ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
БІЛІМ ЖӘНЕ ҒЫЛЫМ МИНИСТРЛІГІ

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ЛОГИСТИКА ЖӘНЕ ІСКЕРИ ӘКІМШІЛІК

Университеттің Ғылыми-әдістемелік кеңесі
оқу құралы ретінде ұсынған

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Оқу құралы Логистика және іскери әкімшілік мамандықтары бойынша тілдік емес жоғары оқу орындарының студенттері мен магистранттарына ағылшын тіліндегі Логистика және іскери әкімшілік мәтіндермен жұмыс істеуге арналған.

Сондай-ақ, оқу құралын Логистика және іскери қызметке байланысты мамандар даярлайтын басқа да жоғары оқу орындарында ағылшын тілінен сабақ беру кезінде пайдалануға болады.

Бұл оқу құралы ағылшын тіліндегі экономикалық мәтіндерді түсіну және аудару дағдыларын қалыптастыруда, ағылшын тілінде өзіндік жұмыс істеу кезінде бірден-бір көмекші құрал ретінде де ұсынылады.

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Алғы сөз

Бұл оқу құралы Логистика және іскери әкімшілік мамандықтары бойынша мамандандырылған ағылшын тілін оқып үйренетін студенттер мен магистранттарға арналған.

Осы оқу құралының мақсаты - ағылшын тілін мамандық тілі ретінде оқытуда кешендік мақсатта қол жеткізуге бағытталған. Оқу құралында мына міндеттер шешіледі:

Экономикалық және техникалық мәтіндермен шеберлік пен қабілет жұмыстарын қалыптастыру. Әсіресе аналитикалық оқулар қабілетін дамыту, мәтін мазмұнын қысқартылған, құрылымдандырылған және астарлау түрінде дамыту;

– аударма дағдысын дамыту: ауызша (әзірленген және әзірленбеген) және ағылшын тілінен ана тіліне ауызша аудару, сондай-ақ ғылыми жазбаша стил дағдысын дамыту (аңдатпалар, пікірлер және т.б., құрастыру);

– ауызша сөз дағдысын (әзірленген және әзірленбеген) оқытылатын тематикада дамыту;

– терминологяны білу және оны кәсіби қызметте пайдалану.

Оқу құралы екі бөлімнен, глоссарий, аббревиатуралар тізімі, академиялық ғылыми хатты құрастыруда кеңестік анықтамалық материалдан, сондай-ақ пайдаланылған әдебиеттер библиографиясынан тұрады.

Әр бөлім тақырып бойынша терминологияларды бекіту және игеру сұрақтарымен жаттығуларына арналған 15 тематикалық мәтіндерден тұрады, сондай-ақ сабақ тематикасының негізгі мәселелерін ынталандырыла талқылау. Мәтін алды сұрақтар ұсынылатын тақырып бойынша кәсіби білімін анықтауды топшылайды, сондай-ақ өз көзқарасын айтуға үйрету. Мәтін сөздігі тематикалық және практикалық сабақтардың негізгі терминологиясынан тұрады. Әр бөлімнен соң өткен бөлімді өздігінен тексеруге арналған кілттері бар тематикалық мәтіннен тұратын тест жұмысы, сондай-ақ өткен материалдың қысқа мазмұны бар. Аудио дағдысын дамыту үшін, оқу құралы видеофильмдерге тапсырмаларды ұсынады.

Барлық материалдар, бөлімдерде ұсынылған экономикалық және тематикалық әдебиеттерден тұрады, анықтамалық, мерзімдік басылымдардан, сондай-ақ интернеттен алып пайдаланылған. Пайдаланылған барлық әдебиеттер библиографиялық тізімі берілген.

Сондай-ақ, бұл оқу құралы бакалавриаттың жоғары курстарына және магистранттарға кәсіби-бағдарланған шет тілін үйретуге ұсынылады. Оқу құралы мен әдістемелік сипатта пайдаланылған әдебиеттер тізімі ұсынылған.

ICONS USED IN THE TEXTBOOK

 **Reading and Pair Discussion**

 **Activities**

 **Vocabulary**

 **Writing**

 **Questions**

 **Video**

Preface

Many of the concepts described in this textbook will help anyone who is responsible for improving, revising, designing, and operating all or part of a logistics system – including the design of data collection forms and warehouse control systems. It offers guidance on how to assess the functioning of an entire logistics system and how to continually monitor and improve a system. This textbook is the starting point for anyone interested in learning and understanding the logistics targets, logistics and business management and about Kazakhstan logistics.

Introduction to Logistics

Logistics is of critical importance to the organization how it delivers products and services to the customer, whether the product is tangible or intangible.

On the macro level infrastructure such as various modes of transport, transportation equipment, storage facilities, connectivity & information processing are contributing to a large extent in the physical movement of goods produced in manufacturing, mining and agriculture sectors.

A logistician is a professional logistics practitioner. Professional logisticians are often certified by professional associations. One can either work in a pure logistics company, such as a shipping line, airport, or freight forwarder, or within the logistics department of a company. Logistics is a broad field, encompassing procurement, production, distribution, and disposal activities. Hence, career perspectives are broad as well. A new trend in the industry are the 4PL, or fourth-party logistics, firms, consulting companies offering logistics services.

Objectives:

To improve the students' English language skills for successful academic study with emphasis on writing, speaking, listening, reading, and academic culture. After successfully completing this unit, the master`s degree student should be able to:

- understand and master the strategic role, structure and functions of logistics systems (aiming at designing, operating and controlling the transportation, distribution and warehousing activities);
- design the planning and control tasks of logistics systems;
- formulate, analyze and design solutions - using state-of-the-art and adequate methods - for some strategic or operational logistics problems: transportation, distribution, warehouse management.



I. Warm-up. Discuss the following questions:

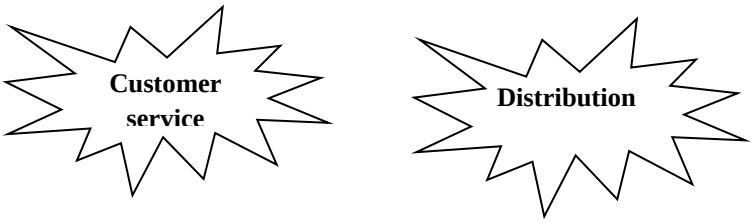
1 When was there a need for logistics?
2. How can you explain in other words the term 'logistics'?
3. Why do you think logistics emerged only as an important business concern after World War II and not earlier in history?



Remember the key terms of the text

to supply-поставлять, снабжать- жабдықтау
rations – продовольствие- азық-түлік
to procure – обеспечить- қамтамасыз ету
facilities –средства обслуживания, оборудование- жабдық, құрал-сайман
disrupting – разрушительный – қиратқыш, бүлдіргіш
defenseless – уязвимый – осал жері, ақсайтын жері
robust customer service – надёжное обслуживание клиентов – клиенттерге сенімді қызмет көрсету
the lowest cost – самая низкая стоимость – ең төменгі баға
reliability – надёжность – сенімділік
availability – доступность – қолжетімділік
maintainability – оказание поддержки; обслуживание – қолдау көрсету, қызмет көрсету
deal – сделка, соглашение – келісім, ымыра
predicting cost – прогнозируемые затраты – болжанған шығындар
deterioration – износ, порча – тозық, бүліншілік

Make word networks (thematic spider diagram)



Read the text and do the activities following it
LOGISTICS

The term logistics comes from the late 19th century: from French «logistique», from loger 'to lodge' is considered to have originated in the military's need t*o supply* itself with arms, ammunition, and *rations* as it moved from a base to a forward

position. In the ancient Greek, Roman, and Byzantine Empires, military officers with the title Logistikas were responsible for financial and supply distribution matters.

The Oxford English Dictionary defines logistics as "the branch of military science relating to *procuring*, maintaining and transporting material, personnel and *facilities*." However, the New Oxford American Dictionary defines logistics as "the detailed coordination of a complex operation involving many people, facilities, or supplies", and the Oxford Dictionary online defines it as "the detailed organization and implementation of a complex operation". Another dictionary definition is "the time-related positioning of resources." As such, logistics is commonly seen as a branch of engineering that creates "people systems" rather than "machine systems".

In military science, maintaining one's supply lines while *disrupting* those of the enemy is a *crucial*—some would say the most crucial—element of military strategy, since an armed force without resources and transportation is *defenseless*. The defeat of the British in the American War of Independence and the defeat of the Axis in the African theatre of World War II are attributed to logistical *failures*.

The historical leaders Hannibal Barca, Alexander the Great, Freighnk Nieman, and the Duke of Wellington are considered to have been logistical geniuses.

Militaries have a significant need for logistics solutions and so have developed advanced implementations. Integrated Logistics Support (ILS) is a discipline used in military industries to ensure an easily supportable system with a *robust customer service* (logistic) concept at the *lowest cost* and in line with (often high) *reliability*, *availability*, *maintainability*, and other requirements, as defined for the project.

In military logistics, logistics officers manage how and when to move resources to the places they are needed.

Supply chain management in military logistics often *deals* with a number of variables in *predicting cost*, *deterioration*, consumption, and future demand.

Some classes of supply have a linear demand relationship: as more troops are added, more supply items are needed; or as more equipment is used, more fuel and ammunition are consumed.

Other classes of supply must consider a third variable besides usage and quantity: time. As equipment ages, more and more repair parts are needed over time, even when usage and quantity stays consistent. History has shown that good logistical planning creates a lean and efficient fighting force.



Questions:

1. Give a definition of the term «logistics».
2. What branch of science is the logistics?
3. What purpose is military logistics needed for?
4. What does supply chain management have to do?
5. What kinds of relationship do certain classes of supply have?



Activity 1: Choose the correct answer.

