal b. hopeful c. questionable
predisposed (<i>adj</i>)	Governments worldwide are predisposed to encourage inward investment.
<i>Predisposed</i> means	a. unlikely b. likely c. pretending
preponderance (<i>n</i>)	A preponderance of venturing enterprises suggests booming economy.
<i>Preponderance</i> means	a. a great number b. a small number c. a stable number
propensity (<i>n</i>)	The big multinationals have a propensity to close factories as a cost-cutting exercise and relocate and switch productions where labour and costs are cheaper.
<i>Propensity</i> means	a. a coincidence b. a readiness c. a concern
reprehensible (<i>adj</i>)	The company's failure to clean up the oil spill was reprehensible and drew harsh criticism.
<i>Reprehensible</i> means	a. shameful b. misleading c. uncertain
resilience (<i>n</i>)	Businessmen, like athletes, need resilience . After a failure they must be able to bounce back to their normal state.
<i>Resilience</i> means	a. a common feature b. disability to recover c. ability to recover
scrupulous (<i>adj</i>)	Black market pushers of untaxed luxury cars are oblivious to scrupulous methods of doing business.
<i>Scrupulous</i> means	a. ethical b. economical c. unjust

8. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

- Something that causes damage, harm, or loss
- Best possible; most favourable; most desirable
- To criticize or scold harshly
- Careful about moral standards; conscientious
- Good judgment or tact in actions or speaking
- Ability to recover quickly from harm, illness, or misfortune
- A natural preference or tendency
- Deserving of blame, criticism, or disapproval
- Tending toward or open to something beforehand
- Outweighing majority
- A feeling of satisfaction with your achievements which stops you from trying to improve or change things, rest on the laurels
- To do something better than most other people because you have a natural talent for it, to achieve preeminence and superiority

9. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Berate, complacency, excel, detriment, discretion, optimum, predisposed, preponderance, propensity, reprehensible, resilience, unscrupulous

1. The explosion at the chemical plant was the result ofcarelessness on the part of an employee.
2. Most of the factory workers are on piecework which makes them to suffer from constant stress.
3. Many poorer countries have a to produce cheap electrical goods in sweatshops.
4. Though it has become common practice to the production of illegal copies of top brand names which has achieved the level of industrial piracy, we are not immune to buying unlicensed copies of the latest disks.
5. When the economy is modernized you should keep a stiff upper lip and retain for retraining and reskilling.
6. Mass tax evasion is a serious to any national economy.
7. A public-private partnership is recognized as anform of running many big industries.

8. Industries cannot grow successfully if there is too much red tape, let alone domination of civil servants.

9. You have to use in choosing your business partners. If your associates are dishonest, people will think that you yourself may not be relied on. Moreover you can suffer great losses through this dishonesty.

10. Mass can trigger stagnation which may be extremely pernicious to the welfare of the whole country.

11. He didn't manage to become really opulent though he took solace in the knowledge that he as a father figure.

12. A of the mistakes in the usage of tenses showed the student's woeful ignorance of English grammar.

10. Discussion

● What examples given in the previous exercise are especially topical for our country? What economic problems is Russia facing at the moment? What is your economic outlook – optimistic or pessimistic? What is a good place to invest one's capital now?

● The phrase “think global, act local” is often quoted. What does it mean to you?

● A lot is said and written about “global organizations”. What do you understand by this phrase? Which organizations are global, in your opinion? Why?

Entrepreneurship

➤ ***How do you understand the notion “entrepreneur”?***

➤ ***What personal qualities and skills do you think an entrepreneur needs?***

➤ ***What sacrifices do you think he has to make in his life to succeed in business?***

➤ ***Have you ever had vague ideas for new products and services, and later seen them developed by an entrepreneur or an established company?***

11. Read the article.

Risky business

Nowadays no politician in the western world can do anything other than support free enterprise. So you should use discretion, staying the very epitome of cool, and not lose any sleep over who wins, for example, the next general election in Britain because it will still be possible to do business there.

However Britain's entrepreneurs will be changing.

Though increased global competition is forcing large companies to consider more venturesome ways of stimulating product ideas and turn to internal entrepreneurs for breakthrough innovations, the failure to reap stable benefits halts British quest on this arena.

In 2005, thanks partly to the expanding of the European Union, more and more successful entrepreneurs in Britain will not have been born there. Immigrants tend to have a natural propensity for being more dynamic and taking risk of leaving their homeland for a better future. More people will start real business on less than glamorous sectors.

It's worth welcoming as Britain along with other European countries needs many more smaller entrepreneurs since they, in large numbers, can change the dynamics of the whole economy. It also needs high-profile role models, who inspire youngsters to start their own business.

However the term "entrepreneur" deserves scrutinizing. The politicians will speculate a lot about "entrepreneurs" and enterprise culture, but few will really understand what true entrepreneurship means. The dictionary defines an entrepreneur as "a person who organizes, operates and assumes the risk for a business venture", so the term should not be used for people who take risks with other people's money. "Entrepreneurial CEO", a phrase sometimes applied to corporate high-fliers, is a contradiction in terms. They should be called managers and, unless the laws are broken, they walk away from failed ventures wealthier than when they started by at least the amount of their salary. The only true entrepreneurs are the ones who embark on a business venture knowing that they may end up poorer than when they started.

The term entrepreneur was invented by the French but their economy, with a nanny state and heavy social and legal penalties for failure, has created a nation predisposed to risk-aversion whose dream as youngsters is more often to work for the government than to start a business.

In countries with a strong socialist background, like Greece, one sees a preponderance of another type of entrepreneur: the type that excels at servicing one customer only, the government. However they are quite often berated by their own compatriots. Their business activity is considered to be reprehensible. The problem with these people, in the eyes of the public at least, is that they profit at the expense of the taxpayer, thanks to unscrupulous politicians; rightly or wrongly, they tend to be seen as the bad guys, exploiting the system. The real problem for the economy is that fewer young people have the desire to risk any of their own money to become real entrepreneurs.

For various national reasons young people choose Britain to launch their ventures as they are convinced that Britain has the optimum legal system in Europe, one that you can trust to sue the so-called flag-carrier airline and still get a fair hearing. This would hardly be the case in Greece, or even France or Germany.

Paradoxically they find British society much more open than even some Brits would admit, accepting someone with an unpronounceable surname and a Greek

accent to launch an airline which they are happy to trust with their lives. In the years to come the French and the Germans are likely to be less receptive to foreign entrepreneurs than the British.

But any British complacency would be misguided. The country still lags far behind America in entrepreneurial spirit. British attitude to risk is still a detriment.

If you are not failing occasionally, you are not taking enough risk and there is no reward without risk. In America a past business failure is almost a badge of resilience and honour (Donald Trump's status as a star of reality TV's "the Apprentice" soars even as one of his listed companies announces impending bankruptcy). In Britain it is a lasting handicap. There are prospects of changes in the law to destigmatise non-fraudulent business failure. But it will take more than that to alter the nation's attitude to business failure. The problem lies deep in the British psyche: what will always stand in the way of entrepreneurship is that "Brits all love the underdog until he or she succeeds and then they love to shoot them down". This will not change soon.

What about other predictions? In the years to come entrepreneurship will continue to be addictive, as once you start it's difficult to stop. (*Based on the article "Risky business" by Stelios Haji-Ioannou, The World in 2005; Bill Mascull, Business Vocabulary in Use: Innovation, Professional English, Cambridge University Press, 2004*)

12. Find the following expressions in the text and explain their meaning.

to reap stable benefits, halts British quest on this arena, high-profile, deserves scrutinizing, embark on a business venture, risk-aversion, compatriots, at the expense of, launch their ventures, trust with their lives, lags far behind, impending bankruptcy, lasting handicap, destigmatise.

13. Answer the following questions.

- Why isn't it necessary to bother about the outcome of elections in GB?
- What changes await British economy in the near future?
- How will immigrants affect entrepreneurship in this country?

14. What is the writer's stance on the following questions? Do you find his answers convincing?

- Why does the writer consider Entrepreneurial CEO to be a contradiction in terms?
- What makes France or Greece less favourable places for the development of genuine entrepreneurship?
- Why does the writer view Britain as the optimum choice for embarking on a business venture?

- What necessitates the changes in the law on entrepreneurship in GB?

15. Make a precise of the article. Use the words from the active vocabulary list.

Remember the plan

- 1. Topic (What is the article about?)*
- 2. Main idea (What thesis does the writer develop?)*
- 3. Major details (What arguments, examples does the writer use to prove his stance on the issue?)*
- 4. Conclusion (What conclusion does the writer arrive at?)*

Group discussion. Brainstorm the ideas.

- *What is the attitude to entrepreneurship in your country?*
- *How does the government stimulate entrepreneurship?*
- *What steps are necessary to improve the situation?*

Vocabulary in Focus

16. Read the following example from the article “Risky Business” and explain the meaning of the underlined word.

In 2005, thanks partly to the expanding of the European Union, more and more successful entrepreneurs in Britain will not have been born there.

These are the most common words for the change in dimensions. Use the words from the box in the correct form in the sentences.

Expand, extend, stretch, shrink, grow, contract, inflate

1. The sudden influx of Westerners has house prices out of all proportions.
2. IT sector rapidly all over the world.
3. The company’s profits dramatically last year, which had been precipitated by the global crisis.
4. They have agreed to the deadline for completion of the building work.
5. The economy continues to....., raising fears of further political problems.
6. The desert away as far as the eye could see.
7. Today these businesses at a record rate.

17. Idioms are more informal way to speak about different phenomena. Here are some of them to speak about the situation in the business.

a) Match the pairs of antonyms.

1. take a back seat	a. pour oil on troubled waters
2. keep one's cards close to one's chest	b. take the bull by the horns
3. stir things up	c. lay one's cards on the table

b) Match the idioms with their definitions.

1. be in fix	a. organize ourselves to respond
2. be in a tight corner	b. be in difficulty
3. be in a muddle	c. make him pay attention
4. get our act together	d. have the signs that a difficult period will soon end
5. get to the bottom of things	e. be in a situation that is hard to get out of
6. get sb to sit up and take notice	f. be confused/mixed up
7. turn the tide	g. reach a point when an important change takes place in a situation, especially for the better
8. get a grasp of sth	h. find the real cause of the problem
9. see the light at the end of the tunnel	i. reach the situation in which no further progress is possible
10. come to a dead end	j. change a situation, especially so that you begin to win instead of losing
11. reach the turning point	k. get the ability to understand sth

c) Make use of the idioms, describing the situation in business, introduced in the lists above. Sometimes more than one alternative are possible.

1. I hadin the production of this film, and it was sometimes difficult not to give my opinion.
2. When horrors happen, the company PRits clients'.....
3. Rosing, known for....., declined to discuss specific products or his company's intended customers.
4. The president is sureover his latest plans for welfare spending.
5. She could be an excellent manager, if only shea bit more.
6. It's been a hard few months, but we're finally beginning.....
7. The negotiations have.....

8. Finally you seem to have.....the subject.

18. The article focuses on new businesses. Businesses can go up or down or probably show no changes at all. Read the following example from the article “Risky Business” and explain the meaning of the underlined word.

Donald Trump’s status as a star of reality TV’s “the Apprentice” soars even as one of his listed companies announces impending bankruptcy.

Look at the table. Identify at least one word or expression in each column that does not describe the trend indicated.

<i>Upward movement</i>	<i>Downward movement</i>	<i>Little or no change</i>
<i>Climb</i>	<i>Come down</i>	<i>Bounce back</i>
<i>Drop</i>	<i>Decrease</i>	<i>Even out</i>
<i>Go up</i>	<i>Fall</i>	<i>Hold</i>
<i>Improve</i>	<i>Go down</i>	<i>Level off</i>
<i>Pick up</i>	<i>Hold steadily</i>	<i>Peak</i>
<i>Rise</i>	<i>Plummet</i>	<i>Remain constant</i>
<i>Rocket</i>	<i>Plunge</i>	<i>Remain stable</i>
<i>Soar</i>	<i>Sink</i>	<i>Slide</i>
<i>Take off</i>	<i>Slip</i>	<i>Stabilize</i>

Creative Consolidation

19. Make a synthetic review of the article “Risky Business, supporting it with the information from Russian sources.

20. Write an article about entrepreneurship in Russia and viable ways to improve the situation.

21. Project-Making

Make a 350-word project on one of these issues. (If it is point 2, choose only one item.)

1. Excessive red tape is a serious detriment to national entrepreneurship. Why? What should be done to relieve the economy from it?

2. Such reprehensible practices as (a) black market, (b) money laundering, (c) copyright infringement, (d) industrial piracy, (e) industrial espionage - have often been berated. Why? Speak about their detrimental effect on national and global economy. What are the optimum measures to counteract them? Support your choice with convincing arguments.

UNIT 2. MARKETING MANAGEMENT

➤ *Have you ever tried to find solace from your problems and troubles in shopping? Has it helped?*

➤ *What do you know about shopaholics? Can you attribute yourself to this group?*

Words in Context

22. *Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.*

euphoric (adj) The local businesses were **euphoric** when the basketball team they subsidized won the citywide championship.

Euphoric means a. very happy b. boastful c. sentimental

impetuous (adj) Whenever I make an **impetuous** purchase, I end up being dissatisfied: shoes are not comfortable, the shirt the wrong color, the jacket costs too much. From now on, I intend to be more careful before I buy.

Impetuous means a. considerate b. impulsive c. imaginative

inane (adj) Our conversation in the shopping area was **inane** – it mainly consisted of “awesome”, or “just look at it”.

Inane means a. silly b. interesting c. shocking

instigate (v) Many people believe that excessive advertising only **instigates** strive for possession.

Instigate means a. to prevent b. to predict c. to cause

oblivious (adj) The chatty, slow moving clerk at the checkout counter seemed **oblivious** to the fact that the line of impatient customers was growing longer and longer.

Oblivious means a. angry about b. not noticing c. worried by

ostentation (n) The **ostentation** of the manager's office – fancy furniture and a thick rug – meant to impress customers. The rest of the department looks cheap and shabby.

<i>Ostentation</i> means	a. cleanliness b. show off c. humility
relinquish (v)	Donna had to relinquish her share in the business after her husband's premature death.
<i>Relinquish</i> means	a. to buy b. to yield c. to enjoy
replete (adj)	Mr. Steven's technique was replete with numerous maneuvers to make his customers buy more enthusiastically.
<i>Replete</i> means	a. replaced b. filled c. followed
sensory (adj)	Sensory experiences are related to our sight, hearing, smell, taste and touch all of which are mercilessly exploited to dupe us into wasting our money on the things we don't need at all.
<i>Sensory</i> means	a. of the senses b. social c. intellectual
solace (n)	Though Nancy spent enormous sum of money on charity it gave her some solace to think that it was for a noble deed.
<i>Solace</i> means	a. excitement b. perfection c. relief
squander (v)	Why do you want to squander your money on the tickets for that silly movie?
<i>Squander</i> means	a. to earn b. to count c. to spend carelessly
tantamount (adj)	Our local supermarket is so expensive that shopping there is tantamount to throwing your money away.
<i>Tantamount to</i> means	a. the result of b. just like c. independent of
veneration (n)	The former veneration of cultural values has given way to more practical approach to life.
<i>Veneration</i> means	a. disrespect b. respect c. loyalty

23. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

- Done or acting in a hurry, with little thought, impulsive
- Overjoyed; having an intense feeling of well-being
- Equal in effect or value
- To bring about by moving others to action

- Plentifully supplied; well-filled
- Without sense or meaning, foolish
- To surrender something; give something up
- Comfort in sorrow or misfortune; consolation
- Deep respect, reverence
- Spend or use wastefully or thoughtlessly
- A show of something (money, power) to impress others
- Unaware; failing to notice

24. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Impetuous, euphoric, sensory, tantamount to, instigate, replete with, inane, relinquish, solace, veneration, squander, ostentation, oblivious

1. The purchase of something emotionally important can stir up feeling in a customer which will certainly cause the seller's positive response.
2. Dexterous shop managers try to manipulate their customers using different stimuli, such as seeing, hearing or tasting.
3. Critics have often ridiculed of customers' every wish. However in the long run one-to-one marketing has proved to be profitable: research shows that 95 per cent of dissatisfied customers don't complain, but just change suppliers. Satisfied customers create new business by telling up to 12 people, dissatisfied ones will tell up to 20 people.
4. Some say that encouraging customer loyalty is important for profitability. They say that customer retention, keeping existing customers, is success as getting repeat business is five times cheaper than finding new customers.
5. Customer dissatisfaction quite often will customer defection, stopping to deal with the seller altogether.
6. It is often believed that companies should not time and effort on trying to learn the reasons for customer defection, however this lost customer analysis can help the company learn from its mistakes.
7. The of malls' design makes them inaccessible for average customers feeling underclass and financially incompatible with such posh environment.
8. Though customers quite often bombard sellers with absolutely questions the latter should always retain self-control and remain the epitome of cool.
9. Whenever distressed or just under weather Moira sought in shopping.

10. The aim of the manager's speech half-truths was just to avoid extremely sensitive topic of the firm's responsibility for misrepresentative information about their goods.

11. Unscrupulous sellers, quite often to any moral rules, will never their profits even to the detriment of their good reputation.

12. Shopaholics are often predisposed to buying of the things they don't need.

➤ *How have the shops changed over the past 10 or 20 years? How has your local shopping area changed recently? What new shops have opened up? Which shops have closed down or gone out of business? Why?*

➤ *What are the new alternative ways of shopping today? Have you made purchases by going to a business's Web site? If so, were you satisfied? Do you think this is an easy way to shop? Explain. If you have not used the World Wide Web (WWW) for making purchases, was it because of no access to the Internet or because you do not want to shop on the Internet?*

1. *Read the article. Note down which aspects of modern shops appeal to you, and which do not.*

Superdomes of Kitsch Patriotism

Sellers have embarked on a new crusade. These modern conquistadors are no longer striving for tall mountains and new lands. They are pursuing new souls trying to assert complete dominance of the emotions and desires.

The battle for supremacy is being joined by more and more shops from corner ones to hypermarkets each guaranteeing a level of service and environment unavailable up until now (quite often even in the dead of the night), each searching for identity and yet tending to uniformity.

It won't be far-fetched to admit our ambivalent feelings about these superdomes of mass consumerism, with a cocktail of rational negativism and irrational veneration.

However from the very first steps in the processed ambience your senses will be rendered supine to the accompaniment of antiseptic Muzak and the glare of fluorescent lights.

The pursuit of aimless leisure here approaches the surreal. It is not the kind of place you drop in to for a bag of jelly babies and a packet of cigarettes. When you visit a mall replete with its avalanche of attractions, there is only one thing to do – to submit.

You could go both barmy and bankrupt in this place and it wouldn't hurt a bit. For as well as the consumer seductions of Ikea, Sears, Athletes' World and several hundred other shops, a plethora of eating establishments, each mall offers far more.

Malls are not so much shopping cities but a fully integrated consumer fantasy that succeeds in being inane, utterly ridiculous and absolutely out of this world.

Shoppers will meander among the fountains and plastic mouldings in a condition of ever-increasing gormlessness, simultaneously stunned and seduced by the diabolically manufactured mechanism for parting you from your critical faculties and your cash.

Everything is scrupulously designed to prolong your visit and, in the end, everything is welcome. For example, is there a Western parent alive who, in the middle of a frantic day, would not welcome the oasis of a children's facility like Fantasyland in West Edmonton Mall - a full-scale children's funfair complete with dodgems, miniature railway and stomach-churning repertoire of plunges, slides and spins; the World Waterpark, whose main pool features the Blue Thunder wave machine and a labyrinth of spiraling, high-velocity tunnel rides; the Deep Sea Adventure, an artificial oceanscape containing a replica of Christopher Columbus's ship, the Santa Maria, six mini-submarines for sub-aquatic sightseeing, or wouldn't become numb at the sight of a school of dolphins and an entire community of undersea life; a competition-standard skating rink, the Ice Palace; 18-hole miniature golf course; a 19-studio cineplex?

An hour of such blissful respite, followed by coffee and a sandwich at some glitzy pre-fab cafe, and you are ready once again to disappear into consumer daze, blithely coughing up money for things you don't need at all and would find completely idiotic but for this stupefying sensory cocktail of obsession, ostentation and overkill.

Mall-building is a precise science and the indoor panorama is nothing if not state-of-the-art. It is not that the shopping itself is so very thrilling; as ever with such malls, the stores are plentiful but ultimately banal. Rather, the pleasure is in being part of a quietly lunatic alternative universe where the thin line that divides shopping from entertainment becomes almost totally erased.

Malls will often include a hotel as final confirmation, perhaps, that the mall is not just a place to pass through, but a modern day pleasure dome. Moreover some people are ready to spend their holiday in a glorified shopping precinct. Others simply take the mall as part of bigger package tours. For many tourists no itinerary is complete without dropping in on Disneyland, Disney World and the mall.

With pilgrims descending on it from all corners of the globe, the mall enjoys a status tantamount to that of a sacred monument where worshippers seek solace paying homage with their credit cards.

It's the Disney World of shopping with a 365-day-a-year summer environment, catering for every whim and caprice. Money is made on everything and love is no exclusion. You can even get married in the Chapel of Love in the Mall of America in Minneapolis.

In the wish to get hold of the coveted contents of the buyers' wallets dexterous wheeler-dealers are not above capitalizing even on loyalty and patriotism.

Though, witnessing the mass murder of thousands of Americans is unlikely to instigate trips to the malls or inspire optimism about the day to come, a

growing chorus is telling Americans that one of the best ways to demonstrate the US won't be cowed by terrorism is to buy more. According to this market patriotism theory by investing and consuming at least as much as they did before Americans will manifest their resolve to the rest of the world.

The propagators of the new theory advocate the idea that the World Trade Center wasn't the center of capitalism as the real stuff is guiltless, impetuous consumption, the euphoric pride of acquisition which is taking place at the mall.

Squandering money, however, seems a rather odd way to demonstrate patriotism, which normally suggests a willingness to relinquish luxuries and sacrifice for the good of the nation. And if voluntary restraints don't work, the government resorts to rationing. Don't you agree that there is no patriotism in being a spendthrift, oblivious to the challenges of the new day, no heroism in exposing one's family to unwarranted financial stress? (*Based on "Spending Is a Patriotic Duty" by Robert B. Reich, the Moscow Times, September 26, 2001; "Canada's Palace of Kitsch Convenience" by Dave Hill, the Independent on Sunday; "Shopping During Wartime" by Joel Stein, Time, October 29, 2001; "Are Middle-of-the-night Shoppers Mad" by Ann Treneman, the Independent, March 6, 1999; "In Search of a Shopping Identity" by Michael Evamy, the Independent, September 28, 1999.*)

Culture

kitsch – made without much serious thought, sentimental, and because of this amusing for people

muzak – recorded music that is played continuously in airports, shops, hotels etc

dodgems – a form of entertainment at a funfair in which people drive small electric cars around n enclosed space, chasing and hitting other cars.

pre-fab – a small building made of the parts of standard size so that they can be put together somewhere else

2. Find the following expressions in the text and explain their meaning.

embarked on a new crusade, striving for pursuing new souls, assert complete dominance, ambivalent feelings, rendered supine, pursuit of aimless leisure, catering for every whim and caprice, seek solace, paying homage, the wish to get hold of the coveted contents of the buyers' wallets, sacrifice for the good of the nation, resorts to rationing.

3. Highlight the following words in the article and work out their meanings from the context. Match their meanings to the words below.