1. Which of the following is NOT one of the six broad functional areas of Logistics?

A. Transportation
B. Supply Systems
C. Health Services
D. Public Affairs

2. The army was the first to introduce a large –s cale navy used primarily in support of ground operations.

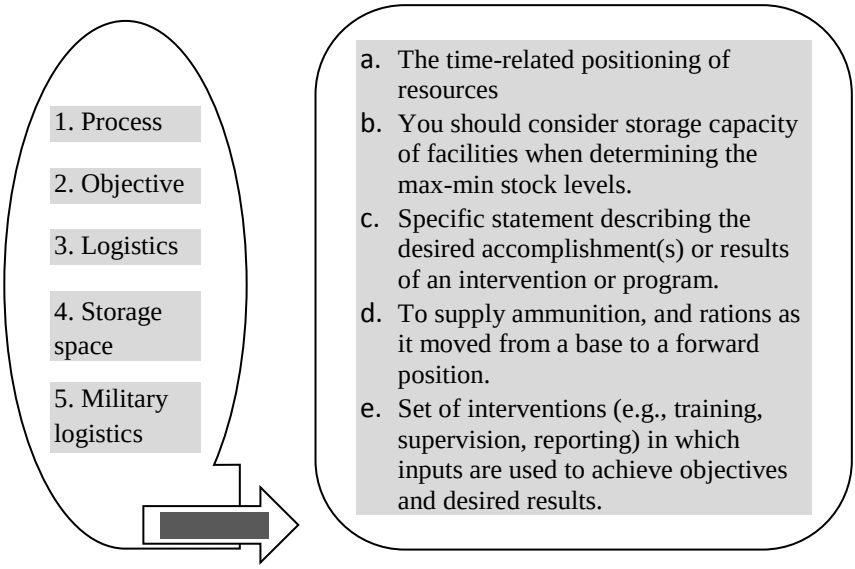
A. Persian
B. Egyptian
C. Greek
D. British

3. What is logistics? (Choose the most complete definition)

A. The system of creating plans for an organization.
B. The study of Logarithms within Calculus.
C. Managing the flow and storage of goods from their point of origin to the point of consumption.
D. The implementation of policies and procedures.

Activity 2: Vocabulary matching

Match each word or phrase to its definition by writing the corresponding letter in the blank space.



Activity 3: Fill in the blanks in the sentences below using the following words and terms

facilities	reliability	to procure	predicting cost	logistical planning

1. Proper … ensures efficient operation of all services.
2. The … is a necessary condition for quality in work.
3. The … takes place, if the parties have agreed.
4. The company must take into account the … .
5. Maintaining and transporting material, personnel and … is one of the tasks of logistics.

Activity4: Visit the website address given below, watch the video «**Introduction to Logistics**». After studying this video you will be able to:

- Describe the concept of logistics.
- Understand the objectives of logistics.
- Define the logistics activities.
- Explain the single-window system.
- Define the transportation.
- Explain the warehousing management.

(https://www.youtube.com/watch?v=e6zu3TAzSPA)

Activity 5: Circle the word that is different.

1. to supply- to stretch - to provide- to ensure
2. deal- transaction- toss - bargain
3. damage-detriment-stipulation-deterioration
4. reject-facilities-equipment-provision
5. to involve-to engage in-to draw-to expand

Activity 6: Group Discussion. Brainstorming.

- What would you do first for creating your own company in logistics?
- What are the main difficulties in creating a logistics company in Kazakhstan?



II. Warm-up. Discuss the following questions:

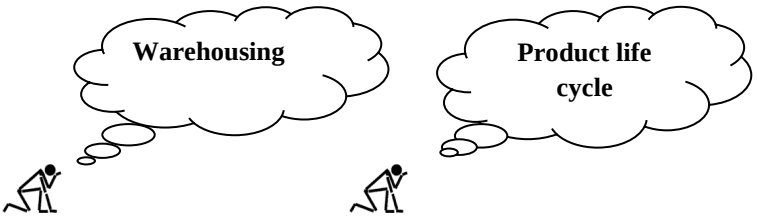
1. What is the main purpose of the logistics at our university?
2. What is the main purpose of the logistics of your future profession?
3. What abilities are needed for solutions of major problems of logistics?



Remember the key terms of the text

Performance – производительность, выполнение – өнімділік, орындау
Costs – стоимость, затраты, издержки – шығындар
Delivery – доставка, поставка- жеткізілім
low inventory level-низкий уровень запасов- төменгі қор деңгейі
trade-off-компромисс- ымыра
supply chain-цепочка поставок- жеткізілім тізбегі
efficient –целесообразный, рациональный- тиімді, ұтымды
storage-хранение, склад- қойма
network-wide –сеть- желі
value-added chain – вся цепочка создания добавленной стоимости- қосымша құнның пайда болуының барлық тізбегі
product life cycle –жизненный цикл продукта- өнімнің өмірлік циклі
to implement – осуществлять, выполнять
requirements – требования- талаптар
flow – поток- тасқын, лек
material handling –погрузочно-разгрузочные работы- жүкті тиеу, түсіру жұмыстары
warehousing –складирование- қоймаландыру

Give your associations to the following terms and write down your own definitions.

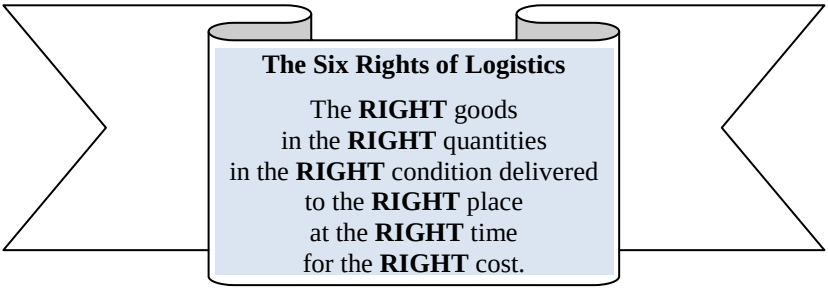


Read the text and do the activities following it
MAIN LOGISTICS TARGETS

Logistics is one of the main functions within a company. The main targets of logistics can be divided into *performance*-related and *cost*-related targets. A few examples are high due date reliability, short *delivery* times, *low inventory level*, and high utilization of capacity. When decisions are made, there is a *trade-off* between targets. In a manufacturing organization the business process starts with the flow of material from the suppliers, progress to the plant, then to the customer through the distribution channel the department may excel in their respective function but organization as a whole their performance may be dismal.

Reason:

- Lack of Coordination in their activities
- They have different goal to cherish
- There is no single agency that coordinates their functions and homogenizes them. How to overcome? Use Logistic as a system of six rights:



The **CSCMP** also defines logistics management as —

"[The] part of *supply chain* management that plans, implements, and controls the *efficient*, effective forward and reverses flow and *storage* of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirement… Logistics management is an integrating function, which coordinates and optimizes all logistics activities, as well as integrates logistics activities with other functions including marketing, sales manufacturing, finance, and information technology." (CSCMP 2011)

According to the Council of Logistics Management, logistics includes the integrated planning, control, realization, and monitoring of all internal and *network-wide* material, part, and product flow, including the necessary information flow, in industrial and trading companies along the complete *value-added chain* (and *product life cycle*) for the purpose of conforming to customer requirements.

Logistics is the process of planning, *implementing*, and controlling the effective and efficient flow of goods and services from the point of origin to the point of consumption.

Logistics is the management of the flow of resources between the point of origin and the point of destination in order to meet some *requirements*, for example, of customers or corporations. The resources managed in logistics can include physical items, such as food, materials, equipment, liquids, and staff, as well as abstract items, such as time, information, particles, and energy. The logistics of physical items usually involves the integration of information *flow*, *material handling*, production, packaging, inventory, transportation, *warehousing*, and often security.

In other words, you can consider logistics activities as the operational component of supply chain management, including quantification, procurement, inventory management, transportation and fleet management, and data collection and reporting. Supply chain management includes the logistics activities plus the coordination and collaboration of staff, levels, and functions. The supply chain includes global manufacturers and supply and demand dynamics, but logistics tends to focus more on specific tasks within a particular program.

The complexity of logistics can be modeled, analyzed, visualized, and optimized by dedicated simulation software. The minimization of the use of resources is common motives.



Questions:

1. What are the main objectives of logistics associated with?
2. What are the causes of dismal performance in logistics?
3. Give the definition of logistics management.
4. What components does logistics include?
5. What resources does logistics include?

Activity 1: Fill in the blanks in the sentences below using the following words and terms:

outsourcing	modelling	accountability	qualitative
sophisticated	synchronization	commodity	deregulation

1. When a company or government is required to explain its actions to its shareholders or the public, this is called_____.

2. A _____ consumer is a person who is knowledgeable about the product he or she is buying.

3. Another name for creating a representation of a process or project is_____.

3. An example of _____ is contracting a law firm to handle your legal requirements instead of having a legal department in your company.

5. Anything that can be bought and sold is a _____.

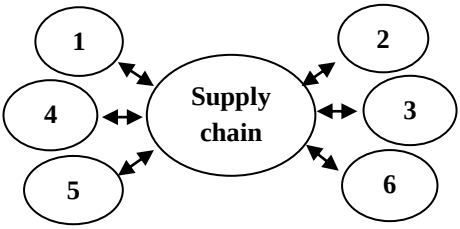
6. To get bigger is a quantitative change. To get better is a _____change.

7. _____ is the process whereby two or more things are coordinated, usually so that they happen at the same time.

8. When the government removes restrictions on pricing and opens an industry sector to competition, this is called _____.

Activity 2: Translate these verbs and make up the sentences. *To divide into, progress to, to excel in, to focus on and to remove (sth) on.*

Activity 3: Fill in the scheme «The operational component of supply chain management» according to the text. Explain the importance of each component.