1. avalanche	a. ability to judge objectively
2. barmy	b. crazy

<p>3. <i>mock-up</i> 4. <i>meander</i> 5. <i>gormlessness</i> 6. <i>critical faculties</i> 7. <i>oasis</i> 8. <i>blithely</i> 9. <i>coughing up</i> 10. <i>state-of-the-art</i> 11. <i>banal</i></p>	<p>c. <i>in a carefree manner</i> d. <i>plethora</i> e. <i>refuge</i> f. <i>repetitious and dull</i> g. <i>replica</i> h. <i>spend</i> i. <i>ultra-modern</i> j. <i>wander</i> k. <i>stupid in appearance</i></p>
--	---

4. Decide whether these statements are true (T) or false (F), according to the article. Justify your answers by finding the relevant information in the text.

1. The writer had never visited a large shopping mall before.
2. Malls appeal mainly to dedicated shoppers.
3. You can only shop in malls.
4. They are mostly closed on Sundays and holidays.
5. Visitors are usually enchanted by malls.
6. They only buy a few odds and ends.
7. For many visitors a visit to a mall is rather like a religious experience.
8. The writer seems to have an ambivalent love - hate attitude to malls.

5. Pick out the words from the article connected with:

- 1) *movement;*
- 2) *religion;*
- 3) *emotional involvement and response;*
- 4) *business and finance*
- 5) *traveling and touring.*

6. What is the author's reason for saturating a secular article with ecclesiastical terms and using a plethora of words denoting visual perception and emotional involvement?

7. Answer the following questions. Summarize the information into one meaningful whole.

- What is the article about? What is its topic?
- What does the author think about the problem discussed? What is his attitude? What is the main idea implied in this writing?
- How does he try to justify his stance? What arguments does he find? Against? For?
- Do his findings correspond to the main trend?

Group discussion. Brainstorm ideas.

- ***Does the modern society really deserve the name of “consumer society”?***
- ***Can buying be patriotic? Give examples to support your stance.***

Vocabulary in Focus

8. In these sentences, three of the alternatives are correct and the rest are wrong. Decide which are correct and why the wrong alternatives seem incorrect.

1. I haven't heard of Snibbo Coffee before: is it a new?
Brand; category; commodity; make; species; style; variety
2. The was thronged with shoppers on the Saturday before Christmas.
Boutique; business; kiosk; mall; shopping centre; precinct
3. They stock a wide range of in most department stores.
Articles; goods; materials; merchandise; objects; supplies
4. The goods they have on offer in the market are certainly.....
A bargain; good value; invaluable; valued; value for money; worthy
5. Consumer protection laws must be observed by every.....
End user; patron; purchaser; retailer; trader; vendor
6. Shopkeepers can be fined if they the law.
Break; contradict; contravene; disregard; omit
7. An electronic cash register keeps a record of every.....
Bargain; contract; deal; negotiation; purchase; sale; transaction
8. If you want a shop to keep something for you until later, you may have to.....
Give a discount; give a refund; make a down payment; open an account; pay a bribe; pay a deposit; pay a ransom; pay a cash down
9. You can get something repaired free of charge if it is still under
Assurance; certificate; guarantee; twelve months old; warranty
10. I enjoy going to that shop because the staff are so.....
Courteous; helpful; humble; knowledgeable; lenient; obsequious; subservient

Creative Consolidation

9. Make a synthetic review of the article “Superdomes of Kitsch Patriotism”, supporting it with the information from other sources.

10. Write an article about shopping malls, their impact on visitors and shoppers, their practical value and emotional influence.

11. Project-Making

Make a 350-word project on one of these issues.

You are a young inexperienced businessman. You'd like to set up a business of your own. However you require capital so your decision is to apply to the local branch of STARbank. As a would-be borrower, think about financial arguments that will convince the bankers. Be ready to answer the questions about the viability of the future business, its financial success.

Possible businesses are:

- 1. a shop, selling equipment for home production of Japanese food;*
- 2. a company leasing sport equipment;*
- 3. a part-time consulting service advising entrepreneurs on starting new businesses;*
- 4. etc.*

UNIT 3. SALES TACTICS

- *What affects the level of sales?*
- *Can shop-owners influence it? How?*

Words in Context

1. Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.

- circumvent (v)** The company opened an account abroad, in order to **circumvent** the tax laws.
Circumvent means a. to avoid b. to meet head-on
c. to make smaller
- clandestine (adj)** Mr. Right was accused of industrial espionage when the fact of his **clandestine** telephone conversations with the company's competitors was found out.
Clandestine means a. popular b. secret c. unnecessary
- depreciate (v)** As soon as you drive a new car off the lot, it **depreciates**; it's immediately worth less than you paid for it.
Depreciate means a. to become better b. to become clear
c. to become less valuable
- disseminate (v)** What would be the best way to **disseminate** information about a new product?
Disseminate means a. to conceal b. to spread
c. to improve
- equivocate (v)** When asked about the company's strategy of winning a new clientele the manager prefers to **equivocate**, giving an ambiguous and evasive answer that it will be a very selected one.
Equivocate means a. to be blunt b. to be unclear
c. to deny
- fortuitous (adj)** Unexpectedly, I ran into an old friend who had just started her own business. The **fortuitous** meeting led to a job offer for me.
Fortuitous means a. accidental b. predictable

c. overdue

inadvertent (adj)

The **inadvertent** disclosure of secret information caused most gruesome repercussions. Our rivals on toothpaste production market used it to their advantage.

Inadvertent means

- a. not finished
- b. not intended
- c. irregular

precipitate (v)

Rafael's growth of four inches over the summer **precipitated** a shopping trip for new clothes.

Precipitate means

- a. to bring on
- b. to prevent
- c. to permit

reticent (adj)

Sellers are usually **reticent** about their methods of boosting trades keeping silent about their sales gimmicks.

Reticent means

- a. dishonest
- b. quiet
- c. unaware

sham (n)

The "going-out-of-business" sale was a **sham**. A year later, the store was still open.

Sham means

- a. something false
- b. something confusing
- c. accidental

2. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

- To fall or decrease in value or price; to lower the value of
- To cause to happen quickly, suddenly or sooner than expected
- A pretense or counterfeit; something meant to deceive
- Done in secret; kept hidden
- Happening by chance, by accident, or at random; lucky
- To avoid by going around, to escape from, prevent, or stop through cleverness
- Quiet or uncommunicative; reluctant to speak out
- Unintentional; accidental
- To be deliberately vague in order to mislead
- To spread or scatter widely; distribute

3. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Depreciate, precipitate, sham, clandestine, fortuitous, circumvent, reticent, inadvertent, equivocate, disseminate

1. Employees were ordered not to disclose any information about the fire at the factory; the leakage might scare off stockholders and bankruptcy.
2. The property when the city built a sewage plant nearby.
3. Advertising restrictions are easily by unscrupulous wheeler-dealers.
4. People of the legal profession are usually expected to be garrulous and vociferous, however legal advisers are all about their clients' secrets.
5. The candidate for the bank chair office seemed impeccable, but it was a He was a drinker and a womanizer and was mixed up in all kinds of illicit activities involving drugs and bribes.
6. It was strictly that company suffered no losses during the recent economic crises.
7. In a meeting at the café Gordon sold his employer's valuable anti-aging formula to a competitor.
8. When I asked my father if he liked my new dress, he, saying "Green is a terrific color".
9. The newspaper was quick to information about new tax rules. However it turned out to be premature.
10. When going into new business the losses are However it is possible to minimize them.

➤ *What do you know about sales gimmicks?*

4. Read the article

How Hidden Persuasion Makes Shoppers Spend

Entering a supermarket is like taking a seat in the psychiatrist's chair - the food shopper's deepest desires will be laid open and explored. In-store cameras backed up by discreet human surveillance measure when and where we are predisposed to pause and drop that unnecessary little luxury into the trolley. The laser beam at the check-out records what precipitates higher sales of mozzarella cheese – moving it to an eye-catching display or featuring it in the supermarket's latest TV advertisement. Nothing is fortuitous, or left to chance. Everything is thought out in minute detail and geared to increased sales and profits, which means getting consumers to buy things they don't really need, but cannot resist.

It's only evident that supermarkets prefer to equivocate any questions about tactics. They are reticent about their shams aimed at circumventing the most critically-minded shopper, and making him part with his critical faculties. They wish to appear the friendly grocer who helps wash our salads, not our brains.

Both shopping precinct design and goods layout should look inadvertent.

However, it is hard to disguise that virtually every new superstore has its primary doors on the left so the shopping is done clockwise, to the right. "Nine out of ten people are right handed and they prefer turning to the right," said Wendy Godfrey, a spokeswoman for Salisbury's, one major supermarket chain.

Profits from the store's own label products are normally higher than those from the big manufacturers. So own label baked beans are usually placed to the left of the Heinz display because the eye reads left to right and will spot the store's brand first. The big manufacturers can rectify this by paying a premium for better display. How much they pay - especially when they may well be making the own brand version for the supermarket - is a closely guarded secret and remains clandestine.

Of the 16,000 items of food which a superstore displays, only about 200 are KVIs - known value items - essentials such as tea, butter and coffee, the price of which will be known by most customers.

Three rules apply here. Firstly, keep the cost competitive, which means halving gross profit margins to 15 per cent.

Second, dot the KVIs around the store, disseminating bakery and dairy products in different corners. Customers will have to follow the route known among specialists as golden triangle hunting essentials out and walking past the frozen black forest gâteau, or mangetout peas - items they do not really need.

Moreover change the location of the KVIs from time to time shifting them from familiar surroundings to compel customers to search for trivial goods prolonging even the most routine shopping.

Can a store be too big, threatening and confusing for the customer? Current thinking is that abundance sells. A well-stocked 20-foot display of tomato ketchup sells more sauce than a depleted shelf 15 feet long. "I don't think there is a maximum size unless it is how fast the average customer can get round without the frozen food defrosting," said John Davidson, a lecturer in retail marketing at the University of Surrey.

"Lighting influences the customer," he said. "It is kept soft in the wine section to encourage browsing, but it is sharp and bright at the cosmetics counter to suggest cleanliness."

Width of aisles is also a factor. "If they move too fast they are missing buying opportunities," said Andy Mitchell, research officer with the Institute of Grocery Distribution. "They also try to bounce you back and forth across the aisle by putting the best-selling digestive biscuit on one side and the most popular chocolate one on the other."

Convenience and cost are also behind Sunday trading. Round-the-clock running of freezer and chill cabinets means supermarkets cost a lot to operate

after closing. Many perishables depreciated and thrown away on Saturday afternoon could be sold on Sunday. Just as important, however, is the psychology of leisure shopping. International studies show that people buy more expensive, discretionary items when they are relaxed and browsing.

It is not only how much one buys, but what one buys. A supermarket makes more profit from its own brand, microwave cooked-chill chicken Kiev than it does from the ingredients needed to make it at home. Many consumers appear willing to pay almost any price to avoid preparing food. Grated carrots wrapped in a nice plastic bag sell briskly for £1.18 a pound at Sainsbury's. Whole carrots, a few feet away, cost just 19p a pound. (*Based on the article by James Erlichman, The Guardian*)

Culture

black forest gâteau – (plural gateaux) – a large sweet cake, often filled and decorated with cream, fruit, chocolate etc.

mangetout pea - a kind of flat pea whose outer part is eaten as well as seeds.

digestive biscuit - a type of plain, slightly sweet biscuit that is popular in Britain.

cook-chill - cook-chill foods have already been cooked when you buy them, and are stored at a low temperature but not frozen.

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

1. brisk	a. to correct something that is wrong
2. dot	b. likely to decay if it is not kept properly
3. rectify	c. quick and full of energy
4. perishable	d. careful watching of a person or a place
5. subtle	e. to change someone's appearance so that they look like someone else
6. surveillance	f. not easy to notice unless you pay careful attention
7. disguise	g. to spread things over a wide area

6. How do you understand the following phrases?

subtleties of the language; be the soul of discretion; keep sb/sth under surveillance; blessing in disguise; dot the i's and cross the t's; on the dot; the year dot; Perish the thought!

7. Answer the following questions.

- How does supermarkets size influence sales?
- What are the advantages of Sunday trading?
- Which brands are the most profitable?

- How are essential products displayed and priced?
- How is supermarket customers' shopping behaviour studied?
- What specific factors are designed to increase sales?
- How are the interiors of supermarkets designed?

8. A number of sales tactics are mentioned in the article.

Example: Main doors are on the left so that people move clockwise around the store.

Look at the article again and find six more sales tactics.

• *What about sales tactics used in our country? Are they similar to those used abroad? What about entrance doors, are they on the right or on the left?*

9. Find the following sentences in the article and answer the questions about the words and expressions in italics. What is their meaning in the context? Use a dictionary to check.

1. In-store cameras *backed up* by discreet human surveillance ...

Does this mean that cameras are not the only means of watching people?

2. Everything is *geared to* increased sales and profits, ...

Are increased sales and profits a priority?

3.... the eye reads left to right and will *spot* the store's brand first.

Why is the store's own label displayed to the left of other brands?

4. Second, *dot* the KVIs around the store, ...

Are the KVIs all likely to be grouped together?

5. ...so customers will have to *hunt them out*...

Are they likely to be easy or difficult to find?

6. It is kept soft in the wine section to encourage *browsing*, ...

Are shoppers likely to spend more or less time in the wine section?

7. They also try to *bounce you back and forth* across the aisle ... *Are things arranged so they are easy to find?*

10. Comment on the title of the article and sum up the findings of the author.

Group Discussion. Brainstorm Ideas.

• *Why do you think supermarkets do not like talking openly about sales tactics? Do you think that if you are aware of the various tactics used to encourage you to spend, these tactics are less likely to work?*

Vocabulary in Focus

11. Read the following sentence from the article, paying special attention to the underlined word.

Everything is thought out in minute detail and geared to increased sales and profits, which means getting consumers to buy things they don't really need, but cannot resist.

12. Study the words which can combine with amount and match the words that collocate.

<i>tiny</i>	<i>resources</i>
<i>minute</i>	<i>wages</i>
<i>minuscule</i>	<i>minority</i>
<i>meager</i>	<i>population</i>
<i>scanty</i>	<i>risk</i>
<i>sparse</i>	<i>clothes</i>
<i>scarce</i>	<i>detail</i>
<i>considerable</i>	<i>majority</i>
<i>gigantic</i>	<i>income</i>
<i>overwhelming</i>	<i>notes</i>
<i>sizeable</i>	<i>clear</i>
<i>immense</i>	<i>influence</i>
<i>abundantly</i>	<i>skyscraper</i>
<i>copious</i>	<i>distance</i>

13. Make a synthetic review of the article “How Hidden Persuasion Makes Shoppers Spend”, supporting it with the information from other sources, revealing the situation in different countries.

14. Write an article to a magazine for professionals, advising them on the ways to boost trades.

15. Write a letter of concern to the editor of a magazine supporting customers’ rights.

UNIT 4. SOCIAL RESPONSIBILITIES OF BUSINESS

➤ *What do you think about the future of ethically responsible companies which tend to conduct business for the benefit of the environment, community and society as whole, without engaging in eg. corrupt behaviour in our country?*

Words in Context

1. Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.

disparage (v)

Companies in the clothing industry have been **disparaged** more than once for poor health and safety records.

Disparage means

a. praise b. criticize c. applaud

exoneration (n)

When a million dollars mysteriously vanished, the company decided to fire its accountant. The **exoneration** came after the cause was traced to a computer malfunction.

Exoneration means

a. harm b. proof of guilt
c. rehabilitation

indigenous (adj)

Manufacturers tend to move their production to developing countries where they can use underpaid **indigenous** labour force.

Indigenous means

a. important b. native c. welcomed

liability (n)

My shyness with strangers would be a **liability** in any job that involved meeting the public, such as sales.

Liability means

a. an asset b. a handicap
c. a necessity

ostracize (v)

High-profile companies will never condone the infringement of codes of ethics from their employees. They will **ostracize** any manager behaving unethically.

Ostracize means

a. reject b. feel sorry for c. control

proliferation (n)

Rapid development of capitalism

	triggered the proliferation of workshops, involving sweatshop labour with terrible working conditions.
<i>Proliferation</i> means	a. damage b. shortage c. rapid increase
rudimentary (adj)	The factory was just a caricature of a modern enterprise. The equipment was rudimentary , the personnel unqualified, the management inadequate.
<i>Rudimentary</i> means	a. not advanced b. intermediate c. advanced
snuff (v)	Such rigid control can only snuff employees' initiative.
<i>Snuff</i> means	a. encourage b. hold back c. release
tenet (n)	Our company's main tenet is: "Ethically responsible business is profitable".
<i>Tenet</i> means	a. a principle b. a ritual c. a prediction
ubiquitous (adj)	Though labor abuse is ubiquitous and seen in every corner of the world and industry, companies in the clothing industry are particularly open to criticisms about sweatshop labor.
<i>Ubiquitous</i> means	a. scarce b. newly discovered c. found everywhere
vociferous (adj)	A quite, polite discussion may be better than a vociferous argument, but some people get more satisfaction out of yelling and shouting.
<i>Vociferous</i> means	a. distant b. mild c. loud

2. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

..... Fundamental; necessary to learn first

- Living, growing, or produced naturally in a particular place; native
- To expel or exclude from a group
- A belief or principle held to be true by an individual or group
- Something that acts as a disadvantage; a drawback
- A rapid increase or spread
- To criticize and show no respect to something
- Existing or seeming to exist everywhere at the same time
- Proof of innocence, clearing of an accusation
- Noisy; expressing feelings loudly and intensely
- To silence or suppress; crush

3. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Disparage, exoneration, indigenous, liability, ostracize, proliferation, rudimentary, squelch, tenet, ubiquitous, vociferous

1. All companies are subject to outside scrutiny but industrial accidents due to terrible working conditions are both in highly developed and underdeveloped countries.
2. Company's transparency will any accusations of misconduct.
3. social welfare system makes the shock of redundancy especially dreadful.
4. The company was widely after the facts of their social irresponsibility had been revealed to public by the journalists.
5. Recent social performance audits resulted in company's complete of bribery.
6. Public awareness of the importance of social and environmental issues caused the of the companies dealing with social reporting.
7. Brazilian society is maturing and adopting a model of development to more advanced economies that balances economic growth, social justice and the sustainable use of natural resources.
8. Folk wisdom is replete with contradictory sayings ands. It's fun to contrast pairs such as "He who hesitates is lost" and "Look before you leap."
9. The companies that want to be seen as good corporate citizens demand high levels of probity and integrity complete honesty from their employees. They will never tolerate any form of misconduct and any person guilty of it.
10. The foreman is so egocentric that he has become a to the company. Concerned only with his own needs, he is oblivious to the needs of the workers.

11. Child labour has often aroused cries of protest and outrage.

- *What is the global reputation of McDonald's?*
- *What do you know about its social policy?*

4. Read the article.

America's Hamburger Helper

McDonald's gives new meaning to "we do it all for you" by investing in people and their neighborhoods.

Whenever we come across the name of McDonald's in the media we anticipate vociferous reports about antiglobalists' new attacks against Golden Arches. The main fast-food chain has become their main and "favourite" culprit.

The burger chided by environmentalists and revered by children, has become a cultural institution. But according to the zealots of global diversity behind the façade of convenience and "have a nice day" lie ruthless marketing instincts and elaborate organization. The famous corporation is often berated for sweatshop and child labor.

Global champ McDonald's is spreading into developing markets, where its image as an icon of Americana makes it hugely popular. Its ubiquitous restaurants are associated with the proliferation of American culture and annihilation of indigenous cultures and traditions.

However any attempts of ostracizing the corporation were squelched by the recent events in South Central Los Angeles.

When the smoke cleared after mobs burned through hundreds of businesses, many of them even black owned, had been destroyed. Yet not a single McDonald's restaurant had been torched. Within hours after the curfew was lifted, all South Central's Golden Arches were back up and running, feeding fire fighters, police and National Guard troops as well as burned-out citizens. The St. Thomas Aquinas Elementary School, with 300 hungry students and no utilities, called for lunches and got them free with delivery to boot.

For Edward H. Rensi, president and CEO of McDonald's U.S.A., the explanation of what happened, or didn't happen, in South Central L.A. was simple: "Our businesses there are owned by African-American entrepreneurs who hired African-American managers who hired African-American employees who served everybody in the community, whether they be Korean, African American or Caucasian."

The \$19-billion-a-year company has often been the target of those who disparage everything from its entry level wage structure to the aesthetic blight of its cookie-cutter proliferation. But the Los Angeles experience was exoneration of enlightened social policies begun more than three decades ago. The late Ray Kroc, a crusty but imaginative salesman who forged the chain in 1955, insisted

that both franchise buyers and company executives get involved in community affairs. His main tenet was "If you are going to take money out of a community, give something back. It's only good business."

As a result, McDonald's stands out not only as one of the more socially responsible companies in America but also as one of the nation's few truly effective social engineers. Both its franchise operators, who own 83% of all McDonald's restaurants, and company officials sit on boards of local and national minority service organizations, allowing the company to claim that its total involvement in everything from the Urban League and the N.A.A.C.P. to the U.S.

The spawning ground for many of the new ideas and programs designed to integrate the franchises into neighborhoods in which they operate has been the company's moral and intellectual McCenter, Hamburger University. Since 1979 the company has held affirmative-action seminars for its executives and managers there, as well as in many of the company's 40 regional offices, on such topics as how to manage the changing work force and handle career development for women, blacks and Hispanics. Each year 3,000 employees complete affirmative action training programs that last 1/2 to 3 days. Ideas originated at headquarters and by individual franchisees have led to programs such as McJobs, which takes on mentally and physically impaired employees, and McPride, which keeps students in school and rewards them for academic achievement while they work.

Today nearly 70% of McDonald's restaurant management and 25% of the company's executives are minorities and women, and so are about half its corporate department heads. This year McDonald's will nearly double its purchases from companies that are minority or female owned, from last year's \$157 million to \$300 million. Several of the biggest are owned and operated by former McDonald's managers or franchise holders.

Through a program devised by its store owners, the company has helped establish 153 Ronald McDonald Houses, named for the chain's trademark clown, where families of seriously ill children can stay while the child is undergoing extensive medical treatment, such as chemotherapy or bone-marrow transplants. Each house serves an average of 15 families who pay from \$5 to \$ 15 a night, if they can afford it.

But McDonald's broadest impact has been through its basic job-training system. Its 8,800 U.S. restaurants (there are an additional 3,600 overseas from Beijing to Belgrade) train American youth of every ethnic hue. "Sending a kid to the Army used to be the standard way to teach kids rudimentary skills and basic values, discipline, respect for authority, to be a member of a team, get to work on time, brush your teeth, comb your hair, clean your fingernails," says Ed Rensi. "Now, somehow, McDonald's has become the new entry-level job-training institution in America. We find ourselves doing things in that role that we would never imagine we would do." Among them: paying kids to study, rewarding them for staying in school, hiring physically and mentally

handicapped youngsters and adults and giving sensitivity training to co-workers. In a program called McMasters, older people, usually retirees, are hired to work alongside young crew members to give the workplace a sense of family and to set an example of caring, courtesy and responsibility.

At Pat Newbury's McDonald's restaurant in Renton, Wash., some young employees earn an hour's pay not for flipping burgers but for studying an hour before their work shift begins. In a Chicago-area restaurant, Hispanic teenagers are being tutored in English. In Tulsa, a McDonald's crew is studying algebra after work. At a Honolulu restaurant, student workers get an extra hour's pay to study for an hour after closing. In Colorado, Virginia and Massachusetts there are Stay in School programs offering bonus money for employees who receive good grades. Reading-improvement classes frequently take place at restaurants in Kansas and New Jersey.