Activity 4: Vocabulary matching

Match each word or phrase to its definition by writing the corresponding letter in the blank space.

Trade-off	Product life cycle	Material handling	Implementing	Human resources.

1. **...** is the field concerned with solving the pragmatic problems involving the movement, storage in a manufacturing plant or warehouse, control and protection of materials, goods and products throughout the processes of cleaning, preparation, manufacturing, distribution, consumption and disposal of all related materials, goods and their packaging.

2. **…** is the realization of an application, or execution of a plan, idea, model, design, specification, standard, algorithm, or policy.

3. **…** is a situation that involves losing one quality or aspect of something in return for gaining another quality or aspect.

4. **…** is the process of managing the entire lifecycle of a product from inception, through engineering design and manufacture, to service and disposal of manufactured products

5. **…** It is important that you ensure the availability of a well-trained operator for each vehicle, as well as a designated transport manager at every facility that provides transportation services.

Activity 5: Circle the word that is different.

1.impressive- efficient- affecting- immersed
2.to implement- to let go-to execute-to carry out
3.output - storage- keeping- custody
4.wrapper- vantage - packaging - wrap
5.availability- suitability- aptness- performance

Activity 6: Group Discussion. Brainstorming.

- Describe a situation where a logistics failure could result in major financial loss for a company.

➢ The reading says companies spend from ten to seventy percent of their operating budget on logistics. What types of companies would spend ten percent, and what types would spend seventy?



III. Warm-up. Discuss the following questions:

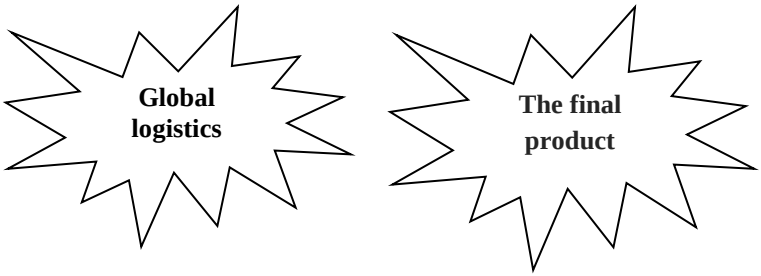
1. Explain the meaning of "just-in-time" and how it is important in logistics.
2. Why is information more important in a global economy? List the reasons.
3. Why is logistics becoming a core business process in many companies?



Remember the key terms of the text

disposal-утилизация, передача- кәдеге жарату, пайдалану
domestics logistics-тыл и снабжение- тыл және жабдықтар
outsourcing-аутсорсинг (см.глоссарий)
layout planning-схема расположения, планировка- орналастыру схемасын жоспарлау
to enhance –повышать, совершенствовать- көтеру, дамыту
disposal of waste-утилизация отходов- қалдықтарды кәдеге жарату
surpluses-излишки- артылып қалған
vendor-поставщик, продавец- жеткізуші, сатушы
shipper - грузоотправитель, поставщик - жүкті жіберуші, жеткізуші
purchase-покупка, приобретение- сатып алу

Make word networks (thematic spider diagram)



Read the text and do the activities following it
LOGISTICS FIELDS

A basic distinction in the nature of logistics activities is between inbound and outbound logistics.

Inbound logistics: Inbound logistics is one of the primary processes of logistics, concentrating on purchasing and arranging the inbound movement of materials, parts, and/or finished inventory from suppliers to manufacturing or assembly plants, warehouses, or retail stores.

Outbound logistics: Outbound logistics is the process related to the storage and movement of the final product and the related information flows from the end of the production line to the end user.

Given the services performed by logisticians, the main fields of logistics can be broken down as follows:

- Procurement logistics
- Production logistics
- Distribution logistics
- After sales logistics
- *Disposal* logistics
- Reverse logistics
- Global logistics
- *Domestics* logistics
- Concierge Service
- RAM logistics
- Asset Control Logistics
- POS Material Logistics
- Emergency Logistics
- Production Logistics

Procurement logistics consists of activities such as market research, requirements planning, make-or-buy decisions, supplier management, ordering, and order controlling. The targets in procurement logistics might be contradictory: maximizing efficiency by concentrating *on core* competences, *outsourcing* while maintaining the autonomy of the company, or minimizing procurement costs while maximizing security within the supply process.

Production logistics connects procurement to distribution logistics. Its main function is to use available production capacities to produce the products needed in distribution logistics. Production logistics activities are related to organizational concepts, *layout* planning, production planning, and control.

Distribution logistics has, as main tasks, the delivery of the finished products to the customer. It consists of order processing, warehousing, and transportation. Distribution logistics is necessary because the time, place, and quantity of production differ with the time, place, and *quantity* of consumption.

Disposal logistics has as its main function to reduce logistics cost(s) and *enhance* service(s) related to the *disposal of waste* produced during the operation of a business.

Reverse logistics denotes all those operations related to the reuse of products and materials. The reverse logistics process includes the management and the sale of *surpluses*, as well as products being returned to *vendors* from buyers.

RAM Logistics (see also logistic engineering) combines both **business logistics** and **military logistics** since it is concerned with highly complicated technological systems for which Reliability, Availability and Maintainability are essential, ex: weapon systems and military supercomputers.

Asset Control Logistics: companies in the retail channels, both organized retailers and suppliers, often deploy assets required for the display, preservation, promotion of their products. Some examples are refrigerators, stands, display monitors, seasonal equipment, poster stands & frames.

Emergency logistics is a term used by the logistics, supply chain, and manufacturing industries to denote specific time-critical modes of transport used to move goods or objects rapidly in the event of an emergency.



Questions:

1. What are the main areas of logistics?
2. What activities does the procurement logistics consist of?
3. What is the main function of production logistics?
4. List the tasks of distribution logistics.
5. What processes does reverse logistics include?



Activity 1: Vocabulary matching

Match each word to its definition by writing the corresponding letter in the blank space.

1	**Procurement logistics**	a	It means the handling of scrap, waste and refuse to prevent environmental pollution and waste of resources.
2	**Production logistics**	b	is for all operations related to the reuse of products and materials. It is "the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal. Remanufacturing and refurbishing activities also may be included in the definition of reverse logistics.
3	**Distribution logistics**	c	It covers all activities that provide a manufacturer with raw materials, tools and operational supplies as well as with purchase and replacement parts. In the past, the necessary materials were primarily obtained from local sources
4	**Disposal logistics**	d	That part of logistics concerning research, design, development, manufacture, and acceptance of materiel.
5	**Reverse logistics**	e	It encompasses a broad range of activities concerned with the efficient movement of finished products from the end of the production line to the consumer.

Activity 2: The tasks below broadly describe the job of a dispatcher. Put the tasks into the most logical order, from the first step in the process to the last, by numbering the blanks.

a. ____ plan routes
b. ____ adjust schedule to accommodate special needs or a high priority shipment
c. ____ accept new requests for pick-ups and deliveries over the phone or on-line
d. ____ consolidate freight orders into truckloads for specific destinations
e. ____ read email messages for scheduling details
f. ____ assign drivers and trucks to loads and destinations
g. ____ monitor driver progress and location on-line
h. ____ relay destinations to drivers over two-way radio
i. ____ take notes for incident report or daily log
j. ____ find replacements for scheduled drivers who cancel at the last minute
k. ____ consult directories or databases to verify addresses and routes
l. ____ draw up delivery and pick-up schedules
m. ____ reassign work and organize reloading if a vehicle breaks down

Which of these tasks might involve liaising with a transportation manager or with warehouse staff?

Transportation Manager	**Warehouse Staff**

Activity 3: Circle the word that is different.

1. to enhance – to strengthen- to tap- to reinforce
2. purchase- badge -acquisition- procurement
3. to deploy- to convey- to develop- to unroll
4. to measure - to designate- to mark- to denote
5. truckload- gathering- lorry- commercial vehicle

Activity 4: Giving and responding to advice is an important part of teamwork, and it is important to sound positive, rather than critical, when offering or replying to suggestions. Make up the dialogues using these expressions.

Offering help or advice:

1. Is something the matter?
2. Could I make a suggestion?
3. Move over; I'll do it.
4. Have you considered…?
5. Can I help?
6. Why don't you try…?
7. You did something wrong, didn't you.
8. Maybe you could…
9. Have you run into a problem?
10. You'd better…

Accepting/rejecting advice or help:

1. I don't need your help.
2. Great idea! Thanks.
3. I don't think that's a good idea.
4. Thanks, but it's under control.
5. Interesting idea, but I think I'll try….first.
6. I never do it that way.
7. That would be great. Thanks a lot.
8. I never thought of that. I'll try it.
9. That'll never work!
10. It's OK thanks. I'll figure it out.

Activity 5: Choose the correct grammatical form.

1. Production logistics can ☐ in existing as well as new plants.
   a. operate **b.** to operate **c.** operates
2. Production logistics becomes more important with decreasing batch sizes. In many industries (e.g. mobile phones), the short-term goal is a batch size of one, allowing ☐ even a single demand to be fulfilled efficiently.
   a. customer **b.** customer's **c.** customers
3. Green Logistics describes all attempts to measure and minimize the ecological impact ☐ logistics activities.
   a. to **b.** with **c.** of
4. Emergency logistics services are typically ☐ from a specialist provider.
   a. sourced **b.** source **c.** sourcing

5. Business logistics incorporates all industry sectors and aims to manage the fruition of project life cycles, supply chains, and resultant ☐ .

a. efficiencys **b.** efficiencies **c.** efficiencie

Activity 6: Group Discussion. Brainstorming.

- In your opinion, what kind of logistics is more significant? Explain why.
- What kind of logistics would you like to work in? Explain why.