Despite the initial skepticism of educators, McDonald's programs have managed to allay the fears of many that work and school could not mix. In February the National Association of Secondary School Principals passed a resolution commending the company for "exemplary and motivational efforts to support education, students and assistant principals.

"In conjunction with the vocational-rehabilitation services of several states, nearly 7,000 disabled and handicapped people have been trained to function as full McDonald's employees by job coaches drawn from within the company. Before these less fortunate employees take their places, company trainers often put young able-bodied workers in blindfolds, gloves or dark glasses to demonstrate the liability their new colleagues have to deal with in doing the same jobs.

Owner Jonah Kaufman has 26 handicapped people, mainly with Down syndrome, on the payroll in his 12 Long Island stores. Kaufman says the key to his success with the disabled is "to try not to treat them differently." McDonald's has used Braille and its own kind of sign language as aids for impaired employees. At McDonald's Oak Brook headquarters, staff workers are sought from specialized schools, such as Gallaudet University and the Rochester Institute for Technology, which has an educational center for the deaf.

Senior vice president Robert H. Beavers Jr., who gave up plans to become an electrical engineer 19 years ago to stay with McDonald's, says the company's socially minded business practices have made the company stronger: "Our energy level and our understanding of the market today are much better because of the cultural diversity we have." He points out that in the inner city, where he grew up, they say, "If you talk the talk, you better walk the walk."

In Los Angeles, they talked and they walked and they didn't burn. So Rensi and his team intend to keep on keeping on. After all, it's only good business. *(Based on America's Hamburger Helper by EDWIN M. REINGOLD LOS ANGELES, Choice Burgers by Helen Lowery, The Observer; the Weariness of the Brand by Oleg Leonov and Peter Kiryan, The Expert, №17, 2002.)*

Culture

affirmative action - a policy in government, business, and education that gives opportunities to women and minority group members. Affirmative-action programs began after the civil-rights movement of the 1960s.

franchise - the right and power to be part of a corporation; a business that is associated with a larger corporation. Most McDonald's restaurants are franchises with individual owners.

Golden Arches - a McDonald's restaurant. The gold colored *M*, which looks like a pair of arches, is a trademark for McDonald's.

Hamburger Helper - the brand name of packaged ingredients that are added to ground beef to make a one-dish meal.

hamburger stand - a fast-food restaurant that sells hamburgers.

inner-city belonging to the older, usually poorer, central area of a city. Many inner-city neighborhoods are inhabited by minority groups.

special-ed - in need of special educational services because of mental or physical disabilities.

"We do it all for you." - an advertising slogan used by McDonald's.

Caucasian - belonging to the race that has white or pale skin.

at-risk - in danger of failing in school.

cookie-cutter - repetitious; identical. This is a negative term that suggests a lack of imagination or creativity.

flip burgers - to cook hamburgers by turning them on a grill.

5. Find the expressions in the article and explain what they mean.

Culprit, chided by environmentalists, revered by children, zealots, sweatshop and child labor, icon of Americana, annihilation, after the curfew was lifted, the late, the spawning ground, mentally and physically impaired employees, every ethnic hue, allay the fears, a resolution commending for

6. Match the words with their explanations.

1. mob	a. connected with beauty and art
2. aesthetic	b. a big crowd of people
3. late	c. to found a group of
4. crusty	d. not willing
5. forge the chain	e. dead
6. reluctant	f. to develop a plan
7. spawning ground	g. ability to understand other people's feelings
8. devise a program	h. bad-tempered
9. sensitivity	i. a place to try all the components of the plan

7. A bigger part of the article deals with vocational-rehabilitation programs for the disabled. Find in the article all the synonyms of the word 'disabled'. What antonyms does the author use?

8. Explain the following phrases and sentences.

a. The \$19-billion-a-year company has often been the target of those who disparage everything from its entry-level wage structure to the aesthetic blight of its cookie-cutter proliferation.

b. '..... hires elderly and handicapped workers aggressively'

9. Answer the following questions.

- According to Edward H. Rensi, why weren't the McDonald's stores burned during the rioting in Los Angeles?

- Who was the founder McDonald's? What advice did he give to franchise buyers and company executives?

- What are some examples of McDonald's commitment to minorities and women?

- What is Hamburger University? McPride? McJobs? McMasters? Ronald McDonald House?

- What are some of the special things that McDonald's stores have done to help their employees?

10. The title of the article contains a double entendre (a phrase with two meanings). Using your knowledge gained from the article and the Culture section, explain the meanings.

11. Choose one sentence in the article that serves as the thesis (the main idea or unifying concept). Do you think the thesis is supported by adequate examples? Why or why not?

Group Discussion. Brainstorm Ideas.

- **Discuss fast-food restaurants. What do they tell about the lifestyle of a culture? Are there fast-food restaurants in your home culture? Are they beneficial to the culture? Do they harm the culture in any way? How do they affect the image of the country?**

Vocabulary in Focus

12. Complete the sentences with the expressions from the box.

Transparency, bribes, ethics, stakeholders, social audits, stakeholder theory, social reporting, public relations, exercise
--

1. The company was accused of giving to local officials in order to allow their products into the country more quickly.
2. Voters demanded that there should be greater in the election process so that they could understand it fully.
3. Following the scandals of Enron, Worldcom and others, there is greater emphasis in business schools on the teaching of
4. The management has to be aware of its wider responsibilities to the community, not just employees and shareholders, when presenting new proposals. This is sometimes called
5. There is a risk that companies in industries that are more renowned for polluting and exploiting that caring and sharing could adopt and use it to highlight their more ethical activities, purely as a
6. Auditors should also be required to report to a wider interest group than just the shareholders. These could include bankers, customers and suppliers, potential shareholders, employees and even government departments.

Creative Consolidation

13. Write an article about the importance of socially responsible business in Russia.

14. Make a synthetic review of the article “America’s Hamburger Helper”, supporting it with the information from other sources.

14. Project-Making

Make a 350-word project on one of these issues for presentation at mini-conference on relevant topic. Prepare to answer the questions after your presentation.

Do the following activities, several of which are not illegal, conform to the basic rules of the society, or not?

- Bribing corrupt foreign officials in order to win foreign orders, on the grounds that where bribery is a way of life, you have no alternative if you want to win a contract.
- Industrial espionage – spying on competitors’ R&D departments with concealed cameras and microphones, bribing their employees, etc. – rather than doing your own expensive research and development.
- Selling supposedly durable goods with “built-in obsolescence”, i.e. which you know will not last more than a few years.
- Spending money on lobbying, i.e. trying to persuade politicians to pass laws favourable to your particular industry.
- Telling only half the truth in advertisements, or exaggerating a great deal, or keeping quiet about the bad aspects of a product.

Undertaking “profit smoothing, i.e. using all the techniques of “creative accounting” to hide big variations in profit figures from year to year, and threatening to replace the auditors if they object.

“Whistle blowing”, i.e. revealing confidential information to the police or to a newspaper, e.g. that a company is breaking health and safety regulations and therefore putting people’s lives to danger, or illegally selling arms to foreign dictators.

Revealing clandestine information as well as the details of running business in a company after leaving it to its competitors.

READING SELECTION

➤ *Look through the articles and choose one for presentation. Find at least one more article on the same topic and make a synthetic review.*

PART A.

The Mystical Power of Free Trade

By Michael Kinsley

Some people find it hard to believe it really works, but it does.

Free trade is always a hard sell. In all social science, the proposition that comes closest to being scientific, in terms of being theoretically provable and true in real life, is that a society benefits from allowing its citizens to buy what they wish even from foreigners. But people resist this conclusion, sometimes violently, as in Seattle last week. Why?

A couple of reasons. First, the principle of free trade may be true, but it's not obviously true. In fact, it's counterintuitive. If a factory shuts down because of a flood of cheap foreign products, how is that good? If the middle-class finds itself competing with workers being paid practically nothing and living in squalor in other countries, how can this send the middle-class standard of living up and not down? If another nation is willing to pollute its air and water in order to produce goods for sale in the global economy, how can a country join that economy and still hope to keep its own air and water clean?

There are answers to these questions, but they take a bit of background and a bit of persuading. Students of economics are led step by step through layers of reasoning until the moment they see the light. Skeptics think that the whole routine is like induction into a religious cult and that free trade is more like an article of religious faith than a sound policy recommendation. These skeptics are wrong, but their skepticism is understandable.

The other reason it's hard to sell free trade is that any given example tends to benefit a lot of people in small ways that are hard to identify and tends to harm a few people a lot in ways that are vividly evident. When that factory shuts down, the unemployed workers know they've suffered a loss, and they know why. And it's a big enough loss to stir them politically. It will affect their vote at least, if not cause them to march in the streets.

By contrast, budget-conscious shoppers (maybe those same workers) who are able to save a few bucks on a new sweater are not likely to realize they are enjoying a bargain as a result of global trade or to take to the streets to defend their right to a cheap sweater. Or suppose the U.S. slaps a tariff on foreign sweaters and the foreign country retaliates by raising a tariff on something the U.S. is selling them the people who would lose their jobs aren't even identifiable for sure, though for sure they exist. Likewise the people who lose jobs because shoppers who have to pay more for sweaters have less money to spend on other things.

It's by considering all these things the risk of losing your job one way minus the risk of losing it another, the extra money you make if your industry is shielded from foreign competition minus the extra money you pay for goods and

services that are protected that you reach the conclusion that on average, free trade benefits us all. Yes, there are various economic theories about circumstances in which all this may not be true, but their authors win prizes precisely because the circumstances are unusual. In general, the numbers work irrespective of what policies other countries follow. They just get worse if one country's trade restrictions lead other countries to impose more of the same. Trouble is, who's got time for all that math?

Still a half-century of general prosperity in the U.S. has created a climate of toleration, if not enthusiasm, for the free-trade gospel mostly, indeed, as a gospel of our civic religion rather than out of anyone's buying the math. Alarm about imports tends to ebb and flow with the economy less in good times, more in bad. So how, in the best times ever, did the World Trade Organization become the global bogeyman? No earnest college kid ever hitched across the U.S. to carry a picket sign against the General Agreement on Tariffs and Trade, the WTO's predecessor, although its function was similar. It took decades for the CIA, the Trilateral Commission and the Council on Foreign Relations to achieve their places in the pantheon of political paranoia. The WTO has joined them in just four years. And it is despised across the entire political spectrum, whereas these other groups symbolize evil only to one political extreme or the other.

Part of the explanation is the special nature of the current prosperity, which is widening the income gap rather than narrowing it, as in the past. Part is the growth of global economic forces that are actually impinging on national sovereignty, even though it's the paranoid hysterics who say so. But the WTO isn't responsible for either of these trends, both of which are probably inevitable and neither of which undermines the basic case for free trade or for an organization empowered to promote trade through binding arbitration of trade disputes.

Maybe it's the name. If you call yourself the World Trade Organization, you can't complain much if people dial your toll-free number and gripe about world trade. If a bunch of heads of government plans a triumphalist self-celebration in Seattle, you can't blame party poopers for showing up to horn in on the publicity. But really, the WTO is O.K. Do the math. Or take it on faith.

Vocabulary

proposition – a judgment, suggestion (business, politics)

benefit – (from)to bring advantages to someone or improve their way in some way; **benefit** (v):**have the benefit of; reap the benefit of** (=use and enjoy the advantages of something you have worked to achieve); **be of benefit** (be useful or helpful in some way); **be on benefit; give sb the benefit of the doubt** – to accept what someone tells you even though you think they may be lying

hitch – to ask a free ride from the drivers of the passing cars by putting your hand out with your thumb raised; **hitch-hike; hitch** (n) - a problem that delays something for a short time: **without a hitch**

induction – the introduction of someone into a new job, company, official position: **induction course**; a ceremony in which someone is officially introduced into an official position; **induct** (v), **inductee** (n). **Compare: induce** – to make someone decide to do something, especially something that seems unwise; to cause a particular physical condition; **inducement** – something such as money or a gift that you are offered to persuade you to do something

stir – mix, move slightly; make someone have a strong feeling or reaction: **stir sb's memory/imagination**; to cause trouble; **stir** (n) a feeling of excitement or annoyance: **create/cause a stir**; **stirrings** (of love/ doubt/ rebellion) early signs that love is starting

slap – to hit someone with the flat part of your hand; **slap down** – criticize unfairly and unkindly so that they lose confidence; **slap sth on** – to suddenly announce a new charge, tax etc, especially unfairly or without warning

retaliate – to do something bad to someone because they have done something bad to you; **retaliation** (n): **in retaliation for**

impose – (a ban/ tax/ fine etc on) – to officially order that something should be forbidden, restricted, taxed; **impose a burden/ strain etc on/ upon** - have a bad effect on someone by causing them problems; to force someone to have the same ideas or beliefs; **imposition** (n)

prosperity – a condition of having money and everything that is needed for a good life; **prosper** (v), **prosperous**

1. Match the words with their definitions.

<i>resist</i>	suddenly understand something
<i>see the light</i>	thrift
<i>sound recommendation</i>	evil spirit, especially in children's imagination
<i>budget-conscious</i>	oppose or fight
<i>toleration</i>	unreasonable scare of someone
<i>bogeyman</i>	a temple built in honour of all gods
<i>earnest</i>	sensible, well-grounded
<i>pantheon</i>	acceptance of other people's ideas contradicting yours'
<i>paranoia</i>	serious, believing that what you say is important

2. Explain the following.

- to live in squalor
- Alarm about imports tends to ebb and flow with the economy – less in good times, more in bad.
- You can't complain much if people dial your toll-free number and gripe about world trade.
- You can't blame party poopers for showing up to horn in on the publicity.

3. Answer the following questions.

- a. Why isn't it obvious that free trade is beneficial?
- b. Why does the author parallel free trade with a religious cult?
- c. What is the paradox of ambivalent consequences of free trade for people?
- d. What could happen if the US slapped tariffs on some commodities?
- e. Will a country benefit if it imposes barriers shielding its economy from foreigners?
- f. How has the climate of toleration for free trade gospel changed lately?
- g. Why has WTO rather than its predecessor become the global bogeyman?
- h. Is the WTO responsible for the special nature of the current prosperity?
- i. How does free trade affect national sovereignty?

4. Comment on the title, summing up the reasons brought by the author.

PART B.

Spring Comes Early to Silicon Valley

Michael Moritz is a partner at Sequoia Capital, the California venture-capital firm that has helped to organize and finance some of NASDAQ's companies.

A venture capitalist explains why rotten news will help fertilize future growth

One statistic is missing from the slew of data published about the state of the U.S. economy. It is the length of the commute between San Francisco and Silicon Valley. Since last fall, when the layoffs began in the valley, this journey, which I have been making twice a day for the past 15 years, has started to shorten.

There are plenty of signs of the shockingly sudden economic slowdown during my commute. The radio isn't filled with the hopeful jingles of Internet retailers, and I can almost always get a cell-phone circuit. Some of the signs are just that vacancy signs dangling from buildings whose landlords until recently were demanding shares in the companies started by their tenants. And the blank billboards along Highway 101 the valley's main thoroughfare mutely advertise the downturn. There are few tire kickers in the lots of the luxury-automobile dealers. Near my office, the people who sometimes paraded along the sidewalk bearing placards that said WILL WORK FOR EQUITY have mercifully disappeared.

All this is good news for those of us whose business is to help start and organize young companies. Today Silicon Valley is akin to Fort Lauderdale, Fla. after spring break. The tourists have abandoned us. Most of the people who came here in search of a quick buck during the past few years have gone. The foreign billionaires have scuttled back to Europe and Asia, the corporate parvenus have retreated, and Hollywood celebrities no longer swish through our office seeking a smattering of pixie dust.

Suddenly, starting a company is no longer a fashion statement. Now only the genuine believers want to leave large companies to create or join a new business. Everyone has become far more prudent about spending money. Unbridled optimism has been splattered with a large coating of reality. Today the climate for investments in tiny, unknown valley fledglings is the best it has been for more than 10 years.

I don't mean to belittle the human consequences of the recent convulsions. If it's any consolation, plenty of companies with which I've been involved have encountered their share of bad news and hard times. But this is the inevitable result of the excitement and chaos that surround any new industry. Think of all the dreams that were shattered, careers that were ruined and money that was lost as a result of the birth of the huge industries that developed around oil, telephones, movies, automobiles, airplanes, semiconductors and personal computers. Working with young companies can be dangerous for anyone. It

doesn't matter whether that was in Akron, Ohio, in the 1870s, Detroit in the 1920s or Santa Clara, Calif., in the 1990s.

In Silicon Valley the cycle of enthusiasm and disappointment has been compressed as the years have gone by and the pace of innovation has increased. The 1960s spawned the rise of the semiconductor business. The 1970s brought personal computers. The 1980s gave us computer-networking companies and bio-tech firms. And the 1990s produced a rush of Internet companies. Each of these waves was followed by disappointments as hundreds of weak companies collapsed or were gobbled up by their larger competitors. But all these periods gave rise to the formation of a handful of venture capital-backed firms that have come to occupy major roles in the U.S. and the global economy, such as Intel, Compaq, Amgen, Microsoft, Sun Microsystems, Dell, AOL, Oracle and Cisco Systems.

If the savagery of a young industry leads to casualties, so does the chaos surrounding rapid corporate growth. There is barely an important technology company that has not had a close encounter of the worst kind. Over the past 20 years, business writers have penned plenty of premature obituaries for all the companies I just mentioned. These companies seem to go through similar phases: a period of obscure labor followed in rapid order by glowing notoriety, loosely controlled growth, chest-pounding arrogance, a rude comeuppance and public humiliation. The fortunate recover and become stronger. The weak surrender to economic necessities.

Although stock-market indexes are dropping to ankle level, there is still little reason for gloom about the long-term prospects for U.S. technology companies. Progress will not stop. Invention will not cease. Ambition will not evaporate. Many years ago, during a similar period of bleakness, we encountered a little company with a dozen employees attacking a market that few people understood. Eight weeks after the crash of 1987, when the only sound in the air was of checkbooks slamming shut, Sequoia Capital became the first investor in this unknown company. Its name was Cisco Systems.

Vocabulary

spawn – to make a series of things happen or start to exist

scuttle – to move quickly with short steps (along, past, down); to sink a ship by making holes in the bottom, especially to prevent it being used by the enemy

swish – to move or make something move quickly through the air with a smooth quiet sound; **swish** (n); **swish** (adj) – fashionable and expensive-looking

akin to – very similar to

gobble (up)- to eat something very quickly or in a way people do not consider polite; finish a supply of something quickly; **gobbledygook/gobbledegook** – complicated language, especially in an official document which seems to have no meaning

encounter – to experience problems, difficulties or opposition when you are trying to do something; to meet someone or experience something unexpectedly; **encounter** (n); **chance encounter** (a meeting caused by luck or chance); **close encounter** (situation that could have been dangerous or unpleasant)

obscure – not at all well known and usually not very important; difficult to understand; **obscure** (v) – to make something difficult to know or to understand: **obscure the fact/ issue** etc; to prevent something from being seen or heard clearly

glow – to shine with a soft, steady light; to produce a red light and heat without flames, if your face or body glows, it is red or hot as a result of exercise or strong emotion; **glow with pride/ pleasure/ triumph** etc – to look very happy because you feel proud etc; **glow** (n); **glowing report/ account/ description** – a report full of praise: **in glowing terms** – using a lot of praise

cease – stop doing something: **cease fire!**; **wonders will never cease**; **cease** (n): **without cease; ceaseless**

bleak – without anything to make you feel cheerful or hopeful: **bleak news/outlook/ prospect/ future**; cold without any pleasant or comfortable features

abandon – to leave someone, especially someone you are responsible for; to stop doing something because there are so many problems and it is impossible to continue; **abandon hope; abandon yourself to** (to feel an emotion so strongly that you let it control you completely); **abandon** (n) **with gay/ wild abandon** (in a careless or uncontrolled way without thinking or caring about what you are doing)

1. There are at least 3 words meaning plethora, host. Pick them out.

2. Match the following words with their explanations.

- | | |
|----------------------------|--|
| <i>a. lay-off</i> | a very expensive posh car |
| <i>b. tire-kicker</i> | to make something look smaller |
| <i>c. parvenu</i> | the act of making redundant |
| <i>d. pixie</i> | ruined illusions |
| <i>e. belittle</i> | shame and embarrassment after being made to look stupid |
| <i>f. shattered dreams</i> | a well deserved punishment |
| <i>g. humiliation</i> | to change into steam |
| <i>h. comeuppance</i> | an imaginary small creature with magical powers |
| <i>i. evaporate</i> | a former low class representative who is now rich and powerful |

3. Explain the following.

- a. Unbridled optimism has been splattered with a large coating of reality.

- b. If the savagery of a young industry leads to casualties, so does the chaos surrounding rapid corporate growth.
- c. Over the past 20 years, business writers have penned plenty of premature obituaries for all the companies mentioned.
- d. Although stock-market indexes are dropping to ankle level, there is still little reason for gloom about the long term prospects.

4. Answer the following questions.

- a. What signs of “shockingly sudden economic slowdown” does the author mention?
- b. What is the attitude to starting new businesses?
- c. What is the investment climate like in Silicon Valley?
- d. What are the periods of Silicon Valley history?
- e. Do the phases of the history contradict the rapid corporate growth?
- f. Why is there little reason for gloom about the prospects of future development of Silicon Valley?

5. Comment on the title of the article and sum up the information.

PART C.

Wall Street's New Pitch

BY DAVID NOONAN

These days banks sell simple joys instead of riches.

Never mind the recent surge in layoffs or Federal Reserve Board chairman Alan Greenspan's congressional testimony last week about faltering consumer confidence. Perhaps the best evidence yet that the economy is softening is a new crop of ads from some of the nation's top financial-services firms. In the latest example of Madison Avenue's knack for quickly capturing shifts in the Zeitgeist, the ads have dumped the "Why aren't you a millionaire yet?" pitch that dominated financial ads in the '90s for a celebration of life's simpler pleasures. Indeed, one new TV spot for Citibank suggests that the surest way to "get rich quick" these days are to play with your kids. Remarkably, the ad, from one of the world's most powerful financial institutions, ends with the line "There's more to life than money."

The financial-services giants have long been among the nation's most skillful and pervasive advertisers, but the economic slowdown has left the multitrillion-dollar industry in a bind. After years of easy profits for themselves and their customers, the nation's big brokerages, which spent \$2.9 billion on advertising in the first six months of 2000, are struggling to reinvent their marketing strategies. Gone are the days of the memorable 1999 Discover brokerage ad that featured a scruffy tow-truck driver whose day-trading talents earned him enough money to buy his own island. "Our target customer is not the person who thinks they're going to become a millionaire with the next IPO," says Marge Magner, head of Citigroup's consumer businesses.

Citigroup was one of the first big firms to sense the changes in the air. The company, which hadn't launched any significant new advertising since its buzzy "The Citi Never Sleeps" campaign premiered in the late '70s, began researching its latest ads last spring, not long after the markets plunged so dramatically on April 14. Bank officials quickly concluded that pushing the accumulation of wealth in today's shaky climate just wouldn't work. So the new ads focus instead on home and family and strike more of a spiritual note than a material one. The Citibank ads, like similar ones for Van Kampen Investors, aren't about the how of making money, they're about the why, and they are slick and evocative. The things that matter most in life they say, are children splashing in wading pools, grandmothers nuzzling happy babies, pretty girls making fanny faces and other fleeting moments of simple human joy. It's very different image of what Wall Street is about, says former Labor secretary Robert Reich, whose new book is called "The Future of Success." "Their message through the late 1990s was Come with us and make a bundle. Now people are thinking about saving a little bit more, slowing down, getting a life."

Of course, the new pitches are not simply about promoting a sense of well-being. Citibank is calculating that its new ads, create by Fallon Minneapolis, will transform it into the bank of choice for the millions of Americans it refers to as "balance seekers." Guide by research, the bank is targeting households with incomes ranging from \$60,000 to \$100,000. They are "people who have always believed that money is not the end, but the means to an end," says Anne Bologna, the director of planning Fallon Minneapolis. Citibank execs say 90 million Americans fit into the category. That's a whole lot of mortgages, credit cards and other services, and to snare a big chunk of it, Citibank is investing as much as \$100 million in its campaign, which was launched in January and includes print, TV and outdoor display ads. Despite skepticism about banks and investment companies de-emphasizing the importance of money marketing experts say the soft sell may be just the right approach for hard times.

Culture

exec – (informal) executive

Vocabulary

surge – a sudden large increase in a feeling, demand, profit, interest; a sudden movement of a lot of people: **a surge of refugees; surge** (v)

falter – to become weaker and unable to continue in an effective way;

faltering – nervous and uncertain or unsteady

knack – a special skill or ability that you usually gain by practice; **to have a knack of doing sth** – to have a tendency to do something

capture – to catch someone in order to make them a prisoner, to get control of a place that previously belonged to an enemy; **capture sb's imagination/attention/heart/firm/ part of the market**

dump – put something somewhere in a careless, untidy way; get rid of something you do not want; sell goods to a foreign country at a much lower price; copy information stored in a computer's memory on to a disk or magnetic tape; **dump on** - to criticize someone very strongly and often unfairly; **dump** (n)

pervasive – existing or spreading everywhere: **the pervasive influence of television, all-pervasive mood of apathy; pervasiveness** (n); **pervade** (v)

launch – to start official, public, or military activity that has been carefully planned: **launch a campaign/ appeal/ inquiry/ attack; launch a product** – to make a new product, available for sale for the first time; **launch a boat/spaceship; launch into** – to suddenly start a description or a story, or suddenly start criticizing something; **launch out** – to start something new, especially something that involves risk; **launch** (n)

plunge - move, fall, or be thrown suddenly forwards and downwards; (price) go down by a large amount; (ship) move violently up and down, usually because of high waves; **plunge in** – start talking, doing sth quickly and confidently without worrying; **plunge sb/sth into** – make someone experience a particular

type of situation, especially one that is difficult or unpleasant: **be plunged into gloom/ despair; plunge into sth** – begin to do something suddenly without thinking about the possible results; **plunge** (n)

evocative – making people remember something by producing a feeling or memory in them; **evoke** – to produce a strong feeling or memory in someone; **evocation** (n)

fleeting – lasting for only a short time : **fleeting glimpse/ impression/ glance/ moment**

1. Match the following words with their explanations.

- | | |
|---------------------------------|--|
| a. <i>pitch</i> | make water fly up in the air with a loud noise by hitting it |
| b. <i>shift</i> | be acceptable because of the same opinions, features |
| c. <i>reinvent</i> | leave in an annoying or difficult situation |
| d. <i>memorable</i> | sly, cunning |
| e. <i>splash</i> | a noticeable change |
| f. <i>fit into the category</i> | produce an idea that existed in the past |
| g. <i>leave in a bind</i> | worth remembering |
| h. <i>slick</i> | ground on which a sport is played |

2. Explain the following sentences.

a. The financial-services giants have long been among the nation's most skillful and pervasive advertisers, but the economic slowdown has left the multitrillion-dollar industry in a bind.

b. Of course, the new pitches are not simply about the promoting a sense of well-being

c. And to snare a big chunk of it, Citibank is investing as much as \$100 million in its campaign, which was launched in January and includes print, TV and outdoor display ads.

3. Answer the following questions.

- What does the new type of ads manifest?
- What kind of ads are most powerful financial institutions capitalizing on now?
- What were the reasons for launching new strategies in advertising
- What is Citibank expecting from this alteration and why?
- Is their optimism unbridled or well-grounded?

4. Comment on the headline summing up the information from the article.

PART D.

Supermarkets Fight for Online Shoppers

Tesco led with its reward card, but Sainsbury's internet shopping could be a jump ahead. David Rudnick reports.

Electronic commerce is going to change the way people work, and e-file will take a close look at this fast growing, and often confusing, area. This section will look at how successfully grow an e in front of it, without tears.

BATTLE is being joined for supremacy in Britain's online home shopping market with the two giant supermarket rivals Tesco and Sainsbury pursuing diametrically opposed strategies.

Tesco Direct is stealing a march on Sainsbury by picking online orders from shelves in existing shops rather than building megasized depots dedicated to e-mail customers.

Tesco's Russell Craig says: "We chose a store-based picking system because internet shopping for food demands a great leap of faith from customers. If they see the local store operating the system alongside normal shopping it doesn't seem quite so alien to them.

"People are more likely to buy perishables if they come from a store (where goods are turned over faster) than a warehouse."

Tesco believes that using its existing shops as "mini-depots" could bring 90pc of the UK population within 25 minutes delivery time for internet orders. On average, it claims, Tesco outlets are only six or seven miles from online customers, offering prompter delivery than big depots serving large catchment areas.

Certainly Tesco is avoiding the huge capital costs of building a network of such depots countrywide. This strategy is a heavy burden for Sainsbury whose repeated exceptional charges last year have already exasperated shareholders and depressed profit forecasts.

Tesco's approach also has serious shortcomings. Paul Smiddy, a food retail analyst at Credit Lyonnais Laing, is surprised that it is persisting with its shop-based strategy when Sainsbury's approach "is so much more plausible". Employing hoards of supermarket staff to lift online orders from shelves and wheel them on trolleys to packing areas is highly labour intensive and liable to annoy ordinary shoppers, particularly at busy times like the weekend.

For Tesco, Mr Craig counters that "store-based pickers do not take enormous numbers of products off shelves and each picker services six or seven online orders at a time, using only one trolley".

But analyst Sachin Shah of Price Waterhouse Coopers remains sceptical. "Labour costs cannot be controlled in store-based picking; staff do compete for

space with shoppers, getting in their way and losing time when they have to pause to answer customers' queries."

Studies suggest it costs retailers around £5 per order to pick from a dedicated warehouse, but £8 to £12 at an in-store operation like Tesco's.

Mr Shah goes much further. "These estimates understate the true costs of store-based picking, which could be as high as £70 to £80. To select efficiently and realise economies of scale, a retailer needs to automate and cut staff costs as much as possible."

For this reason he too thinks the long-term future lies with Sainsbury's dedicated warehouses, even if Tesco "currently offers a wider product range over a larger area".

In late spring Sainsbury's home-shopping service, Orderline, will open Europe's largest grocery home delivery picking centre at Park Royal, West London. A pilot project, it will service online shoppers over the metropolitan area bounded by the M25.

A few years ago Tesco left Sainsbury standing by adopting reward cards before its conservative rival belatedly realised its error in shunning them. Now the boot could be on the other foot.

If analysts are right, and Sainsbury's online shopping strategy does ultimately prove more cost-effective, it could leap-frog Tesco once it has a national network of dedicated online delivery depots.

The potential cost is intimidating. "Sainsbury's £30m earmarked for investment in e-commerce is not unreasonable on a profit base of £600m to £700m", Mr Smiddy points out, "but it is a very big outlay at one go compared with its rivals."

Sainsbury's shareholders would say amen to that. Tesco, according to City estimates, has invested £10m to £15m so far in the internet, but its shareholders might also gag at moves to up the ante.

"We have half the country covered so far," said Mr Craig, "and the decision whether to go completely national will be taken next month." Already Tesco has announced the number of shops offering Tesco Direct is due to rise from 100 to almost 300, out of a total 647 countrywide. That should cover 90pc of the UK population.

Neither Tesco nor Sainsbury can expect substantial quick returns from investment in online shopping. It constitutes barely 1pc of total shopping and even Mr Smiddy, who believes it a trend retailers cannot afford to ignore, sees it reaching only 2.5pc by 2004.

Mr Shah believes growth will be limited by delivery glitches. "The last mile is the problem; in the US, Webvan undertakes to deliver in a 30-minute time frame but UK supermarkets are not geared to deliver with such precision or at customers' convenience, during evenings and weekends.

"Neither here nor in the US do customers have chilled food receptacles on their doorsteps but another American company, Streamline.corn, is pioneering unattended delivery in high-density areas of major cities; they will pay to install

a fridge (and a lock) in your garage and let themselves in to deliver in your absence.

"But until online shopping in the UK has really taken off companies will consider higher service levels unjustified on present low volumes."

Online shopping has other drawbacks. In-store shoppers are more likely to browse and make impulse purchases. Streetwise shoppers may also prefer to put in a personal appearance to avoid missing special promotions or discounts (and free wine and cheese tasting») not advertised online. And while the old and disabled have most to gain from the convenience of home shopping, they are least likely to be online or have cash to spare to pay home delivery charges or internet phone charges.

Asda, buoyed by the financial strength of Wal-Mart, undercut both Tesco and Sainsbury in this area. The Big Two charge £5 for each home delivery; Asda only £3-50. Though it does not take orders under £50, Asda claims the average online spend is £80 and it waives delivery charges completely on orders of £150 or more.

But with far fewer retail outlets than Tesco and Sainsbury, Asda's challenge remains long-term. Given its paucity of retail outlets, Asda could not emulate Tesco's store-based strategy even if it wanted to. Like Sainsbury, they will have to develop a chain of dedicated online shopping depots. Two at Watford and Croydon are operational and another two are planned by the end of the year. Asda envisages spending up to £75m on 12 to 15 more depots countrywide by 2005.

Vocabulary

leap - a big jump; a sudden large increase in the number or amount of something; a mental process that is needed to understand something difficult or see the connection between two very different ideas: **a leap of imagination; a leap in the dark** – something you do, or a risk that you take, without knowing what will happen as a result; **leap** (v): **look before you leap; leap year**

exasperate - to make someone very annoyed by continuing to do something that upsets them; **exasperation** (n)

plausible – a statement that is reasonable and is likely to be true, someone who is plausible is good at talking in a way that sounds reasonable and truthful, although in fact they may be lying, **plausibility** (n)

understate – to describe something in a way that makes it look less important than it is; **understatement** (n); **ant. Overstate**

intimidate –to frighten someone by behaving in a threatening way, especially in order to make them do what you want; **intimidation** (n)

earmark – (usually passive) to decide that someone or something will be used for a particular purpose in the future

up/ raise the ante – to increase your demands or try to get more things from a situation, even though it involves more risks; **ante up** (v) – to pay an amount of money, especially in a game of chance

glitch – a small fault in the work of something

browse – to look through the pages of a book, look at the goods in a shop without any particular purpose; to search computer material

promotion – a move to a more important job; an activity intended to help sell a product; the activity of persuading people to support an idea; the activity of helping something develop or succeed; **(ant) demotion; promote** (v); **promotional films/events** are organized to advertise something

gain – to obtain, achieve, get gradually: **gain experience/ support/ reputation; gain from** – get an advantage: **stand to gain; there is nothing to be gained; gain weight/ speed/ / height; gain access to; gain ground; nothing ventured, nothing gained** is used to say that you cannot achieve anything unless you take the risk; **gain** (n) - an increase in the amount; an advantage; financial profit when this seems to be the only thing you are interested in; **ill-gotten gains** – money or advantages obtained dishonestly; **gainful employment/ work/ activity** is the one for which you are paid; **gainsay** (v) – (negative)to say that something is not true, or to disagree with someone: **to gainsay the claim**

paucity – less than is needed: paucity of information

emulate –to try to be like some one else, because you admire them, **emulation** (n)

envisage – to imagine that something will happen in the future

1. Match the following words with their explanations.

- | | |
|------------------------|---|
| a. <i>rival</i> | happening too late |
| b. <i>alien</i> | a collection of things kept hidden |
| c. <i>prompt</i> | likely to behave in a certain way |
| d. <i>hoard</i> | strange and different |
| e. <i>liable</i> | a person you compete with in business |
| f. <i>metropolitan</i> | done quickly or at the right time |
| g. <i>belatedly</i> | shortcoming |
| h. <i>pioneer</i> | to be the first to do something |
| i. <i>drawback</i> | clever and experienced enough to deal with difficult situations |
| j. <i>streetwise</i> | connected with a very big city |

2. Explain the following statements.

- a. A few years ago Tesco left Sainsbury standing by adopting reward cards before its conservative rival belatedly realized its error in shunning them.

- b. Now the boot could be on the other foot.
- c. "...but it is a very big outlay at one go compared with its rivals."
- d. Asda, buoyed by the financial strength of Wal-Mart, undercut both Tesco and Sainsbury in this area.
- e. It waives delivery charges completely on orders of 150 or more.

3. Answer the following questions.

- a. What are the two main rivalry chains featured in the article?
- b. What is the main strategy implemented by each of them?
- c. What are the main shortcomings?
- d. What are the ways to facilitate the sales?
- e. What are the prospects of each?
- f. Can either of the chains expect "substantial quick returns"?
- g. What possible delivery glitches does Mr. Shah mention?
- h. What is the alternative approach pioneered by an American company, Streamline?
- i. Who can benefit most from the new system?
- j. Why do these people tend to be reluctant to use this innovation?
- k. Why can Asda challenge both chains?

4. Comment on the title, summing up the arguments of the author.

PART E.

Lowest Cost Isn't Always the Answer

Lower tariffs and new markets opening to foreign investment have complicated the decision about how manufacturing should be organized, says Nikki Tait

Visit any western toy superstore, and most of the basic products will say 'Made in China' or, perhaps, Malaysia or Indonesia. Until, that is, you reach the Lego section. Suddenly, the boxes are more likely to identify Denmark, Switzerland or the US as the country of origin. It might seem logical that a global company, selling into a multitude of country markets and measuring its market share in global terms, should place production facilities wherever costs are lowest. But Lego, the privately-owned Danish company, has for years concentrated its manufacturing in Europe and the US, arguing that this best satisfies design and quality requirements. For Lego the notion of cost is only a small part of the production picture.

So how does a global company go about organizing its manufacturing network? The decision has become more complicated over the past two decades due to a number of factors. On the one hand, trade barriers across much of the world have declined sharply. Simultaneously, a range of new markets - notably in Asia and Eastern Europe - has opened to foreign investment.

This has made global production much more possible. But it has also reduced the need for many overseas plants. Markets that previously demanded local production facilities - because tariff levels made importing far too expensive - can now be supplied from other countries.

Plainly, in this newly-liberalized environment, basic manufacturing costs do become more significant. But there are limits to a purely cost-driven approach. Many companies have built their current production structure through acquisitions over a number of years, rather than in a planned way.

Another problem is that costs themselves can be subject to rapid change, making today's Indonesia, for example, tomorrow's Hong Kong. This adds a further dimension to any global company's investment decision-making. The reality is that manufacturing businesses also need to think: how quickly can we pull the plug?

Some companies have addressed this issue through what is called the "part configuration" model. This involves selecting a number of regional manufacturing bases which are viewed as longer-term investments, and augmenting them with lower-skilled assembly plants, which can more easily be moved between markets.

The availability of suitable employees also needs to be examined when investment decisions are being made. There may be close links between manufacturing and product innovation and if too much focus is put on low-cost

assembly operations, product innovation tends to suffer. Perhaps the hottest topic is whether a global company needs to be a producer at all. Outsourcing of production to other suppliers gives a company more flexibility, and fits well with a global strategy. A business may be better placed to supply differentiated products into different regional markets, and it can probably adjust more swiftly to changing cost considerations. These operational advantages come in addition to the financial benefits of outsourcing, such as lower capital employed.

But there can be pitfalls. Perhaps no company exemplifies the outsourcing trend better than Nike, the sports shoe group. On paper, its strategy of subcontracting the production of its shoes to local factories looks eminently sensible. But these arrangements have turned into a public relations disaster in recent years, as human rights campaigners have complained of 'sweatshop' conditions in many of the Asian plants producing Nike products. Lack of ownership, it seems, does not bring freedom from responsibility.

(FINANCIAL TIMES)

Vocabulary

notion – an idea or belief, opinion, especially one that is false or not very clear; a sudden desire to do something (whim); **notional** – existing only in mind as an idea or a plan, and not existing in reality

plainly – speaking honestly; obviously; without any decoration

be subject to – likely to be affected by something, especially something unpleasant, dependent on something else. Compare **subject** (v)(passive) – force someone or something to experience something very unpleasant or difficult, especially over a long time: **be subjected to**

augment – to increase the value, amount, effectiveness of something

flexibility – the ability to change or be changed easily to suit a different situation; **flexible**; **flextime** - a system in which people work a fixed number of hours, but can change the time at which they start and finish each day

adjust – to make small changes in order to improve or make something more effective; **adjustable**; **adjustment**: **make adjustments**; **slight/ minor adjustments**

1. The article deals with the question where to locate “production facilities”. Three other words are used in the article with similar meaning to facilities. What are they?

2. What other word is used in the meaning of “production”?

3. Match the words with their explanations.

- | | |
|----------------------|-----------------------------------|
| <i>a. notably</i> | is a typical example of something |
| <i>b. augmenting</i> | especially, particularly |

<i>c. links</i>	a relationship or connection between two things
<i>d. swiftly</i>	quickly
<i>e. exemplifies</i>	very, extremely, completely
<i>f. eminently</i>	increasing something by adding to it

4. Answer the following questions.

- Where are the simplest toys manufactured and why?
- Why does Lego do things differently?
- What is the reason for a global company to have a 'part configuration' model?
- According to the text, what are the advantages and disadvantages of low-cost assembly plants'?
- What are the operational advantages of outsourcing?

5. Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

- The main reason to have overseas plants is to be close to local markets.
- A lot of plants are now being located in Eastern Europe.
- Imports to many markets are now cheaper.
- The number of overseas plants is increasing.
- Cost is the main factor in choosing the location of a foreign plant.
- Outsourcing production to subcontractors gives a company more flexibility.

6. Comment on the title of the article summing up the information of the article.

PART TWO

LAW

and

CRIME

UNIT 5. HUMAN RIGHTS

- *How do you understand the title of the unit?*
- *What problems do you expect to be raised in this unit?*
- *What challenges does the society face today? What problems are especially topical for Russia (your own country)?*
- *Do you think that the problems the society faces unite it or vice versa turn the social gap into insuperable abyss?*
- *Are you a gregarious person, enjoying socializing, or do you prefer to stay alone in a distant place, savouring its tranquility?*

1. Read the following short extract by Margaret Horsfield, in which she describes her voluntary confinement in a remote homestead on Vancouver Island, seeking rest from people, telephones, deadlines and crowds.

In a remote place “people are very aware of each other. The presence of a person - any person - matters. People are assumed to be interesting creatures, and important. In the exhausting bustle of Central London, that doesn’t always seem to be the case. I have been lonely in the rush hour at Oxford Circus amidst the crowd. I was never lonely in my days of solitude on the far coast of Canada.”(Margaret Horsfield, *The Great Escape*, *The Guardian*, 02. 04. 91.)

- *Comment on the paradox, the author describes.*
- *Have you ever lived in a small community or village far from “the centres of civilization”? What was it like?*
- *Has this short abstract changed your attitude to solitude and socializing?*

2. Explain the meaning of the words in bold and answer the questions that follow.

FEMINISM: The modern feminist movement stems from the middle of the 1960s in North America. Basically the movement seeks equal political and social rights for women. The main theoretical **assumption** shared by all branches of the movement **derives from** the belief that there has been a historical tradition of make exploitation of women. Feminists are anxious to **eradicate** this exploitation. Feminism is a fairly general label attached not to a set of universally accepted **postulates** but to a range of beliefs with little in common, save a desire to raise **consciousness** and to **usher in** a more equal society.

As a result of the feminist movement and heightened awareness of the **sexist** nature of some English vocabulary a number of changes are being introduced. Attention has been focused on the replacement of “male” words with a generic meaning by neutral items – chairman, for example, becoming chair or

chairperson (though not without controversy) or salesman becoming sales assistant, sometimes it is necessitated by a legal requirement. There is a continuing debate between extremists and **moderates** as to how far such revisions should go - whether they should affect traditional idioms such as **man in the street** or **Neanderthal Man** or even All man are born equal, or apply to parts of words where the male meaning of man is no longer dominant such as **manhandle** and woman.

● *How would you explain the expression “male” words with a generic meaning?*

● *Why do you think there might have been controversy about attempts to change the word **chairman**?*

● *What do more extreme advocates of making English sexually neutral want to do that is unacceptable to the moderates?*

● *Are there male words used generically in Russian?*

● *Have there been attempts to change them to avoid sexual stereotyping?*

● *Does using sex-biased words affect people’s attitudes to men and women?*

3. Read the text, find equivalents to the words in bold, answer the questions.

Changes in attitudes to war

One area in which great changes occurred in the twentieth century is in the public attitude to war and peace. The vocabulary of war has been stripped of its former glamour and ceased to be one of courage and **patriotism**. Instead it has become one of failure or of unimaginable disaster. The “War Office” has in general been replaced by “the Ministry of Defense”, the greatest destructive weapons ever invented have become **deterrents**. Most people went out of the century with a view of the military “virtues”, of the place of war in a civilized society, fundamentally different from that of the nineteenth century and earlier.

The inventor of dynamite at the end of the nineteenth century believed that his invention would **outlaw** war, since the devastation it could produce would make any major outbreak destructive beyond imagination. After 1918 the same view was held about **aerial warfare**. People had a serious conviction that a major war would end up wiping out the cities of the industrial world. Since 1945 the possibility of **nuclear annihilation** has seemed to make war between the **great powers** an act of collective suicide. These factors alone have contributed to a **revulsion against** large-scale military operations among thinking people in all nations – though the world is unquestionably still full of national, ethnic and political **causes** whose supporters see a resort to bullets and bombs as the only means of achieving their aims.

(Based on “New Internationalist”, 1999)

ways of discouraging people from doing sth because of the negative results;

feeling of total disgust;

fighting a war using aeroplanes;

loyalty to your own country;

total destruction by nuclear weapon;

movements, organizations;

make war illegal or impossible;

most important political powers.

● How had people's view of the place of war in civilized society changed by the year of 2000?

● The inventor of dynamite was Alfred Nobel, who founded Nobel prizes. How does the text help to understand why he made one of those prizes a Peace Prize?

● What twentieth-century changes in the nature of war are mentioned?

● What is the connection between these changes and the general attitude to war?

● What kind of people don't share this general attitude to war?

➤ *What do you know about human rights?*

➤ *What differs them from constitutional rights?*

4. Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.

disparity (n)

The wide **disparity** between men's and women's pay in our company led to a protest by the women. The management tried to squelch the protest saying that the women were subversive and were trying to ruin company morale.

Disparity means

a) a combination b) a gap c) closeness

forestall (v)

When the environmentalists were unable to **forestall** the destruction of the forest by legal means, they lay down in front of the developer's bulldozers.