IV. Warm-up. Discuss the following questions:

1. Imagine the logistics cycle in the company of your specialty.
2. What do you think will be the first in the logistics cycle?
3. How would you organize logistics services at your company?



Remember the key terms of the text

storekeeper-кладовщик- қоймашы, зат сақтаушы
commodity-товар, продукт- тауар, өнім
to ensure-обеспечивать- қамтамасыз ету
to fulfill-выполнять, удовлетворять, осуществлять- орындау, қанағаттандыру, жүзеге асыру
forecasting-прогнозирование- болжау
process of estimating-процесс оценки- бағалау процесі
uninterrupted supply-бесперебойное снабжение- тоқтаусыз қамтамасыз ету
In any case- в любом случае - кез келген жағдайда
set of specific procedures-набор конкретных процедур- нақты процедуралар жиынтығы

Work with a dictionary and find out the meaning of the following abbreviations.

LMIS	LSAT
FPLM	LIAT
ICS	SDP

Read the text and do the activities following it
LOGISTICS CYCLE: ORGANIZING LOGISTICS SYSTEM ACTIVITIES

Logistics management includes a number of activities that support the six rights. Over the years, logisticians have developed a model to illustrate the relationship between the activities in a logistics system; they call it the logistics cycle (see figure 1). Major activities in the logistics cycle:

Serving customers. Everyone who works in logistics must remember that they select, procure, store, or distribute products to meet customer needs. *Storekeepers* do not store products just for the purpose of storing; they store products to ensure that commodity security exists for every customer to obtain and use the *commodities* when they need them. The logistics system *ensures* customer service by *fulfilling* the six rights. Each activity in the logistics cycle, therefore, contributes to excellent customer service and to ensuring commodity security.

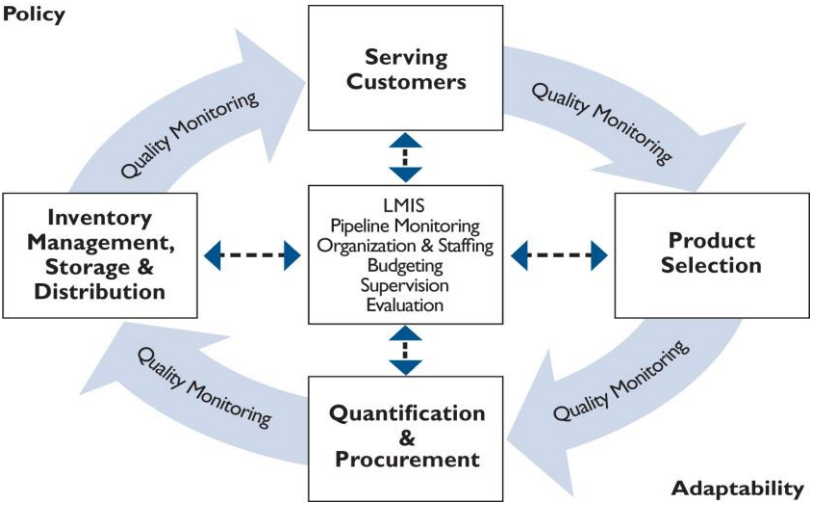


Figure 1. Logistics Cycle

Product selection. In any logistics system, the programs must select products. Products selected for use will impact the logistics system, so the logistics requirements must be considered during the product selection.

Forecasting and procurement. After product selection, managers of the logistics cycle must determine and procure the quantity required of each product. The *forecasting* process focuses on estimating the quantities of the specific commodities that will be needed for a specified time period.

Quantification. After products have been selected, the required quantity and cost of each product must be determined. Quantification is the *process of estimating* the quantity and cost of the products required for a specific program (or service), and, to ensure an *uninterrupted supply* for the program, determining when the products should be procured and distributed.

Procurement. After a supply plan has been developed as part of the quantification process, quantities of products must be procured. Systems or programs can procure from international, regional, or local sources of supply; or they can use a procurement agent for this logistics activity. *In any case*, procurement should follow a *set of specific procedures* that ensure an open and transparent process that supports the six rights.

Inventory management: storage and distribution. After an item has been procured and received by the system or program, it must be transported to the service delivery level where the client will receive the products. During this process, the products must be stored until they are sent to the next lower level, or until the customer needs them. Almost all businesses store a quantity of stock for future customer needs.

Quality monitoring. The logistics cycle depicted above shows that *quality monitoring* occurs between each activity of the logistics cycle. Referring is not only to the quality of the product but also to the quality of the logistics cycle.

Logistics management information system. Information should drive the logistics cycle. Without information, the logistics system would not be able to run smoothly. Managers gather information about each activity in the system and analyze that information to coordinate future actions. For example, they gather information about inventory levels and consumption in order to know how much more of a product to procure.



Questions:

1. What purpose does a storekeeper keep product for?
2. What is the process of forecasting in the logistics focused on?
3. What specific procedures do the purchases include?
4. What is the quality control in the logistics?
5. What are IT systems used in logistics for?



Activity 1: Vocabulary matching

Match each word to its definition by writing the corresponding letter in the blank space.

1.Serving customers
2.Product selection
3.Forecasting and Procurement
4.Quantification
5.Procurement
6.Inventory management: storage and distribution
7.Quality monitoring
8.Logistics management information system

a	Each activity in the system has to be analyzed to coordinate future actions.
b	During this process, the products must be stored until they are sent to the next lower level.
c	Storing of products.
d	The programs must select products.
e	The process of estimating the quantity and cost of the products.
f	The quality of the product.
g	This process should follow a set of specific procedures.
h	The quality of the product.

Activity 2: True or false?

Read the following sentences and circle **T** for true statements and **F** for false statements.

- ❖ Storekeepers store drugs just for the purpose of storing.
- ❖ The forecasting process focuses on estimating the quantities of the specific commodities that will be needed for a specified time period.

❖ Procurement shouldn`t follow a set of specific procedures that ensure an open and transparent process that supports the six rights.

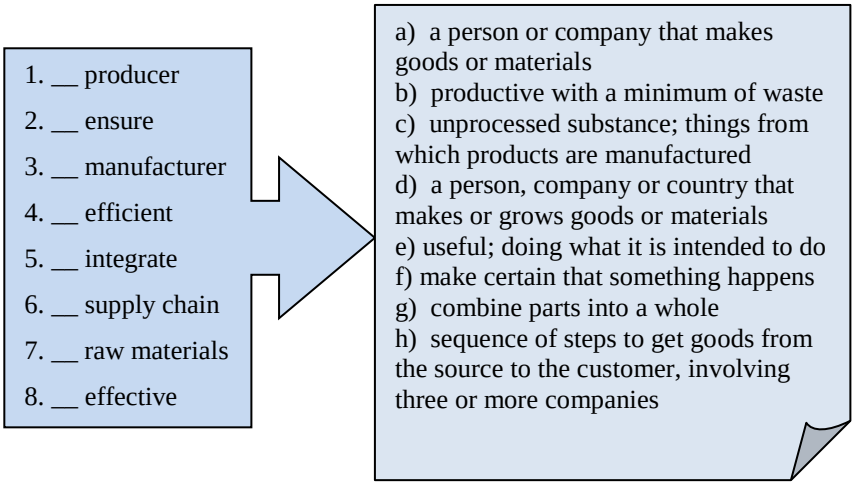
❖ Without information, the logistics system would not be able to run smoothly.

❖ Managers gather information about inventory levels and consumption in order to know how much more of a product to bay.

Activity 3: Find the derivatives of the word from these terms. Make sentences with these terms.

To select, to procure, to store, commodity, to require, to keep, to distribute, to product, to refer, to contribute.

Activity 4: Match each word to its definition by writing the corresponding letter in the blank space



Activity 5: Group Discussion. Brainstorming.

➢ *Situation 1*: You work at the milk factory. You need to ensure delivery of products to other cities of Kazakhstan. Develop all chain of delivery.

➢ *Situation 2:* You need to buy vegetables in Chimkent and transfer them to Uralsk. What will you do?



V. Warm-up. Discuss the following questions:

1. What is the difference between logistics and supply chain management?
2. Is the logistics sector changing in the same ways in your country?
3. Why is logistics becoming a core business process in many



Remember the key terms of the text

implements-инвентарь- инвентарь, мүлік
legal requirements-правовые требования- құқықтық талаптар
materials management-управление материальными ресурсами- материалдық қорларды басқару
supply-chain management-управление сетью поставок- жеткізілім желісін басқару
assessment of the current situation-оценка текущей ситуации- ағымдағы оқиға бағасы
strengths and weaknesses-сильные и слабые стороны- мықты және әлсіз жақтары
the specific weaknesses-конкретные недостатки- нақты кемшіліктер
reassess and adjust interventions-сделать переоценку и скорректировать действия- қайта бағалау жасау және іс қимылдарды түзеу

Give your associations to the following terms and write down your own definitions.





Read the text and do the activities following it
SUPPLY CHAIN MANAGEMENT

Supply chain management (**SCM**) is the management of the flow of goods and services. The purpose of supply chain management is to improve trust and collaboration among supply chain partners, thus improving inventory visibility and the velocity of inventory movement. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally.