Forestall means

a) to keep from happening b) to predict
c) to pay for

insidious (adj)

The effects of certain prescription drugs, such as Valium, can be **insidious**. People

	who take them may slip into addiction without being aware of it.
<i>Insidious</i> means	a) badly timed b) subtly harmful c) all-powerful
insinuate (v)	Instead of directly saying “Buy our product”, many ads use slick images to insinuate that the product will give the buyer sex appeal, power, or prestige.
<i>Insinuate</i> means	a) to say indirectly b) to cry c) keep from happening
interrogate (v)	In many countries political prisoners who are being interrogated by the secret police are likely to be tortured in an attempt to force answers from them.
<i>Interrogate</i> means	a) to ask questions b) to delay c) to abuse
obsequious (adj)	In a job interview, use discretion. Don’t react as though you were being questioned by a police officer; but don’t be obsequious either, as if the interviewer were a king or queen and you were a humble servant.
<i>Obsequious</i> means	a) unequal in rank b) methodical c) overly eager to please
omnipotent (adj)	Small children think of their parents as omnipotent – able to do anything, control everything, and grant whatever a child might wish for.
<i>Omnipotent</i> means	a) totally good b) willing to serve c) all-powerful
opportune (adj)	Quite often we look for an opportune moment to break some news to our family, especially when it is far from welcoming.
<i>Opportune</i> means	a) appropriate b) difficult c) early
permeate (v)	A sense of deep loss permeated her after she learned about the death of

hostages. She suffered as if they were part of her own family.
Permeate means a) to harm b) to penetrate c) to improve

retribution (n) For much of human history, before science could explain diseases, many people believed that any illness was a **retribution** for immoral behaviour.

Retribution means a) inequality b) obstacle c) penalty

5. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

..... Overly willing to serve, obey, or flatter in order to gain favor

..... To suggest slyly

..... Something given or done as repayment, reward, or punishment

..... Inequality or difference, as in ages or amounts

..... Working or spreading harmfully but in a manner hard to notice; more harmful than at first is evident

..... To flow or spread throughout

..... Suitable (said of time); well-timed

..... To prevent or hinder by taking actions beforehand

..... All-powerful; having unlimited power or authority

..... To question formally and systematically

6. Complete the text with the words from the box.

<i>Disparity, forestall, insidious, insinuating, interrogate, obsequious, omnipotent, opportune, permeate, retribution</i>
--

Human rights

Everyone who treats the question of human rights should bear in mind that there is an enormousbetween a constitutional right, which a state guarantees to its own citizens and, sometimes to foreigners who are within its jurisdiction, and a human right which is inherent whatever the nationality of the person is or wherever he lives.

Human rights transcend political divisions. They are basic minimum standards of freedom and security for all. Alleging human rights violations, some countries have imposed economic sanctions against others such as restriction of trade. Human rights have been cited as a reason for military

intervention against foreign countries (although there were undoubtedly other reasons for such intervention).

Is criticism of, and even intervention against, another country justified? Opponents of interference argue that it is wrong to impose Western moral values on other cultures and it can have onlyeffects for the community solidarity and economic security of their nations. The governments of some countries defend the veiling of women, applying special procedure tocriminals and sentencing them to corporal punishment such as cutting off the hands, as practices founded in their religion and traditions which ensure a safe society.

However human rights organizations demand that basic moral standards shouldevery national act of law. Morality and legality become connected when constitutions are violated and citizens flee over the border into other countries seeking political asylum (and their countries threaten them with forcible return).

In purely legal terms most countries of the world have signed international agreements concerning the treatment of individuals. The Universal Declaration of Human Rights was adopted in 1948 without a dissenting vote. The period shortly after World War II was certainly an moment to stipulate basic human rights: equality in dignity and rights irrespective of race, color, sex, language, religion etc. The Declaration also proclaims entitlement to freedom from slavery, torture and cruel punishment, arbitrary arrest and detention, the right to express one's opinions, to a fair, independent public hearing of a criminal charge.

However the Declaration hasn't become an document binding for all governments as it doesn't carry the force of a treaty obligation.

So in 1966 the International Covenant on Civil and Political Rights was adopted. It is not as comprehensive as the Universal Declaration of Human Rights but it's more important as it has binding provisions about racial and sexual equality, torture and slavery, freedom of thought, conscience and religion. Not all the members of the United Nations have signed the Convention and only 34 countries have agreed to an Optional Protocol which allows individuals to seekin a court of law against violations of the Convention.

Legal arguments are used toany breach of rights. However, when the laws of a country violate human rights, groups like Amnesty International protest to the government on moral grounds. These advocates of human rights obviously deserve respect. Rather than beingto dictatorship regimes, onlythat the laws should be implemented and the human rights observed, they choose voicing their protests, campaigning for prisoners of conscience and creating publicity with the aim to speed up the release of such prisoners and put an end to inhumane treatment.

7. Answer the following questions.

- What is the difference between human and constitutional rights?
- Why are human rights violations cited as reason for military intervention?

Why does the writer use the term “alleged”?

- What can the result of imposing Western moral values on other cultures be, according to the advocates of traditional societies?

- What is the attitude of human rights organizations to this stance?

- What made the period after World War II an opportune moment to stipulate basic human rights on international level? How did the nations take the Universal Declaration of Human Rights? Is it binding for all the governments?

- How does Amnesty International react on the laws violating human rights?

8. Write a 350-word essay developing one of the following theses:

“All men are created equal.” Thomas Jefferson (1743 -1826).

“The ballot is stronger than the bullet.” Abraham Lincoln (1809 -1865).

“No one can be perfectly free; no one can be perfectly happy till all are happy.” Herbert Spencer (1820 – 1903).

“Nationalism is an infant disease. It is the measles of mankind.” (Albert Einstein (1879 – 1955).

“Unhappy the land that is in need of heroes.” Bertolt Brecht (1898 – 1956).

Politics is too serious a matter to be left to politicians.” General de Gaulle (1890 – 1970).

“Ask not what your country can do for you; ask what you can do for your country.” John F. Kennedy (1917 – 1963).

“There is no such thing as a free lunch.” Anonymous.

9. Write an article about the reasons for tyrants’ and dictators’ success in politics and their quite common failure in business.

UNIT 6. ROOTS OF TERRORISM

➤ *Social stability as well as the survival of humanity is now challenged by the acts of terror, targeted at affluent and poor countries alike. What are the aims and roots of terrorism?*

1. Read the article and say whether you agree with the writer's stance on the problem.

Breeding Grounds of Terrorism

The problem of terrorism which has recently come to the forefront in many countries has a long history. However because of its numerous faces and breakneck speed of evolution the theory quite often can't keep pace with it.

Some scholars attribute first instances of terrorism to Biblical times beginning with the exodus of the Israelites and the tyrannical regime of Herod. They will allude to the Roman Empire, riddled with violent terror, Norman invasion, importing terror, the attack on Pearl Harbour, the regimes of Hitler, Stalin, Pol Pot, ambushes of guerrilla groups both during World War II and later.

However the term terrorism is hardly applicable to such historical events or atrocious regimes as mass destruction and acts of massacre were trivial in those years. Terrorism, the way we understand it today, appeared later, when states gained stability, ideas of humanism acquired predominance and priority of human life began to permeate every national act of law.

Terrorism by nature is so difficult to define that governments of the world cannot agree on one single definition. There is no debate however about emotional responses in the victims, those hurt by the violence and those affected by the fear (as well as in those who commit them), conjured by acts of terror.

Though there is still much confusion over what terrorism is it can be defined as the calculated use of violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.

This definition was crafted to distinguish between terrorism and other kinds of violence. The tendency to label as terrorism any violent act is erroneous. Terrorism is a specific kind of violence. Terrorists generally know what they are doing; their selection of target is planned and rational. They know the effect they seek. Terrorist violence is neither spontaneous nor random. Terrorism is intended to produce fear; it is an act conducted for its impact on the audience.

It rates a mention that terrorism is not ingrained within human nature although some groups see violence as the only means of expressing the voice.

Talking about the roots of terrorism some will see a clear connection between religious and territorial aims. They will speak about the Palestinians waging

war against a Jewish state though there are no disputes with the state of Jordan, which occupies most of the area called Palestine since 1948.

They tend to underestimate social and political factors which are of paramount importance. The globe is split into “golden billion” and the rest of the world with the preponderance of the worst-off and inadequately educated. Poverty and illiteracy are the major breeding grounds of modern terrorism. Religious factor is secondary. The crux is that Christian population predominates in the countries traditionally attributed to “golden billion” whereas Muslims mostly live in the poorest ones. With mass unemployment in the zones of conflicts for many people terrorism becomes the only way to provide for the family. More and more young people can do nothing else but to fight.

Another contributing factor for terrorism is disenchantment of ethnic minorities. Mass exodus from Asia and Africa to Europe has become reality. Its cause is not only in the desire to escape from poverty and settle down in more affluent countries. Europe itself can no longer survive without immigrants for reasons far from demographic. The economic model, shaped in the 80-s of the previous century, insinuates the introduction of social apartheid. About one third of the society is doomed to the destiny of outsiders. If the population is culturally and ethnically identical it promises impending catastrophe, turmoil and even revolution. In such cases ethnical division of labor becomes essential. Ethnic minorities find themselves in dead-end jobs without any chances of upward mobility. Originally insidious signs of resentment gradually degenerate into overt hatred. Younger generation is even more frustrated, they don't adhere to obsequious attitude to life typical of their ancestors. These “new minorities” are only too easy to recruit for terrorist missions.

It is interesting to examine the link between the disparity of financial and economic status of the countries nurturing certain terrorist groups and their aims. The ones thriving in less favorable conditions tend to focus on foreign targets, whilst the groups emanating from wealthier countries vent their anger against the national ones.

The bottom line, however, is that both ethnical and religious grounds of all the conflicts only screen their true roots which are without fail economic. Wars for redistribution of territories and scarce natural resources are the real engines of terrorism.

Recent examples have shown that modern terrorist leaders can hardly be called disadvantaged (Bin Laden) or having religious or territorial claims. It will be not far-fetched to say that they quite often seek omnipotence, power and notoriety.

We should admit that international terrorism is evolving and changing constantly.

In a world of inequality there will always be the disadvantaged, those that seek territorial superiority, or want to convert us to their beliefs.

However, the essence of terrorism hasn't changed: to wreak havoc, death and horror for the sake of some idea. Terrorists are still ready to kill, either driven by

some revolutionary ideas or hatred to dissidents from their cause. In the past, the Vikings or the Romans could wreak terrible violence but on a relatively local scale whereas contemporary terrorism can harness modern technology and even weapons of mass destruction to inflict evil on global scale.

Sacred right for national self-determination today ranks higher than the right of the country for territorial integrity, and individual's rights gain priority over the safety of the whole society. Impunity engenders over-permissiveness. Being worried about the rights of national and religious minorities, liberal democracy trapped itself in a tight corner having to struggle for the rights of those who are alien to any norms or rules and ready to sacrifice the lives of many to achieve the desired.

Finally, terrorism won't exist without mass media coverage. The acts of terror are executed not for the sake of god but for publicity. They are just pointless if nobody knows about them. And we should put the blame not on terrorists but on mass media for that. They try to capitalize on Freud's famous postulate that other people's death creates the delusion of your own immortality. That's why even the weather forecast starts with the coverage of natural calamities.

What are the top priority measures to forestall international terrorism?

Some politicians stick to the opinion that terrorism can never be totally defeated.

But it's imperative to make it more difficult for terrorism to succeed. This vigilance will certainly result in a reduction in the quality of life for us all by the imposition of added security on our daily life.

Another important factor is to bridge the widening social and cultural gap between the countries, to build fair global society.

It is also evident that only an international coalition can create opportune conditions for combating terrorism. Retribution counterattacks are hardly efficient in the long run. Military retaliation is not sufficient and measures must be taken to eliminate the breeding grounds of violence. It can be undertaken only by ensuring that no country provides tactical or political assistance to terrorists and their supporters. (*Based on T.N. Shishkina "War on Terror", Moscow 2002; R. Antonovsky "New realities of terror", 2004; B. Kagarlitsky "The end of tolerance?", Novaya gazeta, 2002; K. Siroezhkin "Genuine Terrorism", Continent, №21, 2001; the interviews with Anthony Johns, financial analyst, FORD motor company, UK, B. Nadezhdin, State Duma deputy, RF.*)

Culture

redistribution – reallocation of the assets

impunity- staying unpunished after the wrongdoing

engender – be the cause of the situation or feeling

vigilance – careful attention given to what is happening, so that you will notice any danger or illegal activity

2. Find these expressions in the text and explain their meaning.

come to the forefront, breakneck speed, keep pace with, acquired predominance, inculcate fear, definition was crafted, it rates a mention, is not ingrained within, preponderance of the worst-off, breeding grounds, is doomed to, dead-end jobs, upward mobility, vent their anger against, the bottom line, wreak havoc, harness modern technology, inflict evil, sacred right, ranks higher, territorial integrity, gain priority over, trapped itself in a tight corner, natural calamities, stick to the opinion, imposition of added security, bridge the widening social and cultural gap, combating terrorism, military retaliation.

3. Match the following words with their definitions.

1. instance	a. more important than all others
2. atrocious	b. come from a particular place
3. massacre	c. example
4. intimidate	d. cruel
5. paramount	e. become worse
6. resentment	f. provide the necessary conditions for something to develop
7. degenerate	g. killing of a lot of people
8. nurture	h. make someone frightened especially so that they will do what you want
9. emanate	i. change your beliefs or persuade someone to do it
10. convert	j. in idea that is not true
11. delusion	k. anger and unhappiness caused by unfair treatment
12. vigilance	l. careful observation

4. Match the pairs of antonyms.

1. eliminate	a. influx
2. thrive	b. fascination
3. calculated	c. whither
4. erroneous	d. spontaneous
5. exodus	e. create
6. disenchantment	f. correct

5. Answer the questions.

- Why isn't the theory ready to define the nature of terrorism?
- Why is it wrong to classify wars and atrocious regimes as terrorism?
- When did terrorism appear?

6. Do you agree with the writer's stance on the following issues:

- roots of terrorism;
- unchangeable essence of terrorism;
- measures to forestall international terrorism?

Group Discussion. Brainstorm Ideas.

• *The article touches upon social apartheid and ethnical labor division in many countries. Can our country survive without immigrants? What kind of jobs do they usually take? Do they have chances for upward mobility? What conditions do they live in? What can be done to integrate them into society? What are the ways to combat illegal immigration? Are they really necessary?*

Vocabulary in Focus

7. Read the following sentence from the text paying special attention to the word in the italics. What is its meaning?

In a world of inequality there will always be the disadvantaged, those that seek territorial superiority, or want to *convert* us to their beliefs.

Match the words, characterizing people's beliefs, with their explanations.

<i>adherent (of)</i>	<i>someone with strong unreasonable beliefs, thinking that the others are wrong</i>
<i>convert (to)</i>	<i>someone who has extremely strong beliefs, especially religious or political</i>
<i>radical</i>	<i>a supporter of extreme political change, either of a left- or right-wing nature</i>
<i>reactionary</i>	<i>a person who supports a particular idea or party</i>
<i>bigot</i>	<i>someone who has taken on a new set of beliefs</i>
<i>zealot</i>	<i>someone opposed to change or new ideas</i>

8. Complete the sentences with the words from the previous exercise.

1. It had been said thatto a religion can often be much more active supporters of the religion than people who were born into it.
2. Muslimin a number of countries strongly oppose to women's unveiling.
3. The new director was a who viewed all female-employees as underclass.
4. The new measures were opposed by within the party.
5. The reform was initiated by a group of young.....

6. He is anof a strange blend of Buddhism, Hinduism, Islam and Christianity.

9. Read the following sentence and explain the meaning of the expression in italics.

They will speak about the Palestinians *waging war* against a Jewish state though there are no disputes with the state of Jordan, which occupies most of the area called Palestine since 1948.

Look at the words in the box. They are all connected with war or military actions. Use the words from the box to complete the sentences.

Ambush, truce, besiege, hostilities, rout, peacekeeping troops, international observer, incendiary device, ceasefire, wage war

1. He believed thatwould hold giving them at least temporary rest.
2. He was captured and his army was.....
3. Armed police from behind the hedge.
4. A UNforce has been sent there.
5. The government has pledged toon drugs.
6. They should call awhile negotiations are given a chance.
7. The first election after 25 years of dictatorship was held in the presence of numerous.....
8. The company's offices wereby hundreds of people.
9. His speech had an effect ofleaving many in shock or at least in despair.

10. Project-Making

Diversity of opinions has often been postulated. Nevertheless xenophobia and group alienation remain part and parcel of contemporary period. How can you explain this incongruity? What can be done to correct this discrepancy and teach people tolerance? Think of the possible practical steps a) on community level; b) on national level.

UNIT 7. ROOTS OF CRIME

- *What usually precipitates the upheaval of crime in the country?*
- *What should be done to forestall it?*
- *What retribution must criminals face?*

Words in Context

1. Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.

auspicious (adj)	Common wisdom says that auspicious start is a sign of successful progress.
<i>Auspicious</i> means	a. deceptive b. indirect c. favourable
complement (v)	White wine is said to complement some meals and red wine to add the finishing touch to others, but many people can't tell the difference.
<i>Complement</i> means	a. go perfectly with b. reach out for c. to overpower
discreet (adj)	The mayor's affair with one of her aides was discreet – they were very quiet and careful about it – but the truth eventually came our anyway.
<i>Discreet</i> means	a. honest b. cautious c. obvious
expedite (v)	To expedite payment on an insurance claim, be sure to include all the necessary information on the form before mailing it in.
<i>Expedite</i> means	a. to hasten b. to reduce the cost of c. to delay
extenuating (adj)	“Yes, my client robbed the bank,” the lawyer said, “but there were extenuating circumstances. She didn't have the time to wait in line to make a withdrawal.”

<i>Extenuating</i> means	a. providing a good excuse b. assigning blame c. encouraging
fastidious (adj)	Tilly was a fastidious housekeeper who vacuumed every day, dusted twice a day, and never allowed so much as a pencil or safety pin to be out of place.
<i>Fastidious</i> means	a. working quickly b. having insight c. very particular
flout (v)	The men in the warehouse flouted the company's new regulations about sexual harassment: they covered the walls with pinups.
<i>Flout</i> means	a. to mock and defy b. to put into effect c. to show off
fraudulent (adj)	Leroy was jailed for filing fraudulent income tax returns. He had been cheating the government for years.
<i>Fraudulent</i> means	a. inferior b. deceitful c. careless
heinous (adj)	Millions of people were shocked recently by the news reports of a heinous act: a woman had starved her little daughter to death.
<i>Heinous</i> means	a. unplanned b. detailed c. wicked
implicit (adj)	In our society, a wedding invitation is also an implicit request for a gift.
<i>Implicit</i> means	a. unusual b. unstated c. unintended
obtrusive (adj)	My brother's stutter is often hardly noticeable, but when he is nervous or in a hurry, it can become obtrusive .
<i>Obtrusive</i> means	a. overly obvious b. greatly improved c. unplanned

rebuke (v) Although my boss scolded me many times in private, I'm grateful that he never **rebuked** me in public.

Rebuke means a. to criticize b. to make excuses for c. to hit

redeem (v) Ricardo's parents were angry with him for neglecting his chores, but he **redeemed** himself by washing and waxing their car.

Redeem means a. to reveal b. to punish c. to make up for the past errors

transgress (v) Adam **transgressed** by eating an apple Eve had given him; God punished them both.

Transgress means a. benefit b. tell a lie c. commit offense

vehement (adj) Edna was **vehement** in her opposition to the proposed budget cuts. She let everyone in the department know just how strongly she felt.

Vehement means a. strong b. secret c. unjustified

2. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

- Characterized by trickery, cheating, or lies.
- To treat with scorn or contempt; defy insultingly.
- To restore oneself to favor by making up for offensive conduct; make amends.
- Undesirably noticeable.
- To speed up or ease the progress of.
- To sin or commit an offense; break a law or command.
- Wise in keeping silent about secrets and other information of a delicate nature; prudent.
- Intense; forceful.
- Extremely evil; outrageous.
- Serving to make fault, or guilt less serious through some excuse.
- Suggested or understood, but not directly stated; implied
- To scold sharply; express blame or disapproval

.....To add (to smth or smb) what is lacking or needed; round out; bring to perfection

..... Extremely attentive to details; fussy

.....Being a good sign; favorable; encouraging

3. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Complement, heinous, implement, discreet, extenuating, fraudulent, implicit, auspicious, fastidious, expedite, flout, rebuke, obtrusive, redeem, vehement

1. Express lanes in supermarkets the checkout process for shoppers who buy only a few items.

2. Bob wasn't worried after being arrested. He believed there were circumstances.

3. When Tony was interrogated in the police for possessing cocaine, police officer's response was far from "Tell your story to the judge, kid. I've heard it all before".

4. To outsiders, a nudist colony seems to all standards of modesty. The nudists – who prefer the term naturists – say they are just living naturally.

5. Harriet Tubman, the 19th century champion of antiracism course is said to have had several qualities that(ed) each other and facilitated her mission – knowledge, intuition, sense of time.

6. The judge (ed) the charlatans for "violating the public trust", and fined them thousands of dollars for engaging in fraudulent advertising.

7. Kay said only, "It would be reasonable not to discuss the missing funds in front of Debra." But her meaning was "I think she stole them".

8. After showing up late for the fund-raising dinner and then falling asleep during the speeches, the politician tried to himself with a public apology.

9. Tracy knew she had (ed) against family wishes when she sold the ring her grandmother had given her.

10. "Loose lips sink ships" was a famous World War II slogan. It warned Americans to be and not to say anything that might reveal military plans. All other nations at war also had similar slogans.

11. The huge, sprawling new mall seemed in the quiet little country town.

12. In spite of his "tough guy" image Ernest Hemingway was about using words; he rewrote the ending of one novel forty-four times.

13. The art dealer was involved in a scheme to pass off worthless forgeries as valuable old paintings.

14. The decision to drop the atomic bomb on Hiroshima and Nagasaki has been debated for half a century: was it a crime on the part of the United States, or was it a necessary action to win the war.

15. The owner of our company is in his insistence that managers implement a plan to communicate better with workers in subordinate position.

➤ *What factors help to create a criminal: social, individual, or combination of factors?*

4. Read the article and say whether your vision of breeding grounds of crime differs from the writer's?

Roots of Crime

Whenever the question of the social roots of crime arises the researchers of the problem will resort to strain theory and start speculating about criminal underworld, providing for the security, safety, shared interests of its members, segregated from the rest of the society. Those authors take solace in the knowledge that crime is engendered in the underprivileged world where poverty, unemployment, obtrusive overcrowding in poor physical conditions and a lack of leisure opportunities other than the pub expedite the process of transgression against laws and morals and a drift into criminal career.

An urban underworld forms an occupational community which is especially auspicious for the development of a subculture with implicit norms of criminal behavior, slang, and a special spirit sustaining the shared identity. Central to underworld code is the injunction not to inform on others. Association with other criminals complemented by the lack of association with the targets of crime inhibits any remorse about sustaining the shared identity.

The underworld, however, in the past decades has been fundamentally altered by the urban redevelopment of the inner-city areas and dispersal of the population to the suburbs. It now forms an extended social network rather than a particular physical locale. Crime character has also changed. In the previous century law-abiding community viewed burglary, violence against person, gambling, and prostitution as the most heinous acts. However today they are considered “petty, unsophisticated, unorganized, brutal and largely unprofitable”.

Growing affluence and, in particular, the increasing scale of business activity have given rise to project crime when criminals are especially fastidious about planning. Project crime involves a much smaller number of large thefts. To implement their plans criminals have to organize themselves more effectively: improved safes, alarm systems, and security vans require advanced discreet planning and a much higher level of cooperation. It is not unknown that people of high respectability have been associates in such crimes.

But a learned scholar once an epitome of cool, will be confused by the question about the frequency with which high-status people commit crimes themselves. With vehement anger this supporter of the thesis that crime and deviance are caused by pains of poverty and want will rebuke you saying that it's the case for psychotherapists rather than researchers of law as those people are simply crazy.

Now however a new concept of white-collar crime is gradually gaining ground. White-collar crimes are committed by "a person of respectability and high social status in the course of his occupation", and they quite often involve violations of trust. Though zealous advocates of strain theory believe that those people involved in fraudulent shams need medical rehabilitation rather than prison sentence and their wealth is extenuating circumstance and a proof that the crime was committed in the fit of insanity, their opponents, now numerous, will refute this argument. They maintain that if upper-status people flout the rules of the society they shouldn't redeem themselves by just making amends. There is no disparity in motivation impelling the poor and the rich to break the law. Princes as well as paupers can be overcome by greed and temptation. (*Based on J.Fulcher and J.Scott, Sociology and R.Stark, White-Collar Crime.*)

5. Find the following expressions in the text and explain their meaning.

resort to strain theory, segregated from the rest of the society, take solace in the knowledge, is engendered in, sustaining the shared identity, dispersal of the population to the suburbs, growing affluence, give rise to project crime, an epitome of cool, white-collar crime, violations of trust, in the fit of insanity, making amends, be overcome by greed and temptation.

6. Match the words with their definitions.

1. drift	a. the place where something happens
2. injunction	b. change
3. inhibit	c. small, unimportant
4. alter	d. a slow and gradual change
5. locale	e. make difficult
6. law-abiding	f. force to do something
7. petty	g. behavior different from the norm
8. brutal	h. extremely violent
9. deviance	i. to prove a statement is wrong
10. concept	j. an idea of something existing
11. refute	k. an order from someone in command
12. impel	l. obeying the rules of the society

7. Answer the questions.

- What do you think the essence of strain theory might be?
- Why do researchers take solace in the knowledge that crime is engendered in the underprivileged world? What is the implication of this statement?
- Why has the underworld been altered?
- How has crime character changed?
- What is project crime?
- What is white-collar crime? Why does any mentioning of it cause many researchers' vehement reaction?

8. Speak about roots of crime in our country. Are they absolutely similar to those mentioned in the article?

Vocabulary in Focus

9. Choose the correct answer.

1. He was charged with a of currency regulations.
a. break b. breach c. disrespect d. observance
2. Our insurance policy offers..... against the risk of burglary, accident or damage by fire.
a. care b. cover c. relief d. security
3. He was arrested for trying to passnotes at the bank.
a. camouflaged b. counterfeit c. fake d. fraudulent
4. Smugglers consistently import regulations.
a. break b. flaunt c. float d. flout
5. Mr. Black was twenty pounds for drinking and driving.
a. charged b. fined c. ordered d. penalized
6. If the terrorists are not sent to prison, there will be a public ...
a. attack b. onslaught c. outcry d. recrimination
7. The judge recommended more human forms of punishment for juvenile
a. convicts b. delinquents c. sinners d. villains
8. Mr. Syere was charged with the funds of the organization.
a. misappropriating b. mislaying c. mistaking d. misplacing
9. The girl was arrested for shoplifting but she got off the by explaining that she was mentally ill.
a. case b. suspicion c. hook d. rope
10. Tom was dropped from the golf club because he failed to by the rules.
a. abide b. comply c. behave d. obey

10. Project-making

Develop one of the following issues. Devise practical steps.

- Possible ways of criminals' rehabilitation.
- The necessity of medical rehabilitation for those involved in white-collar crime.
- The demand for more severe punishment for those involved in white-collar crime as it should be regarded as the most heinous infringement of law, involving violation of trust.
- The involvement of businesses in prevention juvenile crime.

UNIT 8. LEGALIZATION OF DRUGS? YES/NO?

➤ *The problem of drug abuse has become extremely topical worldwide. No country or stratum of society is immune from its malicious effects. Why has it happened?*

Words in Context

1. Tick the word closest in meaning to that of the each boldfaced word. Use the context of the sentences to help you figure out each word's meaning.

attrition (n) Colleges and Universities try not to have a high rate of **attrition**. They want students to stay until graduation rather than drop out early.

Attrition means a. an increase in number b. ill health
c. a natural loss of individuals

contend (v) John **contended** that smoking hadn't hurt his health, but right after making that claim, he had a fit of coughing that lasted ten minutes.

Contend means a. conceal b. realize c. declare

eradicate (v) Joyce and Steven's adopted son was abused in an earlier home. They're working hard to **eradicate** the lingering effects on him of that experience.

Eradicate means a. reveal b. regulate strictly c. erase

exhort (v) On the eve of the decisive battle, the general **exhorted** the troops to fight bravely for their homeland.

Exhort means a. accuse b. praise c. urge

impede (v) Muddy roads **impeded** the progress of trucks bringing food to the refugees.

Impede means a. oppress b. hinder c. include

inundate (v) After his brief announcement, the President was **inundated** with questions from reporters.

Inundate means a. flood b. strengthen c. go around

germane (adj) Stacy visited certain internet sites to find information **germane** to the topic of her scientific thesis.

Germane means a. damaging b. related c. foreign

mandatory (adj) A new accounting system will soon become **mandatory** for all departments.

Mandatory means a. delayed b. binding c. optional

panacea (n) Ravi thinks his trouble would be over if he just had a lot of money. But money isn't a **panacea**; it wouldn't solve all his problems.

Panacea means a. a belief b. a basic necessity c. a universal remedy

perfunctory (adj) Most of the candidates were passionate on the subject of nuclear weapons, but one spoke in a very **perfunctory** way, apparently bored with the topic.

Perfunctory means a. uninterested b. enthusiastic c. exaggerated

recourse (n) "Unless you pay your bill," the company threatened, "we'll have no **recourse** but to sue you".

Recourse means a. a way out b. a problem c. a question

stringent (adj) Professor Jasper has the most **stringent** standards in the department. Passing her course is difficult; getting an A is next to impossible.

Stringent means a. different b. flexible c. demanding

2. Write the word next to its definition. The sentences in the previous exercise will help you decide on the meaning of each word.

..... Ordered by a law or rule

..... To claim to be true

..... Strictly controlled or enforced; strict; severe

..... A gradual natural decrease in number; becoming fewer in number

..... To cover as by flooding; overwhelm with a large number or amount

..... Having to do with the issue at hand; relevant

..... To delay or slow; get in the way of

..... Something supposed to cure all diseases, evils; cure-all

..... To urge with argument or strong advice; plead Earnestly

..... Done only as a routine, with little care or interest; performed with no interest or enthusiasm

..... A source of help, security or strength

..... To get rid of altogether; wipe out

3. Using the answer line provided, complete each item below with the correct word from the box. Use each word once.

Mandatory, contend, attrition, inundate, germane, impede, stringent,

panacea, exhort, perfunctory, recourse, eradicate.

1. The construction work at the mall(e)d shoppers, who had to step around piles of planks, cables, crates tools, and sacks of cement.
2. In the past, workers often had no when employers discriminated against them. Today, however, they can seek help from the Equal Employment Opportunity Commission.
3. Craig is(e)d with bills, but he keeps on squandering money. He's oblivious to his financial problems.
4. The company doesn't sanction the policy of laying-off workers. It believes that the optimum way to reduce the staff is by: employees who quit or retire simply aren't replaced.
5. It's to take a firm stand on gun control in our country.
6. After serving a prison term for theft, Charlie is contrite. He's decided to begin a new life as an honest citizen and all traces of his sordid past.
7. Our city has many different crime-related problems, but the mayor has only one solution to offer: more police officers on the streets. She believes an enlarged police force is a
8. The instructor as well as the other students became irritated when Susan kept asking questions that weren't to the class discussion.
9. Elected officials should be held to a code of ethics, requiring them to avoid even the appearance of wrongdoing.
10. Former principal had made only efforts to rid the school of drugs, but the new principal attacked the problem head-on. As a result, the school has undergone a metamorphosis from "hooked" to "clean".
11. Critics of school system that not enough emphasis is placed on creativity at all levels of education, as a result young people are not accustomed to making their own decisions and accepting responsibility for them.
12. The school counselor gave an impassioned speech to the parents, in which she(e)d them to make every effort to keep their children off drugs.

➤ *What do you think about the possibility of legalization of drugs?*

4. Read the article.

“Just Say ‘No’ to Drugs”?

Opinion polls have shown that Americans view the widespread use of drugs as the number one problem in the United States, where drugs are illegal. Every year the United States spends \$8 billion on its war on drugs, mostly on the cost of law enforcement and prohibition, such as the recently imposed mandatory drug testing of athletes and state and federal employees. Because drugs are illegal, they have become very expensive. Black market prices for heroin and

cocaine, for example, are estimated to be 100 times greater than the cost of production. With such prices, drug pushers can earn more than \$20 billion each year by pushing their wares in even the poorest neighborhoods. Most people agree that the so-called "drug war" is far from being won in the United States. Consequently, it has become an obsession for many Americans to find some solution to the drug problem.

One proposal is to fight the problem by making drugs legal. This proposal has, in fact, been the cause of a lengthy, unresolved debate. Ever since the 1970s, Americans have deplored this extreme measure of legalizing drugs questioning its efficiency in decreasing drug use. People who support this proposal believe that the current policies of prosecution and punishment are a waste of money. They feel that more money should be spent on education and treatment, arguing that the black market drives the prices of drugs too high, providing an incentive to get into the drug business. They point to the gangsters of the 1920s and 1930s who disappeared with the end of the prohibition of alcohol in America. If drugs were made legal, they say, drug dealers would lose their big incomes, and drug-related crime would decrease.

They contend that legalization would not mean that pushers would be given free rein. The basic strategy of controlled legalization would be to deprive pushers of their steady and most lucrative customers namely, addicts. The smaller market would cause the attrition of the number of pushers.

The idea of legalizing addictive drugs conjures up images of streets inundated with addicts and crack being sold like cigarettes at corner newsstands or heroin like whiskey at local bars.

But legalization need not be anything like those frightening images. Indeed, a carefully controlled legalization could be the key element in a strategy to put drug pushers out of business.

Legalization would not mean that addictive drugs would be legally available to everyone. The purpose of legalization would be to place better controls on access to such drugs. Advocates of legalization see drugs as a health problem rather than as a criminal justice problem. As it is now, they say, anyone who is caught using drugs is treated as a criminal, not as an addict who needs help. Addiction would be recognized as a disease or physical affliction. For people who have that disease, the substance would be legal.

Licensed clinics would be allowed to provide drugs to such addicts and only to them in the same way that many addictive prescription drugs now are legally provided to specific categories of patients. For non addicts, the substances would remain illegal in the same way that it now is criminal to sell or use prescription drugs without a prescription. Legalization would not condemn addicts to oblivion.

Controlled legislation would be the best way to ensure that addicts get all possible assistance to help them get off drugs.

Controlled legislation would amount to the recognition that addiction is a disease, rather than a crime. Under the current system, in which addicts are

regarded as criminals, the drug culture attracts people who are alienated by mainstream society. This is an especially severe problem among the inner city poor, but it also strikes suburban youth of the middle and upper classes. Many adolescents pass through rebellious stages in which petty criminality may seem desirable. Very few, however, aspire to be diseased.

The proponents of drug legalization cite the example of Holland which is certainly germane to the case. In this country, the drug policy is administered by the Minister of Welfare, Health, and Cultural Affairs. The policy takes a different view of drug problems. Rather than wage a war on drugs, the Dutch have chosen to employ an approach called Harm Reduction. Essentially, what this approach assumes is that no country will ever be able to eradicate drug-abuse and become "drug free," so the best approach to solving drug problems is to use methods that minimize the damage drugs do.

In the 1970s, many young people were drawn to the city of Amsterdam because it was so easy to get marijuana and hashish there. Holland's attitude toward the use of these drugs was quite relaxed. In the late 1970s, Holland went even further in relaxing its drug policies by eliminating criminal proceedings against hard-drug users. They also established clinics to administer methadone, a drug used as a substitute for heroin in drug treatment. The idea behind this policy was to treat addiction as a medical problem rather than a criminal one.

One of the key elements to Holland's drug policy is the distinction they make between soft drugs (marijuana and hashish) and hard drugs (heroin, cocaine, amphetamines, LSD, etc.). The Dutch policy holds that, if the two worlds of drug use don't get mixed up, it will impede the shift to hard drugs after experimenting with soft drugs. Actually, the selling and using of soft drugs is illegal in Holland, but the police, prosecutors, and judges have developed a tolerant attitude toward them, as long as they are not done excessively. This attitude has been referred to as "flexible enforcement" in Holland. In Amsterdam, there are coffee shops with eight kinds of "illegal" marijuana on the menu. The Dutch believe that if people can freely buy and smoke the drug in such establishments, they will be less likely to try more dangerous drugs. Of course, critics of the Dutch model have pointed out that Holland is different from other countries, so their drug policies may not be so easily adopted in other contexts. The drug policies in Holland, which encourage forms of treatment that do not necessarily end addiction but do improve addicts' physical and social well-being, may not be most appropriate to other countries' situations. The Dutch like to use the analogy of their relationship to the sea in describing their drug policies: Holland is surrounded by water, a means of livelihood, but at the same time a threat. Though the Dutch have never conquered the sea, they have succeeded in controlling this "enemy."

It is evident that controlled legalization of addictive drugs would not be a panacea for America's epidemic. But it would offer the hope of putting drug pushers out of business. Even if some addicts continued to seek drugs from pushers rather than licensed clinics, controlled legalization could have great

benefits. If a large proportion of addicts used clinics rather than pushers, the number of pushers would decline.

This proposal for legalization has been supported by a variety of leaders, from the most conservative to the most liberal, from secretaries of state to federal district judges who advocate the sale of drugs at prices resembling their costs. These supporters also favor the legalization of soft drugs, such as marijuana and hashish. Baltimore Mayor Kurt Schmoke has been a leader in advancing the policy of legalization. For years Schmoke worked as state prosecutor and had to deal with the many deaths of law-enforcement officials from drug-related crimes. Frustrated by the unsuccessful policies to control drugs, and responding to the requests of his constituents to take a more aggressive position in dealing with the drug problems of his community, Schmoke decided to take a hard-nosed approach to changing the current drug policies: He exhorted to legalize drugs.

The proposal to legalize drugs has not been accepted easily by all Americans, however. In fact, it has taken a lot of flak over the years. Those who oppose the legalization of drugs not only consider it perfunctory treatment of this serious problem but also feel that decriminalizing drugs would be surrender in a drug war that has not really even begun. For them, the recourse is not to decriminalize drug crime but enforce more stringent control and make laws more severe. They point out that legalization would lead to greater drug use, explaining that, with drugs such as crack being so common in our cities, there would be an increase in cases of crime and child abuse and an even greater spread of AIDS. Crack is known to cause people to become violent and, when used with dirty needles, spreads disease. Opponents of legalization also point to China. When drugs there were made legal, the selling of opium increased and fanned the drug trade rather than slowed it down. Those who oppose legalization also raise important questions such as: Which drugs would be legalized? Would the state or the individual administer the drugs? Would the government have to support facilities that sell the drugs with tax money? Would the black market really disappear with the legalization of drugs?

So, is it time to recognize that the current war on drugs is not working and accept that legalization may be the only solution? Every few years, voters are asked to cast their votes for politicians who claim to have answers to this question. But as of yet, Americans have not chosen legalization as a solution to their country's drug problems. (*Based on Carol Numrich, Raise the Issue//Just Say 'No' to Drugs?, The Holland Model, Longman Publishing Group, 1994; Frederick B. Campbell, To Control Drugs, Legalize, The New York Times Company, 1990*)

5. Find the following expressions in the text and explain their meaning.

pushing their wares, unresolved debate, questioning its efficiency, condemn addicts to oblivion, get off drugs, amount to, cite the example of, attitude toward

use of these drugs was quite relaxed, seek drugs from pushers, prices resembling their costs, favor the legalization, take a more aggressive position, administer the drugs, to cast their votes.

6. Match the words with their definitions.

1. <i>pusher</i>	a. <i>a serious problem</i>
2. <i>incentive</i>	b. <i>something used instead of something else</i>
3. <i>free rein</i>	c. <i>a boy or a girl, changing into a young person</i>
4. <i>conjure up</i>	d. <i>stimulus</i>
5. <i>affliction</i>	e. <i>deal with the situation the way you like</i>
6. <i>adolescent</i>	f. <i>want to achieve something</i>
7. <i>aspire</i>	g. <i>to bring a thought or idea to somebody</i>
8. <i>substitute</i>	h. <i>seller</i>
9. <i>analogy</i>	i. <i>criticism</i>
10. <i>hardnosed</i>	j. <i>to make someone feel an emotion more strongly</i>
11. <i>flak</i>	k. <i>tough</i>
12. <i>fan</i>	l. <i>a comparison between two situations or processes</i>

7. Match the pairs of antonyms.

1. <i>surrender</i>	a. <i>permission</i>
2. <i>distinction</i>	b. <i>exclusive</i>
3. <i>prohibition</i>	c. <i>unprofitable</i>
4. <i>lucrative</i>	d. <i>win</i>
5. <i>frustrated</i>	e. <i>happy</i>
6. <i>mainstream</i>	f. <i>similarity</i>

8. Answer the questions.

- Who is the drug policy administered by in Holland?
- What approach have the Dutch chosen to employ? Why?
- How is this approach different from mainstream drug war philosophy?
- Why were so many young people drawn to Amsterdam in the 1970s?
- How has the situation changed in the past years? What is the cause of this change?
- What is the key element to Holland's drug policy?
- What is the main argument of the critics of the Dutch model?
- Why do the Dutch allude to the picturesque analogy with the sea?

9. Read the following statements. Do you think the author would agree (A) or disagree (D) with them? Write A or D next to each statement. .

1. Legalizing drugs means crack will be sold like cigarettes.
2. Legalizing drugs would impede the drug pushers' business.
3. Addictive drugs should be legally available to addicts.
4. With legalization, drug pushers would disappear.
5. If drugs were legalized, police officers would be able to spend more time stopping drug pushers.
6. Drug legalization will be beneficial only if no addicts continue to buy their drugs from pushers.
7. If there were fewer drug pushers in the world, there would be fewer drug addicts in the world.
8. Drug addicts should be allowed to get drugs to help them overcome their addiction.
9. Drug addiction should not be treated as a crime.
10. Adolescents may get involved in drugs because the idea of crime is attractive.
11. The legalization of drugs will solve most of our drug problems.
12. Even though we don't know whether legalization will work, we should try it.

2.4 D. Group Discussion. Brainstorm Ideas.

- ***Is legalization of drugs a viable decision for our country?***
- ***What are the possible alternatives to combat the problem of ubiquitous usage of drugs in our country?***

10. Write an essay developing the following issue.

- The problem of drug abuse is “getting younger”. What are the best ways to avert children and teenagers from drug addiction?

11. Project-Making.

Develop one of the following theses:

Drug legalization could be an appropriate solution to the drug problem in our country. Give your reasons. Devise the programme.

Many people believe that the money used to punish drug users or drug pushers should be used for education instead. Do you think this change in spending would decrease drug use in Russia? Why or why not? Devise special programmes, aimed at antidrug education of the population.

Devise economic methods to combat drug abuse on a) community, b) regional, c) national level.

READING SELECTION

➤ *Look through the articles and choose one for presentation. Find at least one more article on the same topic and make a synthetic review.*

PART F.

More on When to Die

by William E Buckley, Jr.

I had at school a most provocative professor who liked mean questions, meanly formulated, because he liked to make his students think "an agonizing alternative in your case," he might have said. One day it was announced that medical science had come through with a cure for, I forget what it was: some form of pneumonia, "What," the professor said, "are we supposed to die of?" And indeed if it were all an abstract game, and we counted 977 extant terminal diseases for each one of which medical science in due course came up with a cure, that would leave us nothing to die from save just plain decomposition of the flesh. It is generally agreed, if I read science correctly, that this is the one process that cannot be *arrested*. Inevitably, human-beings being rational animals, thought is given to such questions as: Are there preferable ways to die than through biological decomposition?

A provocative book was published last year. It is called *Setting Limits*, with the explanatory subtitle, *Medical Goals in an Aging Society*. Its author, Daniel Callahan, is what one calls a bioethicist, someone who considers the ethical implications of biological developments. Mr. Callahan is the director of the Hastings Center, which he founded, and which inquires into such questions as well, setting "limits" to viable lifetimes.

Callahan tells us that at the current rate of increase in longevity, the cost of maintaining the most senior population in America will by the end of the century (which is not very far away) come to \$200 billion a year. Mr. Callahan is not a penny-pincher, but his point is that we may be engaged in subsidizing a great deal of agony as the result of our preoccupation with keeping people alive at any cost.

Most Americans are familiar with the creeping availability of what the lawyers call "living wills". These vary from state to state but have in common their search for a legal instrument by which an individual can, with forethought, specify the conditions under which he desires to be permitted to die. What Callahan uniquely advances is the idea of a living will in effect generally accepted by society at large, and one that focuses on a particular age. For instance, how would one greet the proposal that no publicly funded nursing home or hospital could finance a costly operation (say a heart bypass) for anyone over the age of 85?

The prospect of a corporate position on the right age to die is properly horrifying. Callahan goes so far as to include as an acceptable stratagem the removal of food and water from old people who are insensate and would not feel the pain of their mortal deprivation. Such a proposal is shocking to moralist Nat Hentoff of *The Village Voice*, who comments, "If an old person is diagnosed as being in a chronic vegetative state (some physicians screw up this diagnosis),

the Callahan plan mandates that the feeding tube be denied or removed. No one is certain whether someone actually in a persistent vegetative state can feel what's going on while being starved to death. If there is sensation, there is no more horrible way to die." And then medical experts tell you that the cost of feeding insensate people is about the most inexpensive thing in medicine. True, it costs \$20,000 a year to maintain someone in a nursing home. But to feed such a person through tubes costs only \$10 per day.

The root question here Hentoff wins the argument, I think is moral, not empirical. If life is a divine gift, as Christians are taught to believe it is, then interruptions of it by acts of commission (suicide) or omission (a refusal to accept medical aid) are wrong. What the bioethicists search for is the ground in between. And the influence here of Pope Pius XII's exhortation in 1957 is critical for many Catholics and non-Catholics. What he said was that although no one may collude in any act of suicide, neither is the Christian required to take "extraordinary measures" to maintain life. In the famous case of Karen Ann Quinlan in New Jersey, the priest and the courts authorized the removal of the respirator from the comatose patient (ironically, she lived on for nine years).

The whole business torments, especially since more and more people have come into personal contact with the dying patient who comes to look upon medicine as a form of torture, given that its effect is to prolong life, and to prolong life for some is to prolong pain. No doubt, in the years to come, a working formula of sorts will emerge. It is critically important that it accept the moral implications of the question, If a society is ready for euthanasia, it has rejected the primary attribute of life: namely, that it is God-given.

Culture

screw up – to make a bad mistake.

extant – existing in spite of being very old.

penny pincher – a person unwilling to spend or give money.

living will – a document explaining what medical or legal decisions should be made if you become so ill that you cannot make those decisions yourself.

longevity – long life; the length of a person or animal's life.

forethought – a careful thought about what needs to be done in order to make sure things happen well in the future.

corporate – shared by or involving all the members of a group.

stratagem – a trick or plan to deceive an enemy or gain an advantage.

exhortation – a persistent attempt to persuade someone to do something.