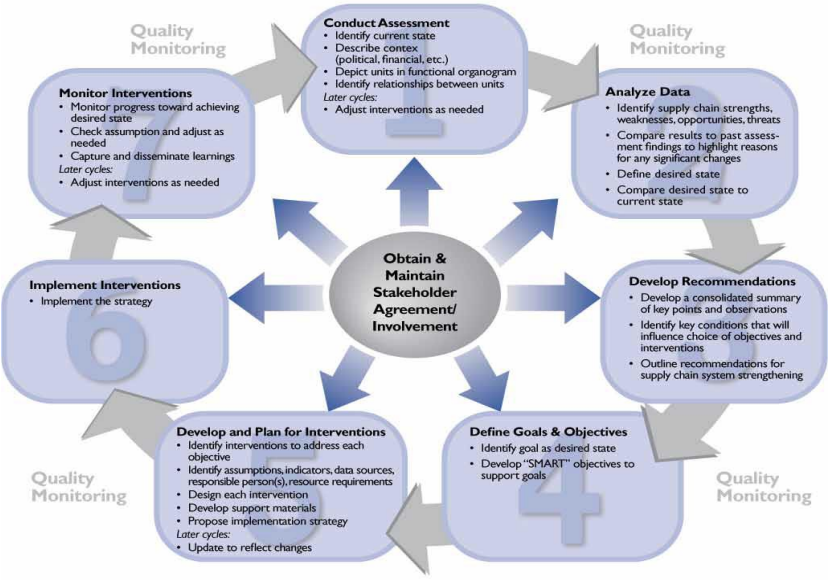


Figure 2. Program Cycle for Supply Chain Systems Improvement

Logistics is that part of the supply chain that plans, *implements*, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer and *legal requirements*. A professional working in the field of logistics management is called a logistician.

- *Materials management*
- Channel management
- Distribution (or physical distribution)
- *Supply-chain management*

As shown in figure 2, the program cycle (or work planning process) usually begins with an *assessment of the current situation*. In addition, quality monitoring happens throughout the program cycle; it can help identify which components are not functioning efficiently and where improvements are needed. Quality monitoring appears throughout the logistics cycle, between all the functions. Similarly, it is part of the program cycle. This figure 2 explains how to actually conduct this quality monitoring, which is discussed primarily in relation to system improvement.

To make improvements, staff need to—

- collect information
- analyze system *strengths and weaknesses*
- develop recommendations to take better advantage of the strengths of the system and to address *the specific weaknesses* in the system
- define goals and objectives, and select interventions based on findings from the assessment
- develop and plan implementation strategies, including an M&E plan
- implement the interventions
- monitor the interventions
- *reassess and adjust interventions*, as needed.

An important link in the supply chain of production is reverse logistics is the process of managing the return of goods. It is also referred to as "aftermarket customer services". Any time money is taken from a company's warranty reserve or service logistics budget, one can speak of a reverse logistics operation. Reverse logistics is

also the process of managing the return of goods from store, which the returned goods are sent back to warehouse and after that either warehouse scrap the goods or send them back to supplier for replacement depending on the warranty of the merchandise.



Questions:

1. What does the supply chain include?
2. How does the program cycle start?
3. How is the quality monitoring occurring?
4. In what phase is the quality control appearing?
5. What should the staff be able to do?



Activity 1: Using Figure 2 (a cycle of supply) and the additional information reveal the contents of each step. Individual work (one step for each student)

Activity 2: Vocabulary matching

Match each word to its definition by writing the corresponding letter in the blank space.

1	haulage	a	a company contracted to provide a service
2	to collate	b	carrying space
3	to dispatch	c	question or request
4	outstanding	d	take care of; process
5	third-party	e	group together
6	capacity	f	waiting to be processed; unfinished
7	query	g	to send out
8	to service	h	trucking

Activity 3: Make phrases by matching an item from each column.

1. finished	provider
2. supply	customer
3. final	chain
4. logistics	agent
5. distribution	goods
6. forwarding	channel



Activity 4: Visit the website address given below, watch the video and circle **T** for true statements and **F** for false statements of the film **«Walmart Supply Chain».**
(https://www.youtube.com/watch?v=yZC4neLax5o).

- Walmart is the second largest employer in the USA.
- Walmart has more than 4,500 stores.
- 130 million people shop each week.
- Walmart supply chain comprises more than 110,000 suppliers.
- Walmart refused to join a large number of global companies.

Activity 5: Circle the word that is different

1. to return – to restore - to tidy - to bring back
2. consumer- dapper - user - bidder
3. to dispatch- to forward - to send off - to remove
4. to hand on - to tie in - to join - to get in
5. weaknesses - drawback - flaw- income

Activity 6: Group Discussion. Brainstorm Ideas.

- Each member in the group is required to select one (1) supply chain processes that underlines the moving a product (of the group's choice) from the suppliers to the end consumers (not limited to) e.g. demand management, procurement, operations, warehousing, distribution, transportation etc. Student members in each group have to present their findings.
- Explain the application of the concepts of logistics and supply chain management in assisting other functional areas of any business organization.



VI. Warm-up. Discuss the following questions:

1. Where should the production facilities, distribution centers and warehouses be located?
2. Which logistics companies should be used, both upstream and downstream?
3. What significance for the company does a well-equipped warehouse have?



Remember the key terms of the text

switching facilities - коммутационные центры – коммутационды орталықтар
number of warehousing facilities-количество складских помещений- қойма бөлмелерінің саны
warehouse layout-планировка склада- қойманы жоспарлау
ownership of the warehouse-право собственности на кладе- қоймаға иелік ету құқы
real-time processing-обработка в реальном времени- нақты уақытта өңдеу
material handling-погрузочно-разгрузочные работы- тиеу түсіру жұмыстары
sophisticated software-сложное программное обеспечение- күрделі бағдарламамен қамтамасыз ету
maintenance-обслуживание- қызмет көрсету
in terms of efficiency-с точки зрения эффективности- тиімділік жағынан алғанда
profitability-рентабельность- рентабельділік
forklifts-погрузчики- жүктиегіштер
traffic congestion-заторы, пробки- кептеліс
ongoing turnover-продолжается оборот- айналым жалғасуда

Make word networks (thematic spider diagram)

The supply pipeline

Material handling

Read the text and do the activities following it
WAREHOUSE LAYOUT AND OPERATION

Warehouse is treated as *switching facilities* rather than storage place. It is a major cost center, many customer problem are the direct result of improper warehousing management.

Major decisions of ware house are as follows:-

- Location, Size & *Number of warehousing facilities*
- *Warehouse layout*
- Design of building
- Ownership of the warehouse

Real-time processing in the warehouse uses combinations of hardware including *material handling* and data collection technologies. The intelligent part of the system is *sophisticated software* which automates and controls all aspects of warehouse operations (Figure 3**).**

Another important component of good inventory management is creation and *maintenance* of a sensible, *effective warehousing design*. A well-organized, user-friendly warehouse layout can be of enormous benefit to small business owners, especially if they are involved in processing large volumes of goods and materials. Conversely, an inefficient warehouse system can cost businesses dearly *in terms of efficiency*, customer service, and, ultimately, *profitability*.

Grid coordinate numbering system—Warehouse numbering system should be developed in conjunction with the storage layout, and should be user-friendly so that workers can quickly locate currently stocked items and open storage spaces alike.

Communication systems—again, this can be a valuable investment if the business's warehouse requirements are significant. Such facilities often utilize fork lift machinery that can be used more effectively if their operators are not required to periodically return to a central assignment area. Current technology makes it possible for the warehouse computer system to interact with terminal displays or other communications devices on the *forklifts* themselves. "Task assignment can then be made by visual display or print out, and task completion can be confirmed by scanning, keyboard entry, or voice recognition," observed transportation and distribution.

Maximization of storage capacity—Warehouses that adhere to rigid "storage by incoming lot size" storage arrangements do not always make the best use of their space. Instead, businesses should settle on a strategy that eases *traffic congestion* and best eases problems associated with *ongoing turnover* in inventory.

In determining needs, one should look beyond the basic need of a warehouse to store things. Whilst, this is correct there are also other considerations.

- the volume of goods;
- speed of through-put required;
- as a transit point;

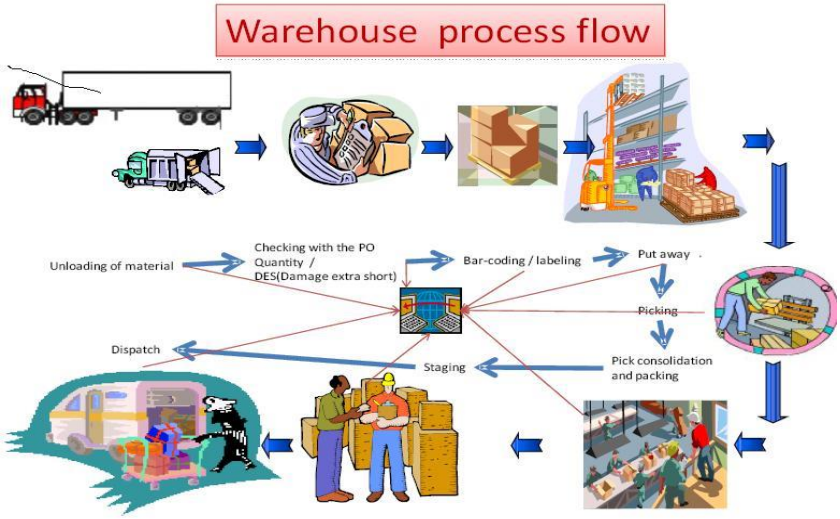


Figure 3. Warehouse operations.

- breaking bulk location;
- area for sorting and consolidating different goods;
- to enhance the speed of the response;
- to protect and account for inventor;
- buffer in the event of a break-down or delay in the supply pipeline.



Questions:

1. What are the basic rules for the proper organization of the warehouse?
2. How does the data processing take place in the warehouse?
3. What is modern technology used in the warehouse for?
4. How are the needs of the warehouse determined?



Activity 1: Vocabulary matching

Match each word to its definition by writing the corresponding letter in the blank space.

1	**Ownership**	a	Is a condition on road networks that occurs as use increases, and is characterized by slower speeds, longer trip times, and increased vehicular queuing.
2	**Traffic congestion**	b	Is the act of removing something from a package or parcel, or in any way destroying its entirety.
3	**Breaking bulk location**	c	May be private, collective, or common, and the property may be of objects, land/real estate or intellectual property. These rights and duties, sometimes called a "bundle of rights", can be separated and held by different parties
4	**Bottleneck**	d	Is a powered industrial truck used to lift and move materials short distances.
5	**Fork lift**	e	Is a localized disruption of vehicular traffic on a street, road, or highway. As opposed to a traffic jam, a bottleneck is a result of a specific physical condition, often the design of the road, badly timed traffic lights, or sharp curves.

Activity 2: Warehouse management

The tasks below broadly describe the process of purchasing goods and managing inventory. Put the tasks into the most logical order, from the first step in the process to the last step, by numbering the blanks. When you have finished, compare your answers with a partner.

a. ____ calculate customer bill including taxes and delivery costs
b. ____ check safety codes and regulations for shipping particular goods
c. ____ contact supplier to place order or obtain product information
d. ____ fill out estimate for contract
e. ____ verify contents of cartons to ensure they are properly labeled
f. ____ negotiate price with supplier
g. ____ enter item in list of goods on backorder
h. ____ reprioritize schedule if expected delivery is late
i. ____ calculate cost of shipping by various carriers
j. ____ write or phone customer to clarify delivery details and confirm price quotes
k. ____decide whether to give customer discount
l. ____ enter goods received and/or shipped in daily log
m. ___ check computer database to find quantities of a particular item in stock
n. ___ discuss estimate, product information and purchasing process with co-workers
o. ___ clarify specifications with customer
p. ___ decide the order in which trucks load and unload at available docks
q. ___ decide whether to substitute more expensive product if cheaper one is unavailable
r. ___ make alternative shipping arrangements to ensure delayed product arrives on time

Activity 3: Choose the correct lexical and grammatical forms.

1. Constructing and fitting out a modern warehouse with all its required equipment and tools require ☐ capital expenditure.

a. significant **b.** sufficiently **c.** significance

2. Mistakes in planning and layout will ☐ warehouse utility and performance while increasing your operational costs.
a. increase **b.** decrease **c.** countervail
3. Simulation modeling is the modern tool that facilitates design, layout, and optimization ☐ warehouse operations.
a. into **b.** with **c.** of
4. On April 26, 2012, Trimble Navigation ☐ that during the acquirement of Sketch Up, it would partner with Google to further develops 3D Warehouse.
a. reported **b.** reporter **c.** reports
5. Sketch Up models can be downloaded as standalone projects or imported directly into ☐ existing working file.
a. - **b.** an **c.** the



Activity 4: Visit the website address given below, watch the video **"What is logistics? Warehouse systems from design to service"** and write a brief summary about company "Withdrawn". Use the following questions:

- When was the company founded?
- What new technologies does the company use?
- What is the organizational structure of the enterprise?

(www.youtube.com/watch?v=86lwrDp9dio).

Activity 5: Group Discussion. Brainstorming.

➢ *Explain which sentence in each pair is more polite and /or less direct and why.*

1.

a. You have made an error on the December statement.

b. There appears to be an error on the December statement.

2.

a. The discount has not been deducted from the total amount.



b. You did not deduct the discount from the total amount.

3. a. There is a discrepancy between invoice and packing list.	b. It appears that there is a discrepancy between invoice and packing list.
4. a. Could you let u s have a corrected invoice?	b. Send us a corrected invoice.
5. a. A mistake has been made in invoice N* 09-234	b. There is a mistake in invoice N* 09-234

➢ *Explain in no more than 100 words the special features of a Use of remote communication in modern warehouse.*



VII. Warm-up. Discuss the following questions:

1. What is the main effect of the Internet on logistics companies?
2. Did the company you worked for in another country use Internet commerce or paper-driven methods?
3. How did the Inventory control system work thirty years ago?



Remember the key terms of the text

encompasses-охватывать- қамту
shipping-доставка - жеткізу
receiving-получение - алу
tracking-отслеживание- қадағалау, аңду
turnover-оборот- айналым
reordering-переназначение- қайта тағайындау
well-run inventory control system.-хорошо функционирует система управления запасами- қорларды басқару жүйесі жақсы қызмет етеді
retrieval of item storage location-поиск пункта местоположения хранения- сақтау орнының пунктін іздеу

ledger-регистр- регистр
the wireless handheld devices-беспроводные портативные устройства- сымсыз портативті құрылғылар
to replenish-пополняться- толығу

Work with a dictionary and find out the meaning of the following abbreviations.

ICC	ILS
ICS	SKU
IEC	VMI

Read the text and do the activities following it
INVENTORY CONTROL SYSTEM AND THE E-CHAIN

An inventory control system is a system *encompasses* all aspects of managing a company's inventories; *purchasing, shipping, receiving, tracking*, warehousing and storage, *turnover*, and *reordering*. In different firms the activities associated with each of these areas may not be strictly contained within separate subsystems, but these functions must be performed in sequence in order to have a *well-run inventory control system.* Computerized inventory control systems make it possible to integrate the various functional subsystems that are a part of the inventory management into a single cohesive system.

Automation can dramatically impact all phases of inventory management, including counting and monitoring of inventory items; recording and *retrieval of item storage location*; recording changes to inventory; and anticipating inventory needs, including inventory handling requirements. Key components of an integrated system «are general *ledger*, electronic data interchange, database connectivity, and connections to a range of vertical business applications. »

New technologies have greatly improved the tools used to manage inventories. *The wireless handheld devices* scan bar codes on inventory items and send data to a tracking database in real time.

The newest trend in the area of inventory control and management are vendor-managed inventory (VMI) systems and agreements. In a VMI system distributors and/or manufacturers agree to take over the inventory management for their customers. Based on

daily reports sent automatically from the customer to the distributor, the distributor *replenishes* the customers stocks as needed. The distributor or manufacturer sees what is selling and makes all necessary arrangements to send the customer new products or parts automatically. No phone calls or paperwork are necessary allowing the supply chain process to remain uninterrupted.

The Internet has had a major effect on logistics and its influence is likely to increase in the future. Supply chain management is now largely a matter of electronic business-to-consumer (B2C) and business-to-business (B2B) commerce. This has increased pressure on companies to deliver their product in real time, and really quickly. In other words, easy access to information means an increase in customer expectations. One of the things customers expect is to know precisely and at all times where their goods are, which is possible through real time tracking systems that customers can access on-line. They also have increased delivery time expectations; a customer is not as willing to wait two weeks for something it took five minutes to order on-line.

E-commerce helps companies to meet these expectations and at the same time to become more customer-driven. Using the Internet reduces data input, eliminates paper work, faxes and phone calls, and improves customer service and the speed and accuracy of delivery.

This is particularly true for global supply chain management. Imagine that a key part, which is needed for a shipment going out the next day, breaks in production and there are no more in the plant.

Traditionally, in that situation, a plant worker would complete a purchasing requisition form, a supervisor would approve it, and a purchasing clerk would complete and place the order. When it arrived, a receiver would accept and record it, and a stock clerk would put it in inventory. There is no way the delivery commitment could be met under this sort of paper-driven method. Using Internet technology and customized software packages, supply chain management is now an integrated management system that covers the whole delivery process from supplier to customer. For a global company, that means that employees in offices around the world have instant access to current stocks and on-line purchasing. This is what is called global sourcing and, together with global distribution and outsourcing, it is changing the face of logistics.



Questions:

1. What aspects does inventory management system include?
2. Is it necessary to adhere strictly to carry out all functions?
3. What are the prospects for the automation of inventor stock?
4. What are the main components of the automation of the warehouse?
5. How does the process of scanning products take place in stock?
6. What is the B2B commerce?

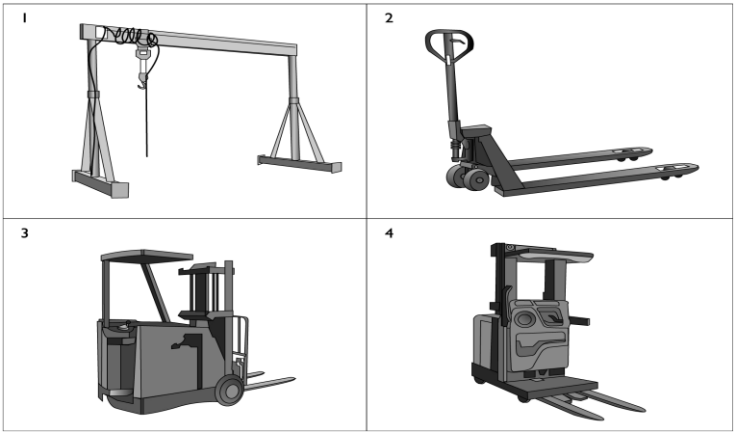


Activity 1: Vocabulary matching

Match each word to its definition by writing the corresponding letter.

1	**Electronic database**	a	is a small apparatus, typically small enough to be handheld having a display screen with touch input and/or a miniature keyboard and weighing less than 2 pounds
2	**Paperwork**	b	is the principal book or computer file for recording and totaling economic transactions measured in terms of a monetary unit of account by account type, with debits and credits in separate columns and a beginning monetary balance and ending monetary balance for each account.
3	**Wireless handheld devices**	c	routine work involving written documents such as forms, records, or letters.
4	**Ledger**	d	It is the collection of schemas, tables, queries, reports, views and other objects.
5	**Real time**	e	united or joined together
6	**Outsourcing**	f	focused on the needs of customers
7	**Customer-driven**	g	immediate response; data available seconds after it is entered in a computer
8	**Integrated**	h	contracting work to another company or individual

Activity 2: Warehouse machinery and equipment
Can you identify these items? Work with a partner to explain what each of the items is used for.



swing reach truck	counterbalance lift truck (orderpicker)
gantry crane	end rider pallet truck (walkie)

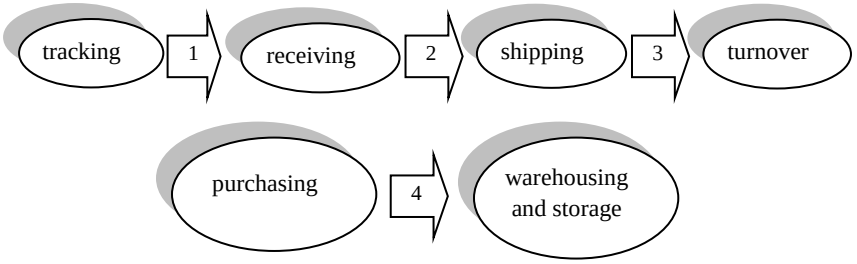
Activity 3: Choose the adjectives from the text appropriate to these words.