Vocabulary

provoke – to cause a sudden reaction: **provoke sb to do sth; provoke sb into doing sth; provocative** – intending to make people angry or to cause a lot of discussion; **provocation**.

viable – able to work successfully; **a viable proposition/alternative/method; economically/commercially viable; viability (n).**

insensate – not able to feel things, inanimate; unreasonable and crazy: **insensate rage.**

collude – to work with someone secretly especially in order to cheat or deceive other people: **collude with; collusion.**

torment – to make someone suffer a lot, especially so that they feel guilty or very unhappy; torment (n): in torment.

torture – to deliberately hurt someone to force them to give you information, to punish them, or to be cruel: **tortured by guilt; torture (n).**

attribute – a quality or feature, especially one that is considered to be good or useful; **attribute (v): attribute to** – to say that sth is caused by something.

1. Study the following statements and discriminate between the true and false ones.

- There may be preferable ways to die than through biological decomposition.
- We may need to explore the idea of setting limits to viable lifetimes.
- We are spending too much money to keep people alive.
- A "living will" for society may be necessary in the future.
- It is acceptable to remove food and water from old people who are insensate.
- We can't know whether someone in a chronic vegetative state can feel what's going on.
- It's not expensive to feed a person through tubes.
- Euthanasia is a moral, not an empirical, question.
- Life is a divine gift.
- No one should collude in any act of suicide.
- To prolong life for some is to prolong pain.
- Society must be ready for euthanasia.

2. Find the words in the article that have similar meaning to the following.

Nouns

Suffering; state of mind in which something takes up all thoughts; long life; careful planning; trick or device to deceive; legal documents indicating conditions under which patient can be permitted to die.

Adjectives

still in existence; continual; causing death; able to exist; relying on observation and experiment; likely to cause interest or argument; without the power to feel or experience; coming on gradually; stopped.

Verbs

causes severe suffering; granting money for; conspire or plot; orders or requires.

3. Do you think the author would agree with the following statements?

1. Families should have the ultimate power to decide the fate of a family member in a persistent vegetative state.
2. Extraordinary measures should be taken if it means keeping a person alive.
3. Modern medicine can be torture.
4. Euthanasia may be the least cruel treatment for a patient.
5. We need to set limits to viable lifetimes, especially in an aging society.
6. "Living wills" are a good solution to the problems posed by modern technology.
7. It is costing society too much money to keep people alive at all costs.

4. Express your own opinions on the above statements.

5. For discussion.

1. Do you have the same opinions now, or have you changed your opinions in any way after examining the views of others?
2. In your opinion, what role should doctors take in advising patients and/or their families in these cases? What is their responsibility?
3. Derek Humphry is the executive director of the Hemlock Society, an organization that promotes public awareness and acceptance of euthanasia. He predicted that active euthanasia will be a standard part of American medicine within a decade. If this is true, what effect will it have on society?

PART G.

Back to the Nest

by Sherry Joe

Just as parents kick back and relax, their adult children return. How do families make the best of the new circumstances?

Short of bolting the door or moving without a forwarding address, how do parents get rid of children they thought were fully grown and gone?

David Heath, 45, just had to wait it out. His daughters waited until they were 20 and 23 to trade the four-bedroom home they shared with Heath and their grandparents for their own quarters in Oxnard.

"They felt it was time for a little bit more independence," says Heath, a counselor and advocate for the physically disabled at the Independent Living Resource Center in Oxnard. "I'm glad they're out, but I miss having them around."

"Boomerang children" adults largely in their 20s and 30s who either return home temporarily or postpone leaving because of economic pressures, emotional upheavals and their parents' longer life expectancy are finding it takes longer and longer to duplicate Mom's and Dad's standard of living.

The number of boomerang children totals about 5 million and increases each year by 1%, according to the U.S. Census Bureau. In 1983, 54% of adults ages 18 to 24 lived at home. Now, 57% live with their parents, experts say.

As a result, a growing number of middle-aged parents who expected an empty nest are confronting parenthood again or still.

Robert Sheehan, 54, of McLean, Va., whose 25-year-old daughter and 24-year-old son returned home this year, says he misses the peace he and his wife enjoyed.

"We have the space for them, but we both lose the privacy we gained when they were both at school," Sheehan says.

And Sandi Carstensen, 49, of Oakland, says she's looking forward to the day when her two sons, ages 19 and 22, move out so she and her husband can retire.

"I would probably like a smaller house with a half-acre of land something flat, so I could have a garden," Carstensen says.

Parents can help boomerang kids move out quickly by setting a time limit, charging them rent or drawing up a contract, says Phyllis Jackson Stegall, co-author of the 1987 book "Boomerang Kids: How to Live With Adult Children Who Return Home."

"Parents ask me, 'How do we set a time limit?' The child is becoming all too comfortable [at home]," says Stegall, a Seattle psychotherapist.

For parents facing the return of a grown child, Stegall and others offer these tips:

- Establish ground rules before allowing your child to come home. "Parents should expect that the child become a fully functional family member, that the child come here and pull his own weight," she says.

- Parents should duplicate conditions in the real world as much as possible at home. If the "boomeranger" has no money, demand household chores in lieu of rent. At various times, David Heath says, he charged his daughters rent. "When there were problems with money, I let them slide," he recalls. "It was more principle than the money. I had just decided, when you're 18 years old and not going to school, you have to pay your own way."

- Parents and children should draw up an agreement or contract that stipulates how the family will function together for example, "'I agree to mow the lawn twice or three times a week.' 'You are expected to have a job in two months,'" Stegall says. Contracts help prevent many conflicts between parents and children.

- Once your children have jobs, they should be expected to pay rent on a gradually increasing scale. If they are flipping hamburgers, rent could be \$25 a week until a more lucrative job is found.

Karl Carstensen, 22, didn't begin paying rent until he had a full-time job as a police services technician in Oakland. Now he pays his parents \$325 a month.

- Shared housing remains the best alternative to living at home, says Sheehan, a consulting economist with the National Apartment Assn. "Rent a house and double up with roommates," Sheehan advises young adults. "Be willing to accept something less than they're used to. For generations, that's the way you became a homeowner."

Many young adults say they are reluctant to share housing because it doesn't reflect true independence. "They had a room of their own. When you have shared housing, that's not true," Stegall says. "You have a shelf in the refrigerator, a curfew on TV."

Karl Carstensen agrees.

"You know it's not yours," he says. "There's no sense that you belong to an apartment."

- Just as important as allowing children to return home is being able to lock them out, Stegall says. Refuse to admit "boomerangers" who are addicted to drugs or alcohol or who abuse family members.

- Do not permit your child to live at home when there is not enough money or space.

- Say no to children who repeatedly ask to come home. Instead, offer advice over the telephone. "You're really doing something loving for them," Stegall says.

According to Stegall, many young adults are reluctant to sacrifice material comfort for financial independence because they were spoiled as children.

"Because they were raised with so much, they feel they were entitled to have whatever they wanted without any real effort," she says.

But some stay-at-homes have a different opinion.

Connie, a 23-year-old USC graduate who declined to give her last name, supported herself for six months before returning to her parents' Northridge home to save money.

"I felt I was wasting money," says Connie, who was spending more than \$1,000 a month on rent, bills and dining out at trendy eateries.

Now that she's at home, Connie plans to save about \$500 a month from the money she spent on rent for a down payment on a town-house.

Even more important, she says, living conditions have improved. "My house happens to be much nicer than my apartment," says Connie, who shared a duplex with three roommates. "It's always clean. Even if you have the best roommates in the world, you have to worry about who's going to do the dishes."

Jeffrey Kim, 24, also chose to live at home until he graduates from Cal State Los Angeles next year. In the meantime, he provides a valuable service for his parents, Korean immigrants who do not speak English fluently. "I do a lot of paperwork for them," Kim says. "I talk to lawyers, the phone company."

Others didn't have a choice.

According to Korean tradition, 23-year-old Ann Choi is expected to stay at home until she marries or can afford a down payment on a house.

"It's 50-50," Choi says of the chances of realizing either option. "It could go either way."

The former USC sociology major earns about \$21,000 annually as a customer service representative for a thread manufacturer. Choi saves about \$200 a month but doesn't know when she will move out.

Right now, she says, she enjoys spending time with her close-knit family.

"Even if I wanted to [move], I'm used to my parents," Choi says, "As far as major decisions, I made them on my own, but I'm so used to a big family, I knew I would get homesick."

But tension blossoms in even the best of families.

"I like to drink more than [my sisters] do and stay out late and go in pubs and cafes," says Choi, who says her parents "trust me 100%."

That doesn't stop Joon Choi, 53, from worrying about her daughter.

"I get heart palpitations," Choi says. "You know L.A. there's too many crazy drivers. I worry about them until they come home."

Rules about the shower and kitchen are the most common conflict in the Carstensen household.

"Karl doesn't stay with the family chores," Sandi Carstensen says. "Even if he is paying rent, we shouldn't have to tell him, 'You're supposed to clean the shower.'"

Some parents actually may have difficulty in letting their children leave.

For example, divorced parents who raised their children on a family battleground may feel guilty and want to atone by inviting them back home during hard times, says Stegall, who advises parents to concentrate on the future.

"You can't say *mea culpa, mea culpa* forever," she says.

Some parents also are reluctant to abandon the care-giver role that has become their source of identity, she adds.

"This was my identity. I was a parent, a mom," Stegall says of those who refuse to cut the cord. "When this opportunity presents itself, I'm all for it."

Whatever the reason for delayed independence, the phenomenon has caught many parents off guard.

David Heath, whose daughters recently moved to a two-bedroom beachfront apartment, remembers when financial independence was synonymous with high school graduation.

"When I was 17,18,19 years old, a couple of guys could rent a real decent apartment on Seal Beach for \$150 a month," Heath says. "Now, even if you spend one-quarter of your income [on housing], you still live in a depressed neighborhood."

As a result, parents and children alike may need to alter their expectations of independence, Stegall says.

"Everything is geared toward leaving home," she says. "In our culture, we raise children to be independent. [Parents and children] need to reorder their expectations."

But changing times have not dissuaded Sandi Carstensen from her principles.

"I don't believe in letting them freeload," she declares. "That's not teaching them to be responsible." (Sherry Joe, "Back to the Nest," *Los Angeles Times*, October 28, 1991.)

Culture

boomerang – if a plan boomerangs on sb it affects them instead of the person who it was intended to affect.

pull one's own weight – to do your full share of work.

in lieu of – instead of.

curfew – the time after which everyone must stay indoors.

catch sb off guard – to surprise sb by doing sth that they are not ready to deal with.

close-knit –having strong friendly relationships.

Vocabulary

chore – a job that you have to do regularly, especially work that you do to keep a house clean: **household chores**: something you have to do that is very boring and unpleasant.

stipulate – to say that something must be done, when you are making an agreement or offer: **stipulate payment in advance; stipulate that sth be done; stipulation** – a specific condition that is stated as part of an agreement: **stipulation that.**

reluctant – slow and unwilling: **reluctant to do sth**; **reluctance (n)**; **reluctantly (adv)**.

sacrifice – to willingly stop having sth you want or doing something you like in order to get something more important: **sacrifice sth for**; **sacrifice sth to do sth**; **sacrifice (n)**: **make sacrifices**; **human sacrifice**; **sacrificial (adj)**; **sacred (adj)**: **sacred cow** – a belief that is so important to some people that they will not let anyone criticize it.

trendy – influence by the most fashionable styles and ideas; **trendy (n)** – someone who is trendy because they want other people to think they are very modern; **trendsetter** – someone who starts a fashion; **trend (n)**: **trend in/towards**; **reverse a trend** (= makes a trend go in the opposite direction); **underlying trend**; **set the trend**.

atone – to do sth to show that you are very sorry for having done something wrong: **atone for**; **atonement**.

tension – nervous feeling; lack of trust; **tense (adj)**: **tense moment/atmosphere**; **tense up (v)**; **tensed up**.

blossom – to produce flowers (about trees): **blossom out** – to become happier, more beautiful; **blossom (n)**: **in full blossom**.

dissuade – persuade sb not to do sth: **dissuade sb from doing sth**; **dissuasion**.

1. Answer the following questions.

- Why does the writer provide such a great number of examples?
- What does the author advise to head off potential trouble in families?
- What is a recommended alternative to living in your parents' home?

2. Brainstorm ideas.

1. Professional writers and journalists have certain readers in mind their "audience" when they write. In your opinion, was this article aimed at parents of adult children or at the adult children themselves? Is it biased toward either group? Use evidence from the article to support your view.

2. Which parents or adult children do you personally identify with? Describe and explain.

3. In the article the psychotherapist Stegall says that today's economy forces U.S. citizens to "alter their expectations of independence." This is a tall social order. Do you think this "reordering" can occur? Is it already occurring?

PART H.

The Migration Fallacy

Based on the article by Saskia Sassen

Each phase of European Union enlargement has raised the spectre of mass migrations from poverty to prosperity. The prospect of new influxes has lately prompted concerns that Western Europe will be unable to absorb such movements.

But Western Europe actually has a history of assimilating millions of immigrants, albeit with difficulty. That is why, following five centuries of intra-European migration, Europeans are a rather mixed people: one-quarter of French people, for instance, have a foreign-born parent or grandparent; in Vienna, the figure is 40 per cent. How did Europe achieve this integration?

Immigration hovers in the penumbra of official European history. If anything, Europe has traditionally thought of itself as a continent of emigration, not of immigration. Yet immigration is part of the landscape. In the 18th century, when Amsterdam built its polders and cleared its bogs, it brought in northern German workers. When the French built their vineyards, they employed Spaniards. When London built its water and sewerage infrastructure, the Irish provided the labour. In the 19th century, when Baron Haussmann rebuilt Paris, he brought in Germans and Belgians. When Germany built its railways and steel mills it used Italians and Poles.

This was not immigration on a small scale. Europe - not the Americas, as is usually thought - was the main destination for Italians in their century of emigration from 1876 to 1976. About 12.6m Italians went to other European countries, 1 m more than emigrated to non-European countries. And while the US was the country that received the largest number of Italians - with 5.7m - France was not that far behind, with 4.1m. Switzerland, smaller still, received 4m, Germany 2.4m and Austria 1.2m.

Three features of these migrations of the 18th, 19th and 20th centuries are relevant today. One is the intensity and short duration - often about 15 years - of periods of high demand for immigrants. There is a strong possibility that Europe will need more immigrants - and sooner than Europeans think - given the continued demand for low-wage workers and the forecast that the population of the EU's 15 pre-enlargement members will have dropped by 88m by the end of this century. A second feature is the astounding capacity of European countries to absorb immigrants - more than 20m since the Second World War. The final feature is the extent to which big immigration flows - such as Turks and Moroccans - consisted disproportionately of groups - such as Kurds or Berbers - with strong reasons for leaving their home country.

What is clear from history is that most Europeans do not want to emigrate. The same trends can be expected when it comes to the EU's new members. Most emigrants are likely to be from very specific groups, such as the Roma, or, in a

novel development, from among the middle-class young, who increasingly think of themselves as "Europeans". The Roma will come to stay, the young mostly to play for a while before returning home.

From a modern perspective, these historic flows of immigrants look comparatively easy to handle. Most were moving from countries that are now long-term members of the EU. Today, migration between those countries is uncontroversial. But in their time, such movements were a much more sensitive issue. These migrants were the outsiders - they looked different and they had different cultures. Although, over the centuries, many of today's EU citizens can trace themselves back to these migrations, when they arrived in their new countries, they seemed overwhelmingly alien to the inhabitants. Anti-immigrant sentiment was common.

Today, these same religious, racial and cultural differences are invoked by those who believe assimilation of immigrants is impossible. The historical record suggests Europeans were equally negative about those who today are considered insiders: German and Belgian workers in France, Italians in Germany, and so on.

Europe's highly developed sense of civic and political community meant that the division between insiders and outsiders was clear. To incorporate newcomers required work and it took generations to achieve; to contemporaries, it often seemed an impossible task. The key to this struggle was political innovation. Indeed, this is the enduring legacy of assimilation of outsiders: it forced nationals of European countries to develop and strengthen their civic and political institutions. Europe's highly regarded burghers started out as outsiders, fighting for rights against the nobility. Every big immigration phase pushed Europeans to invent legal instruments to handle the matter. Immigrants today are part of the complex, highly heterogeneous "We" of any developed society. Racism is still alive and well, but so are membership rights.

Europeans' highly developed sense of political membership made it hard to absorb new immigrants, but it also forced them to come up with formal rules for including outsiders. Such innovation was part of the fight against the many natives who used existing institutions to argue against inclusion. In many ways, the history of the EU's development is the ultimate example of this effort.

Public debate today neglects this history of hard civic, political and legal work. In the past, we crafted incorporation over decades. But these days - when products and services are readily available to tackle just about any problem - the expectation seems to be that, if there is not an instant solution, there is no solution at all. (Based on SASKIA SASSEN's "The migration fallacy", *Financial Times*, December 27, 2004)

*The writer, a professor of sociology at the University of Chicago, is author of *Guests and Aliens* (The New Press)*

Culture

bog – an area of ground that is always wet and soft.

mill – a factory where a product such as cotton, wool, or steel is made.

the nobility – people in the highest social class who usually have titles, for example dukes, earls: **of noble birth**.

heterogeneous – consisting of many different types of people or things; *ant.* **homogeneous**.

contemporary – someone alive at the same time as a particular event or person.

astound – to surprise or shock someone very much.

novel (*adj*) – new or unusual (a novel solution to the problem).

hover – to keep in the same position for example in the air (talking about birds), however the word projects the idea of being in a state that may change at any time or of being close to some negative experience awaiting you.

penumbra – an area covered by the outer part of a shadow, so that it is not completely dark (but it is not in the limelight either)

invoke – (here) to mention a law, principle, or idea in order to support an argument or to explain an action.

Vocabulary

relevant – (+to) important and connected directly to what is being discussed or considered; **relevance (relevancy)** (+of) (*n*): **of relevance to sth**.

absorb – to make a small group, organization etc become part of a larger one: **absorb sth into sth** – to allow ideas, methods etc to become part of your own way of thinking or culture; **absorbed** (*adj*) (+in) – interested or involved in sth; **absorbing** (*adj*) – very entertaining; **absorption** (*n*) (+of, into).

sensitive – reacting strongly or emotionally; needing to be dealt with carefully; needing to be protected, or kept secret; showing that you care about someone or something (+to); **sensitively** (*adv*); **sensitivity** (*n*).

trace – to find sth or sb that you are looking for by asking questions and getting information: **trace sb to sth, to trace sth back to sth** – to discover the origin of something or how it developed; **trace** (*n*): **disappear/vanish without trace; a trace of**.

overwhelming – much larger, stronger etc than anything else in a situation: **overwhelming majority; overwhelming odds; overwhelming desire, emotion, feeling, need, sense; overwhelmingly** (*adj*); **overwhelm** (*v*) - to affect someone's emotions in a very powerful way, to surprise someone very much; to defeat an opponent especially by a lot of points, goals.

enduring – lasting for a long time; **endure** (*v*) – to suffer sth unpleasant or difficult in a patient way over a long period; **endurable** (*adj*); **endurance** (*n*) – the ability to continue doing sth physically difficult or unpleasant for a long period: **beyond endurance**.

legacy – money or property that you arrange for someone to have after you die; sth such as tradition or problem that exists as a result of sth that happened in

the past (**+of**); sth that someone has achieved that continues to exist after they stop working or die, *ex. A legacy of our imperial past*: **legacy system** – a computer system that is still used although it is no longer the most modern or advanced, because it would be very expensive or difficult to replace it.

instant – (*adj*) immediate, *ex. instant solutions*; prepared in a very short time (about food or drink), usually by adding some hot water, *ex. instant coffee/soup*; **instant messaging** – the activity of communicating with sb directly over the Internet and replying to their messages as soon as they arrive; (*n*) an extremely short period of time, that ends almost immediately, moment: **in an instant, at the particular instant; instantly** (*adj*) - immediately.

1. Do you think the writer would agree with the following statements?

- Mass immigration is always intrinsically connected with political oppression.
- Though Europe has always been considered the continent of emigration, it has a long history of large scale immigration.
- The process of assimilation was simpler in the past.
- Thanks to highly developed sense of civic and political rights the division between the insiders and outsiders was clear.
- Modern European society is homogeneous.
- There is a host of quick and simple solutions to the problem of immigration.

2. Answer the following questions.

- What are the main features of contemporary migration?
- What makes the process of assimilation so sensitive?
- What stimulated the invention of legal instruments to handle immigration?

3. Brainstorm ideas.

- What is the implication of the article? What can you say about the process of migration in our country? Is the situation novel or can it be traced back to the past?
- According to the writer the process of assimilation has never been simple in Europe nevertheless they managed to devise instruments of incorporating newcomers into their society. What can be done to civilize the situation in Russia?

PART I.

Muslims against Terrorism: Please Stop Yellow Journalism

By Syed Soharwardy

The unfair treatment of western media towards Islam and Muslims is not new to many people. The biased reporting, stereotype stories and hidden hate towards Muslims of the world are facts of western journalism. These champions of the free world who claim that their reporting standards are very high, they are honest and feel responsible to provide correct information to their audiences are in fact, have dual standards of reporting. They intentionally dramatize a situation in order to market their programs and increase their market share at any cost. They are not honest when a news item or a story involves a practicing Muslim or religion of Islam.

The Muslims of North America, Europe and Australia have been under a constant threat from these media organizations. These media organizations including all TV network, most of the Radio stations and all-major newspapers of North America, Europe and Australia have been controlled / influenced by special interest groups. These special interest groups through the western media are not only misleading the people of North America, Europe and Australia but also trying to build walls between Islam and the people of other faiths such as Christians and Jews.

These media organizations are purposely creating a very wrong image of Islam and Muslims. The main objective of these media organizations is to create, through their own judgments, such a horrible image of Islamic teachings that the people in the west not only consider Islam as a threat towards western cultures but also feel threatened by the Muslims. A common person, who is very busy to fulfill his / her economic and social needs and does not have time to investigate the situation, heavily depends upon the media reporting. If TV, Radio and the Newspapers are not honest in their reporting then the listeners or the readers of western media will not be able to get the truth. Rather, it creates misunderstanding among the various religious and ethnic groups, which creates animosity, hate and intolerance for each other. The Muslim minority of North America, Europe and Australia has been suffering from this unfair and very biased treatment of the media for a long time.

Every time when an incident of terrorism happens anywhere in the world the Muslims living in Western World specially in North America gets terrorized by the horrors of the news media. The way newscasters on radio and TV broadcast and print media prints the news, it's always very clear that all these newscasters and reporters not only try very hard to find a Muslim name to be associated with the incident. These journalists who portray themselves as the champions of humanity and professionalism become so unprofessional and inhuman that sometime they do not realize the outcome of their hurried and rushed reporting.

You may be asking what proof do I have to support my arguments. Let me give you some examples from the recent memories.

On April 19, 1995 the Murrah Federal building in downtown Oklahoma City was bombed. The media speculated and blamed Muslims for the destruction and killings of innocent civilians. TV networks including CNN, ABC, CBS, NBC, CBC projected and propagated Muslims as terrorists and Islam as the religion of intolerance. Many Muslims became victims of this malicious propaganda. However these reports were completely false, there was no Muslim connection in this bombardment. Two fundamentalist Christians were convicted in this case. But no media organizations identified 27-year-old Timothy McVeigh and his ex-Army buddy, Terry Nichols as Christian terrorists.