1._____ { service, delivery, shipping

2._____ _ { equipment, machinery, components

3._____ { monitoring, check, scanning products

Activity 4: Check out for correct operation of inventory control system. What operation is not enough? Explain the meaning of each operation.



Activity 5: Group Discussion. Brainstorm Ideas.

- What are the advantages for a company in going on-line?
- Explain in an essay the resemblance and the differences between warehouse operation and inventory control system. What does it mean for workers to be "empowered"?



VIII. Warm-up. Discuss the following questions:

1. Why do you think workers are called "white-collar" and "blue-collar"? In which category is your occupation?
2. How many steps are involved in paper-driven purchasing?
3. What are the advantages and/or disadvantages of empowering workers in your particular occupation?



Remember the key terms of the text

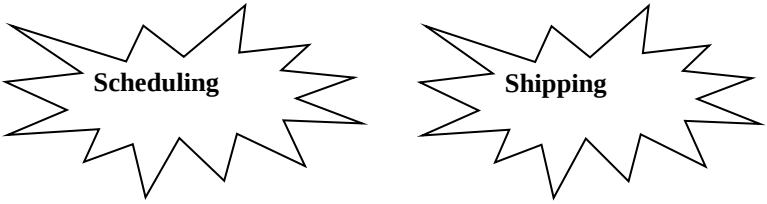
customs clearance - таможенное оформление - кедендік рәсімдеу

freight forwarding - экспедирование грузов - жүкті жөнелту

advising clients - консультирование клиентов – клиенттерге кеңес беру

duties-обязанности - міндеттемелер
requisition-заявка - мәлімдеме, өтінім
stock rotation-оборот товарных запасов - тауарлар қорының айналымы
assembling - сбор, монтаж- құрастыру, монтаж
overseeing loading - контроль за погрузкой - жүкті тиеуді бақылау
unloading - разгрузка- жүкті түсіру
routing goods - маршрутизация товаров - тауарларды бағдарландыру
negotiate with carriers-переговоры с перевозчиком - тасымалдаушымен келіссөздер

Make word networks (thematic spider diagram)



Read the text and do the activities following it
DUTIES AND RESPONSIBILITIES

Logistics functions include:

• purchasing
• operations research, including demand *forecasting*, inventory control and production planning
• scheduling
• distribution, including warehousing, materials handling and packaging, shipping and loading, and storage
• order processing
• customer service
• transportation and traffic, including rates analysis and dispatching
• *customs clearance*
• international transport and *freight forwarding*
• information systems technology
• integrated logistics management.

These five occupations are:

- customs brokers
- dispatchers
- purchasing and inventory clerks
- shippers and receivers
- transportation managers

Customs brokers

Customs brokers clear goods through customs and on to their destination on behalf of importer and exporter clients. They may also act as freight forwarders. Main duties include preparing and processing import/export documents, applying correct tariff classifications on import/export goods, paying applicable duties and taxes, arranging for transportation and storage of goods, *advising clients* on import/export restrictions, tariffs and insurance, and acting as client representatives at meetings with government officials.

Dispatchers

Dispatchers relay orders to coordinate the movement of vehicles and freight. They are responsible for processing and providing information and instructions to field personnel, assigning personnel according to schedules and work orders, advising vehicle operators of problems and dealing with emergency situations, monitoring the location of personnel, and maintaining work records.

Purchasing and inventory clerks

Workers in these occupations process purchasing transactions and maintain inventories of goods and materials. Main *duties* of purchasing clerks include reviewing requisition orders, obtaining price quotes, calculating order costs, contacting suppliers to deal with problems, and maintaining files and price lists. Main duties for inventory clerks include monitoring inventory levels, compiling inventory reports using manual or computerized systems, preparing *requisition* orders, and maintaining *stock rotation*.

Shippers and receivers

These workers ship, receive and record the movement of goods and materials to and from an establishment. They are responsible for choosing shipping methods, preparing shipping documents, *assembling* and packing goods, *overseeing loading* and *unloading* of goods, inspecting and verifying goods received, unpacking and *routing goods* to storage, and maintaining records.

Transportation managers

Also known as traffic managers, workers in this occupation coordinate and monitor the transportation and movement of goods, arrange for shipping documentation and oversee the scheduling and tracking of goods in transit, *negotiate with carriers*, control the departmental budget, evaluate freight and inventory costs, and supervise training of new workers.



Questions:

1. Which functions does logistics include**?**
2. What are the top five professions in logistics?
3. What profession is responsible for the assigning personnel according to schedules and work orders?
4. What profession is responsible for the unpacking and routing goods to storage and maintain records?
5. What profession is responsible for the inventory levels monitoring?
6. What profession is responsible for the arranging for shipping documentation?



Activity 1: Vocabulary matching

Match each word or phrase to its definition by writing the corresponding letter in the blank space.

1	---- feasible	a	stated cost
2	-----field personnel	b	team or group of workers
3	-----to verify	c	to supervise
4	---- requisition order	d	money-saving
5	---- to compile	e	to check that something is correct
6	-----to monitor	f	doable; possible to achieve
7	-----crew	g	staff who work away from the head office
8	-----to oversee	h	to watch and check
9	-----price quote	i	formal written demand for something
10	-----cost-efficient	j	to put a large quantity of things into

Activity 2: Who does what?

Complete the sentences below using phrases from the box:

reports	documents	field personnel	schedules	goods received	requisition orders

1. Dispatchers advise and monitor _____ .
2. Shippers and receivers inspect and verify _____.
3. Customs brokers prepare and process _____.
4. Purchasing clerks review _____.
5. Transportation managers coordinate _____.
6. Inventory clerks compile _____.

a) Add two more half-sentences like the ones above, and ask a partner to complete them._____

b) Which occupations require workers to complete reports or maintain records?_____.

Activity 3: Fill in the blanks

Fill in the blanks in the sentences below using the following words and terms:

rotating	**climate controlled**	**shift work**	**stressful**	**materials-handling equipment**	**physically demanding**	**overtime**

1. When a job requires uncomfortable positions or a lot of effort or movement we say the job is _____.
2. Forklifts are used to move heavy crates and containers. These machines are an example of _____.
3. If you usually stop work at 5 PM but have to stay until 7 PM one day to finish a job, we say you are working _____.
4. An example of _____ is a workday that runs from 4 PM to midnight.
5. A building that has central heating and/or air conditioning is _____.
6. A _____ job is mentally demanding, where work is performed under pressure.
7. If you work a _____ shift, your working hours will change on a regular basis.

Activity 4: Read the dialogue of people talking about their jobs in a logistics company and match their names with their job roles.

Kairat Rakhmanov(KR), Juldyz Kalieva(BK), Ali Akhmet(AA), Alexander Zhukov(AZh), Jandos Kasymov(JK)

	a. checks availability of products in the warehouse
	b. is a retailer.
	c. is responsible for delivery.
	d. packages and moves products
	e. plans and oversees the whole process

Kairat Rakhmanov: We produce computer accessories, printers above all. My job is to plan all the processes leading to the assembly of the printers, and then their eventual delivery to wholesalers. I'm based in the RK, but many of our parts are produced in China. The printers are assembled in the Japan, and then sold worldwide. I work closely with our inventory staff –people like Juldyz.

Juldyz Kalieva: I'm in charge of the warehouse here in the RK, but not the assembly plant. It's my job to work with Kairat, who is head of logistics, and make sure that we know exactly what parts we have at any time, and what orders we have coming up. We don't have much space here, we can't afford it, so it's important that we only have in stock what is absolutely essential. When a big order is coming up, I have to order the parts we need.

Kairat Rakhmanov: Obviously, Juldyz is a key colleague. But we also depend on our warehouse staff – people like Ali.

Ali Akhmet: Basically, I unload deliveries, and make sure they're stored in the right places in the warehouse. Then when I get a call for them, I have to box them up (if necessary – a lot of them come ready boxed), put them on a pallet and ship them out again! They go off to whichever assembly plant we're using at the moment. There's a lot of lifting, it's quite a physical job.

Kairat Rakhmanov: I'm keeping track of this all the time. Our company had its own logistics software designed to help me follow exactly what we've got, and who's doing what at any given point in the process. After Ali and his colleagues have located and boxed the right parts, then they go off to someone like Alexander

Alexander Zhukov: My job's pretty straightforward really. I have this big truck, I drive it to the warehouse where it gets loaded up, and I'm not responsible for that, fortunately! Bad back! Can't lift things... Then I take them where they've got to go. There are some short drives, around Kazakhstan if they're using a local assembly plant. But most of my trips are around continental Europe. I'm often on the road for a week or so. I never come back with an empty lorry – I have to collect empty packaging for recycling, and products that are being returned to the manufacturers for whatever reason.

Kairat Rakhmanov: Yes, we're concerned about cutting our CO2 emissions, so we try to use local assembly plants if it's economically viable. Then we also make use of reverse logistics – as Ali said, bringing things back! There's no point in having empty trucks driving around. People like Ali are also responsible for delivering our finished products to wholesalers, and sometimes even retailers.