Here is another example. On October 31, 1999 EgyptAir flight 990 crashed off the coast of Massachusetts. All 217 passengers died in the crash. Because of the previous lessons learned the media did not jump to the Muslim connection quickly. But as soon as media reporters found out from the flight voice recorder that the Captain has said some prayers before the crash, they made astonishing and very ignorant remarks about these religious supplications. They assumed that the Captain said these prayers because he was going to commit suicide and destroy the entire plane with him. This shows how knowledgeable these investigators are? And how knowledgeable these media reporters are? A Muslim makes such prayers / supplications everyday when he / she starts the journey OR when he / she is in danger of an accident. These supplications do not indicate that the pilot was committing suicide. They prove that he was seeking God's help. By the way, these supplications also prove that the pilot was knowledgeable about the teachings of Islam and he must have known that suicide is a major sin in Islam. But media took these supplications as an opportunity to once again misguide the people about the Islamic beliefs and project Muslims as killers.

We can quote several similar incidents where no Muslim was involved in the incident but media used its twisting techniques and told the wrong information. Media always tried to portray Islam as a religion of terror and all the Muslims as terrorists. The way talk-show programs and news are produced and presented, it seems that the media has already decided the guilty verdict regardless what would be the outcome of an investigation.

Why the media would not tell about the religious affiliation of a terrorist if he or she would not be a Muslim? But when a Muslim individual is involved in any terrorist incident, his / her name is identified later but his / her religion is identified first.

Why do CNN and other network TV stations identify a group of people who attack Israel from Lebanon as Muslim extremists? Why aren't the people who retaliate from Israeli side identified with their religious affiliation regardless whether they are defending Israel or attacking the enemies of Israel? If one group is identified with its religious affiliation and the other group with its country affiliation, this proves how biased and unfair these reporters are? Either

both groups should be identified with their religious affiliation or both should be identified with their country affiliation.

During the visit of Pope Paul II to holy lands, Larry King of CNN invited various distinguished Christian and Jew guests in his show "Larry King Live" to talk about religious harmony. But Larry was unable to find a single Muslim scholar for this show. I do not think that Larry does not know that the largest population of that region where Jesus (peace be upon him) was born is Muslim. Pope was not only welcomed by Christians and Jews but the majority of the people who attended his masses and gatherings were Muslims. Pope visited the most sacred places of all three religions. But Larry King invited only Christians and Jews not a Muslim? This may not be very important but it shows how Larry King and CNN think.

Islam means Peace and Muslim means a believer from whose hands and tongue the others are safe. It is not possible that a true Muslim can be a terrorist. I am not trying to say that at present times, the entire Muslim community is perfect. I am not saying that the Muslim community does not have any bad element, for example religious extremism of some of the self claimed Muslim scholars who practice and preach violence in the name of Islam to benefit their own personal interests. These people have misused the concept of Jihad and gave their own interpretation to it. What I am trying to convey is a request to the entire media organization to be fair and honest in their reporting. Treat the Muslim community as you treat the Christian and Jewish communities.

In case of a Christian or a Jew, you are able to separate an individual action from his / her community action, why are you unable to do the same thing with Muslims? Just like Christianity or Judaism, Islam forbids its followers to harm or kill or make hostage anyone. While the media can understand the teachings of Christianity and Judaism why they have difficulty in understanding similar teachings of Islam? Is this intentional? Why do media organizations not want to play a positive role in bringing the followers of Islam, Christianity and Judaism together? Why do these media organizations treat a Christian or a Jew different than a Muslim? Why are these media organizations afraid of Islam and Muslims? The problems of extremism do exist in Muslim community just like in Christian and Jewish communities. Why is the problem in Muslim community exploited more than the Christian or Jewish communities?

A terrorist should be identified and condemned as a terrorist but a terrorist should not be identified with his / her religious affiliation. Why a terrorist who happens to be a Muslim is identified as a Muslim terrorist? How about the terrorists of other religions? Why aren't they identified and associated with their religions? The white Supremacist groups in the Western world are fundamentalist Christians. Why aren't their terrorist attacks on Blacks and other ethnic groups reported and associated with their religion. Unless, the people who believe in justice for all are united to standup for their rights, the media will continue to create a negative image of Muslims and Islam.

Culture

champion – someone who publicly supports or defends a set of beliefs, political aims, or a group of people (+of).

dual standards – unfair treatment of similar problems because of political or economic reasons.

faith – strong belief in a god or gods: **blind** (=unreasonable) **faith**.

animosity – hostility (a strong feeling of disliking).

supplication – request addressed to God.

scholar – someone who studies a particular subject and knows a lot about it, especially the subject that is not scientific.

mass – a ceremony in the Christian Church, especially the Roman Catholic church, in which Jesus Christ's last meal with his disciples is remembered.

Vocabulary

objective – something that you plan to achieve, especially in business or work (+of): **main/primary/principal objective**; **accomplish/achieve/attain/fulfill/meet/reach objective**.

malicious – unkind and showing a strong feeling of wanting to hurt someone: **malicious gossip/rumors**; **maliciously** (*adj*); **malice** (*n*): **without any malice** – mean well.

affiliation – connection with an organization, especially a political or religious one; **affiliate** (*v*): **be affiliated with sth** – to be officially connected with a larger organization or a group; **affiliated company/corporation/trade union**; **affiliate** (*n*).

retaliate – to do sth harmful or unpleasant to someone because they have sth harmful or unpleasant to you; **retaliate by doing sth**; **retaliate against sb for sth**; **retaliation** (*n*) (+against): **in retaliation for**; **retaliatory** (*adj*).

condemn – to say publicly that you think someone is bad or wrong: **condemn sb/sth as sth**; **condemn sb for (doing)sth**; **strongly/roundly condemn**; **condemnation** (*n*); **condemnatory** (*adj*) – expressing strong criticism; **condemned** (*adj*) – a condemned prisoner is waiting to be killed for the crime: **condemned cell** – in the US, a room for a prisoner who is waiting to be killed.

1. How would the writer answer these questions?

- What is the reason for misrepresentation of Islam by Western mass media?
- What is the reaction of a common person on this avalanche of information about malicious nature of Islam?

2. What is your position to the writer's statement?

Animosity for other religions is the creation of yellow press.

3. Has your vision of the problem changed after reading this article? Have you become more open-minded (ready and willing to consider new ideas)? Have you become more tolerant of other groups?

4. Brainstorm ideas.

- The writer disapproves of the existence of dual standards in reporting about the acts of terror. What is the situation like in our country? What was the attitude of global community to Russia's commitment to combat terrorism and retain territorial integrity? Why has the attitude changed?

- The writer criticizes journalists for the lack of professionalism in treating important problems. What is your concept of journalist professionalism? (Take into consideration the meaning of the word "profession" as a job, which requires certain skills to earn one's living.)

PART J.

Human Rights: Righting Wrongs

NEW YORK

Human-rights campaigners are starting to lobby for economic and social rights, such as the right to health and the right to food. Will they make a success of it?

IN SHAW'S "Pygmalion", Colonel Pickering asks Alfred Doolittle whether he has no morals. "Can't afford them, governor," the philanderer replies; "Neither could you if you was as poor as me." Morals are costly to maintain. So are rights, especially the kind of "universal human rights" that become enshrined in United Nations' declarations.

During the cold war, enthusiasm for the rights split along the obvious divide: capitalists were keen on civil and political rights, communists on social and economic rights. When Western lobbyists accused the Soviet Union of violating its citizens' rights, the Soviet government replied that the economic and social rights of its people were more important.

In terms of publicity and promotion, political rights have had the benefit of human-rights advocates. They have publicized the plight of prisoners of conscience and victims of torture. As a result, regimes that torture, unjustly imprison or disenfranchise their citizens have sometimes been pushed or shamed into changing their behavior.

At the moment Amnesty International campaigners battle in support of civil and political rights. They define their battleground with care, supporting only the rights of individuals. If a journalist is thrown into prison, Amnesty will launch a campaign on his or her behalf. If a government bans a newspaper, however, Amnesty will remain mute, because the action harms no single individual.

Until now, economic benefits such as housing, food, health care and fair wages have been less widely promoted. Now, though Western human-rights groups, which have traditionally focused only on civil and political violations, are looking again at economic rights, and hope eventually to persuade governments to place the right to a house or a meal on an equal footing with the right to vote.

Over the past four years, Amnesty's (International) main policy committee, the Standing Committee on the Mandate, has been developing a set of resolutions that would explicitly incorporate economic and social rights into Amnesty's mandate. If adopted, the resolutions will alter the character of the organization profoundly and permanently.

However much remains to be settled. For instance, Peter Pack, the standing committee's chairman, says the organization could well end up with a position on economic and social rights that resembles its stance on civil and political

rights: only certain abuses, under certain circumstances, would fall within Amnesty's remit.

The main question is whether such a change would reinvigorate Amnesty's mission or splinter it. Amnesty's letters, petitions and appeals have successfully chastised torturers and despots. Would their tactics be equally effective in the greyer worlds of health, housing, and labour policy?

Up to now Western human-rights campaigners have left economic and social concerns to humanitarians and philanthropists. When they have taken an interest in economic and social conditions, it has been merely to strengthen the case for political crusading. For example they assert that "the best way to prevent famine today is to secure the right to free expression - so that misguided government policies can be brought to public attention and corrected before food shortages become acute."

Now, campaigners increasingly question that view. Amnesty may be the most prominent human-rights group debating a shift of focus, but it is by no means alone. Since 1993, the charter of the Centre for Economic and Social Rights in Brooklyn, New York, has demanded that it "challenge economic injustice as a violation of international human rights law". In its strategic plan for the next three years, Oxfam, Britain's leading overseas-development charity, lays out its belief in "rights to a sustainable livelihood, and the rights and capacities to participate in societies and make positive changes to people's lives".

United Nations' bodies are also keen to extend the concept. Since 1998, the World Health Organization has been asking the international community to recognize health as a human right. And the UN Human Rights Commission recently stated that international trade law ought to be harmonized with international human-rights law.

Why, though, are human-rights bodies so keen to broaden their remit in this way? Michael Ignatieff insists "All the gains in civil and political rights that have been made in Botswana, for example, will be wiped out by the catastrophic losses in economic and social rights. At this level of incidence of AIDS, the virus destroys the infrastructure of a society. It cuts into the defences that make civil and political rights possible."

Mr. Ignatieff has a point. Botswana, like neighbouring South Africa where AIDS is also rife, is a democracy with a reasonably free press and healthy civil institutions. The fact that Botswana suffers from the world's highest incidence of AIDS, with South Africa close behind, proves that democracy and press freedom are not prophylactics. Human-rights campaigners may feel that these countries are not doing enough to staunch the spread of the disease, but they cannot blame the failure on political abuses. Nor can they tell other, less enlightened regimes that respecting civil and political rights will help to halt the spread of AIDS.

However, the strategy is a perilous one. Even if economic and social rights appear to have the same status on paper as civil and political rights, their philosophical grounding is often questioned. Though governments may intentionally torture their citizens; they do not usually intentionally, inflict on

them poverty and ill health. The moral imperative to stop poverty or disease is therefore not as convincing as the moral imperative to stop torture.

There is a further problem. In the eyes of governments today, certain human rights in the civil and political realm have attained the status of moral absolutes. Abusers of these rights face sanctions and censure, even if their actions are mandated by the democratic processes of a sovereign state. However, giving a similar status to economic and social rights would produce a curious outcome. Some nations would be subject to condemnation simply because of their poverty, while others would be arraigned for the policy outcomes of decisions taken democratically. It would be morally distasteful and counterproductive.

Critics of an expanded set of human rights point to another difference between the old sort and the new. To guarantee civil and political rights is relatively cheap, whereas to guarantee economic and social rights is potentially enormously costly. The cost of ensuring the right to vote, for example, is well-defined. Endorsing a universal right to health care, by contrast, seems a sure start to an expensive ride down a slippery slope.

In any case, it will be hard for human-rights campaigners to advance economic and social rights as successfully as they have promoted civil and political rights.

If human-rights campaigners succeed in deploying their campaigning skills to improve health and reduce poverty, that will be a considerable gain. However, they risk alienating Western countries that have hitherto usually been their allies, which will have to face the claims of their own citizens for adequate health care, food, wages etc.

Veteran campaigners know all too well that two wrongs don't make a right. They are about to find out that too many rights may well make a wrong. (*Based on 'Special report: Human Rights. Righting Wrongs. The Economist, August 18th, 2001.*)

Culture

disenfranchise – to no longer allow someone to have the right to vote.

philanthropist – someone who believes in helping people, especially by giving money to those who need it.

realm – a particular area of knowledge, experience, interest: the political/military realm, (+of).

censure – severe criticism of someone

arraign – (usually passive) to order someone to go to a court of law to be formally charged with a crime.

chastise – to criticize someone.

Vocabulary

plight – a sad, serious, or difficult situation: **the plight of the poor/homeless/unemployed.**

remit – a particular area of work that someone is responsible for: **within / outside the remit of**.

(re)invigorate – to give someone more energy, refresh; **invigorated** (*adj*)– full of energy; **invigorating** (*adj*) – making you feel that you have more energy: **an invigorating walk/ swim/shower**.

rife – (*adj*) (*never before noun*) if something bad or unpleasant is rife there is plenty of it; **rife with**.

perilous – very dangerous; **perilously** (*adv*): **perilously close to (doing) sth**; **peril** (*n*) – danger: **in peril; at your own peril; the peril of doing sth**.

deploy – to use sth; **deployment** (*n*).

1. Answer the following questions.

- Who can afford morals according to B.Shaw?
- What was the division of interests on the rights' arena in the past?
- How has the battleground of Amnesty International changed lately?
- What is the United Nations bodies' attitude to the extension of the concept of rights?
- Why are human-rights bodies keen to broaden their remit?

2. The author identifies several problems in the extension of the concept of rights. What are they?

3. What is the implication of the title? How do you understand it?

4. Brainstorm ideas.

- Though the necessity of balance between human and economic rights is a sure way to harmony in global community the article is by no means controversial. What do you think about the change of priorities? Do you consider it timely? Have all the political rights of every individual been already achieved? What is the reason for this shift of priorities?

Creative Consolidation

1. Project-Making.

- Devise a community beneficial enterprise. Be ready to present it to the municipal committee and speak about its advantages - both social and economic. Take into account the population profile of the community (old age pensioners, young families, high proportion of the unemployed etc.)

- Devise a program consolidating the society without ruining its diversity on the a) local, b) regional, c) national level. Be ready to present your project.

- Devise a program to check violence on the a) community, b) regional, c) national level. Be ready to present it.

2. Write an article about:

- a) the necessity of introducing community standards;
- b) the impossibility of demanding community standards, which is equal to censorship;
- c) the impossibility of rejecting the past which is the way to the abyss of self-destruction of the nation;
- d) the necessity of denouncing the past to be able to create a new society;
- e) the balance between the freedom to exercise religion and unprecedented proliferation of religious sects;
- f) the controversy over the introduction of religious education at school (pros and cons);
- g) the controversy over the introduction of censorship.

3. Write a 350-word essay developing one of the theses.

1. As violence in movies increases, so do crime rates in our cities. To combat this problem we must establish a board to censor certain movies or we must limit admission to persons over 21 years of age.

2. As overall life expectancy continues to rise, the population of our country is growing increasingly older. A prudent investor would be well advised to sell interest in hotels and invest in hospitals and nursing homes instead.

3. As public concern over drug abuse has increased, authorities have become more vigilant in their efforts to prevent illegal drugs from entering the country. Many drug traffickers have consequently switched from marijuana which is bulky, or heroin, which has a market too small to justify the risk of severe punishment, to cocaine. Thus enforcement efforts have ironically resulted in an observed increase in the illegal use of cocaine.

4. In most fields: including education, politics, and business – the prevailing philosophy never stays in place very long. This pattern of constantly shifting from one theoretical position to another is an inevitable reflection of human nature: people soon tire of the status quo.

5. Most people today place too much emphasis on satisfying their immediate desires. The overall quality of life would be greatly improved if we all focused instead on meeting our long-term needs.

6. The most important reason for studying history is not that knowledge of history can make us better people or a better society but that it can provide clues to solving the societal problems that we face today.

7. Whether people accept or reject an idea depends more on the way it is presented to them than on the merits of the idea itself.

8. All citizens should be required to perform a special amount of public service. Such service would benefit not only the country as a whole but also the individual participants.

9. Companies are never justified in employing young children, even if the child's family would benefit from the income.

10. Robert Parker, a mystery writer, has stated: *In general, I believe that writers should be free to write what they wish; and publisher, should be free to publish what they wish; and each should be free to do it at any time.* (Do you agree with his opinion? Why or why not?)

Active Vocabulary List

accelerate (v)

accord (v)

admonish (v)

adroit (adj)

advent (n)

ambiguous (adj)

annihilation (n)

antithesis (n)

arduous (adj)

ascertain (v)

attrition (n)

auspicious (adj)

belligerent (adj)

berate (v)

bolster (v)

chide (v)

circumvent (v)

clandestine (adj)

collaborate (v)

command (v)

commensurate (adj)

complacency (n)

complement (v)

confer (v)

contend (v)

contingency (n)

contrite (adj)

corroborate (v)

cursory (adj)
decorum (n)
demise (n)
denunciation (n)
depreciate (verb)
deride (v)
derive (v)
derogatory (adj)
despondent (adj)
detriment (n)
discreet (adj)
discretion (n)
disparage (v)
disparity (n)
disseminate (v)
dissipate (v)
distraught (adj)
doom (n)
dormant (adj)
embellish (v)
emulate (v)
encompass (v)
eradicate (v)
equivocate (v)
espouse (v)
estrangle (v)
euphoric (adj)
excel (v)
exhilaration (n)

exhort (v)
exoneration (n)
exorbitant (adj)
expedite (v)
extenuating (adj)
extinct (adj)
extricate (v)
fabricate (v)
facilitate (v)
fastidious (adj)
flout (v)
foible (n)
forestall (v)
fortuitous (adj)
fraudulent (adj)
germane (adj)
grievous (adj)
havoc (n)
heinous (adj)
hierarchy (n)
impede (v)
impending (adj)
imperative (adj)
impetuous (adj)
implicit (adj)
inadvertent (adj)
inane (adj)
incapacitate(v)
incongruous (adj)

inflate (v)
innocuous (adj)
indigenous (adj)
insidious (adj)
insinuate (v)
instigate (v)
integral (adj)
interrogate (v)
intuition (n)
inundate (v)
irreparable (adj)
juxtapose (v)
liability (n)
liaison (n)
lucid (adj)
macabre (adj)
mandatory (adj)
maudlin (adj)
mediocre (adj)
mesmerize (v)
meticulous (adj)
mitigate (v)
morale (n)
nonchalant (adj)
noxious (adj)
oblivious (adj)
obsequious (adj)
obtrusive (adj)
omnipotent (adj)

opportune (adj)
optimum (adj)
ostentation (n)
ostracize (v)
panacea (n)
perfunctory (adj)
permeate (v)
pinnacle (n)
platitude (n)
plight (n)
portend (v)
precarious (adj)
precipitate (v)
predisposed (adj)
preponderance (n)
preposterous (adj)
presumptuous (adj)
proliferation (n)
propensity (n)
quandary (n)
rebuke (v)
recourse (n)
redeem (v)
regress (v)
reiterate (v)
rejuvenate(v)
relinquish (v)
replete (adj)
reprehensible (adj)

repudiate (v)
repugnant (adj)
resilience (n)
resist (v)
resort (v)
reticent (adj)
retribution (n)
rudimentary (adj)
schizophrenic (adj)
scrupulous (adj)
sedentary (adj)
somber (adj)
sordid (adj)
staunch (adj)
stigma (n)
stint (n)
stringent (adj)
sensory (adj)
sham (n)
solace (n)
squander (v)
squelch (v)
subordinate (adj)
subversive (adj)
tantamount (adj)
tenet (n)
tenacious (adj)
tenuous (adj)
transgress (v)

travesty (n)

turbulent (adj)

ubiquitous (adj)

unprecedented (adj)

utilitarian (adj)

validate (v)

vehement (adj)

veneration (n)

vindicate (v)

vociferous (adj)

yen (n)

Bibliography

1. Bromberg, Murray; Gordon, Melvin. 1100 Words You Need to Know, Barron's Education Series, Inc.,1993.
2. Cotton, David; Falvey, David; Kent, Simon. Market Leader, Financial Times, Pearson Education Ltd, 2001
3. Dwyer, Anne. Skills for Business English, Student Book 3, DELTA Publishing, 39 Alexandra Road, Addlestone, Surrey KT 15 2PQ, United Kingdom, pp. 48.
4. Goodman, Donald; Nist, Sherrie L.; Mohr, Carole. Advancing Vocabulary Skills, Townsend Press, Marlton, NJ 08053.
5. Jones, Leo. Progress to Proficiency, Cambridge University Press, 1994.
6. Jones, Leo. New Cambridge Advanced English, Cambridge University Press, 1998.
7. Kotler, Philip. Marketing Management. Prentice Hall, 2000, Chapter 2.
8. Longman Dictionary of Contemporary English, 3rd Edition, Longman House, England, 1995.
9. Longman Idioms Dictionary, 3rd Edition, Pearson Education Limited, England, 2000.
10. MacKenzie Ian. English for Business Studies. A Course for Business Studies and Economics Students. Cambridge University Press, UK, 2004.
11. Macmillan English Dictionary for Advanced Learners, International Student Edition, Macmillan Education, Between Towns Road, Oxford OX4 3PP, 2002.
12. Mascull, Bill. Market Leader, Longman, 2001.
13. Mascull, Bill. Business Vocabulary in Use: Innovation, Professional English, Cambridge University Press, 2004.
14. McCarthy, Michael; O'Dell, Felicity. English Vocabulary in Use. Advanced. Cambridge University Press, 2003;
15. The Merriam Webster Dictionary of Synonyms and Antonyms, Merriam-Webster, Inc., Publishers, Springfield, Massachusetts, 1992; Longman.
16. Misztal, Mariusz. Tests in English. Thematic vocabulary. Wydawnictwa Szkolne I Pedagogiczne, Warszawa 1996
17. Numrich, Carol. Raise the Issue, Longman, 1994.
18. Oxford Collocations Dictionary, 4th Impression, 2003.
19. Oxford Learner's Wordfinder Dictionary, Oxford University Press, 1997.
20. Pilbeam, Adrian. International Management, Longman, 2000.
21. Pye, Diana; Greenall, Simon. CAE Reading Skills, Cambridge Examinations Publishing, 1996.
22. Schinke-Llano, Linda. Reaching for Tomorrow, National Textbook Company, Illinois, USA, 1994.
23. Stephens, Mary. Proficiency Reading, Longman, 2000.

24. Tiersky, Ethel; Chernoff, Maxine. In the News, International Herald Tribune, National Textbook Company, Illinois, USA, 1993.
25. Wright, Jon. Idioms Organizer, Language Teaching Publications, Commercial Colour Press, London, 1999.

Ф.К. АТАБАЕВА

АНГЛИЙСКИЙ ЯЗЫК В МАГИСТРАТУРЕ
УЧЕБНОЕ ПОСОБИЕ

Подписано в печать 24.04.2017 г.

Формат 60x84, 1/16.

Плотность 80 г/м2.

Усл.печ.л. 11,16.

Тираж 1000 шт.

Отпечатано в ТОО «ColorCity».

Наурызбай батыра, 9.

Тел. +7 727 329 24 40