Jandos Kasymov: Yes, in the past I had to deal with a wholesaler, or make massive orders. This wasn't good for the kind of small shop I have. I didn't want to have lots of my capital tied up in stock, nor do I have space to store lots of stuff. That's why working with Kairat is good – their logistics are so good that they can make financial sense out of delivering even only two or three items at a time to me. I get what I want, when I need it.

Kairat Rakhmanov: And I guess that – "what you want, when you need it" would be the best way of summing up my job!

Activity 5: Group Discussion. Brainstorming.

➢ The reading names four logistics professions. What part of the logistics process would these jobs apply to? Can you think of any other logistics professions?

➢ In the dialogue exchange experience with your partner. What examples of effective interpersonal skills and communication techniques in working as a team to solve real-world problems in supply chain management can you name?



IX. Warm-up. Discuss the following questions:

1. How does computerization affect the job market? What effect has it had on your particular occupation?
2. What are the advantages of the use in logistics automated identification barcodes.
3. What Automated information technology logistics management do you know?



Remember the key terms of the text

computer software-программное обеспечение- бағдарламалық қамту
individual node-отдельный узел- жеке буын
to tailor to the requirements-учитывать требования- талаптарды ескерту
customs submissions - таможенные документы, представление- кедендік құжаттар, ұсыным
to upgrade-модернизировать- жетілдіру, жаңарту
continuous need –постоянная потребность- үнемі пайдаланатын қажеттілік
market-рынок, сбыт- нарық
wholesalers-оптовики- көтерме бағамен сатушылар
incoming goods-поступление товара- тауар түсімі
barcode-штрих-код- штрих код

taken via conveyors-принятые с конвейеров- конвейерден қабылданғандар
sortation systems-сортировочные системы- іріктейтін жүйелер
receipt of orders-получение заказов- тапсырыстар алу
pick-выбор- сайлау
dispatch units-диспетчерские подразделения- диспетчерлік бөлімшелер
workforce-рабочая сила- жұмыс күші

Give your associations to the following terms and write down your own definitions.



Read the text and do the activities following it
LOGISTICS AUTOMATION SYSTEMS

Logistics automation is the application of *computer software* and/or automated machinery to improve the efficiency of logistics operations. Typically this refers to operations within a warehouse or distribution center, with broader tasks undertaken by supply chain management systems and enterprise resource planning systems.

Logistics automation systems can powerfully complement the facilities provided by these higher level computer systems. Some of the computerized systems now in use include inventory control, ordering and scheduling, integrated tracking and telephone systems, on-line *customs submissions*, customer relations management, and sales and marketing databases. A logistics automation system may provide the following:

Automated goods in processes: *Incoming goods* can be marked with *barcodes* and the automation system notified of the expected stock. On arrival, the goods can be scanned and thereby identified, and *taken via conveyor, sortation systems*, and automated cranes into an automatically assigned storage location.

Automated Goods Retrieval for Orders: On *receipt of orders*, the automation system is able to immediately locate goods and retrieve them to a pick face location.

Automated dispatch processing: Combining knowledge of all orders placed at the warehouse the automation system can assign picked goods into *dispatch units* and then into outbound loads. Sortation systems and conveyors can then move these onto the outgoing trailers. If needed, repackaging to ensure proper protection for further distribution or to change the package format for specific retailers/customers.

All these systems are aimed at improving both cost and quality of service, and because new systems are being introduced on a regular basis, the logistics community has a "learning culture". Logistics workers take an average of thirteen days per year for training. A lot of this training is voluntary and most of it is strongly supported by employers. What this means for the logistics worker is a continuing and *continuous need* to expand and *upgrade* computer skills in order to stay competitive in a rapidly changing *market*.



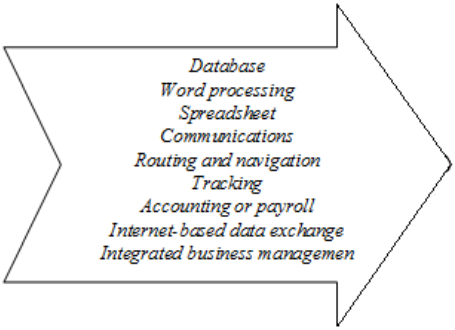
Questions:

1. What skills are needed for logistics operations?
2. What should logistics workers think about?
3. What functions are used in a computerized system?
4. What are computer systems focused on?
5. What is the "learning culture?"

Activity 1: Below is a list of software applications used in logistics. Which ones are you familiar with? Circle the ones that you have heard about before. Put a star beside the ones that you can use.

ACCPAC PC Miler	CADEX Procure IT	MS Word
QuarkXPress	MS Access	IntelliFLEET
MS Outlook Lotus	MS Excel Netscape	DrDispatch
WordPro ACROSS	Goldmine Front	CoPilot Quicken
Load Link	Office	WordPerfect
FileMakerPro MS	eTracker MS Power	Lotus 123 FASTPIC4
Internet Explorer	Point MS Front Page	IntelliTrack

Activity 2: Sort the different types of software
Put the software listed in Activity1 into the correct category below.



Activity 3: Researching software

Find at least five newspapers or Internet job ads for logistics workers and make a list of the computer skills required in each add. Then compare your list with the software applications listed above. This will give you a list of software currently used in the industry.

Now put a check mark beside all the applications you are unfamiliar with. Using the Internet or brochures supplied by your teacher, find out what each of the applications is used for.

Activity 4. Fill in the blanks

Fill in the blanks in the sentences below using the following words and terms:

information technology	computerized systems	computer skills	computer software	learning culture

1. … are an important requirement for many logistics sector jobs.
2. … improve the efficiency of logistics operations.
3. …is one of the main drivers of change in the logistics industry.
3. Some of the …. now in use include inventory control, ordering and scheduling.
4. These systems are being introduced on a regular basis; the logistics community has a … .

Activity 5: Circle the word that is different

1. to upgrade- to restore - to get - to bring back
2. pick - dapper - user - bidder
3. retailer-retail dealer - clerk - marketer
4. to undertake - to enter upon- to replace - to start

Activity 6: Group Discussion. Brainstorming.

➢ New computerized systems will replace existing logistics workers. What are these works?

➢ Is it good, when human labor is replaced by the automated system?



X. Warm-up. Discuss the following questions:

1. What software can you name?
2. You organize your logistics company. What automated systems would you like to apply?
3. What automated systems are more reliable?



Remember the key terms of the text

hardware-элементы электронных устройств- электронды қондырғылар элементтері
retrieval systems-поисковые системы- іздеу жүйесі элементтері
be stack-штабелировать- қат-қабаттау
conveyor-транспортер, конвейер- конвейер
sortation, sorting, picking –сортировка- іріктеу
palletizing-пакетирование, укладка тары в штабеля – ыдысты қат-қабатқа қаптау
paternoster system-элеватор- элеватор
vending machines-торговые автоматы- сауда автоматтары
underweight-недовес- кем өлшенген
kitting conveyor lines-комплектация - экипировка конвейерных линий- конвейерлік желілердің экипировкасы
radio data terminals-терминалы радиоданных- радио мәліметтердің терминалы
truck mounted terminals-самоходные терминалы - өзі қозғалатын терминалдар
inbuilt bar code scanners-строенные сканеры штрих-кодов- штрих кодтардың орнатылған сканерлері
to store incoming containers-хранение входящих контейнеров- кіріс конвейерлерді сақтау
trailer-прицепы, автоприцеп- тіркемес, автотіркеме

Work with a dictionary and find out the meaning of the following abbreviations.

RFID	JIT
AS/RS	SMART
AA	SOP

Read the text and do the activities following it
COMPONENTS

Logistics automation systems comprise a variety of *hardware* and software components:

- Fixed machinery
- Automated cranes (also called automated storage and *retrieval systems*): provide the ability to input and store a container of goods for later retrieval. Typically cranes serve a rack of locations, allowing many levels of stock to *be stacked* vertically, and allowing for high storage densities and better space utilization than alternatives.
- *Conveyors*: automated conveyors allow the input of containers in one area of the warehouse, and either through hard coded rules or data input allows destination selection. The container will later appear at the selected destination.
- *Sortation*, or sorting systems: similar to conveyors but typically have higher capacity and can divert containers more quickly. Typically used to distribute high volumes of small cartons to a large set of locations.
- Industrial Robots: four to six axis industrial robots, e.g. *palletizing* robots, are used for palletizing, depalletizing, packaging, commissioning and order *picking*.
- Typically all of these will automatically identify and track containers based upon barcodes, or increasingly, RFID tags.
- AS/RS — Automated Storage and Retrieval Systems. Vertical Carousels based on the *paternoster system* or with space optimization, these can be thought of as large scale *vending machines*, giving the same easy access to physical objects as we have become accustomed to with respect to data.
- Motion check weighers may be used to reject cases or individual products by checking them for *underweight* conditions and rejecting the item. They are often used in *kitting conveyor lines* to ensure all pieces belonging in the kit are present. Large wholesalers and retail club stores insist on receiving the exact amount of product in each package as specified.
- Mobile technology

- *Radio data terminals*: these are hand held or *truck mounted terminals* which connect by wireless to logistics automation software and provide instructions to operators moving throughout the warehouse. Many also have *inbuilt bar code scanners* to allow identification of containers. Bar codes allow the automatic capture of data without use of the computer keyboard, which is slow and error prone.
- Software
- Integration software: this provides overall control of the automation machinery and for instance allows cranes to be connected to conveyors for seamless stock movements.
- Operational control software: provides low-level decision making, such as where *to store* incoming containers, and where to retrieve them when requested.
- Business Control software: provides higher level functionality, such as identification of incoming deliveries / stock and scheduling order fulfillment, assignment of stock to outgoing *trailers.*



Questions:

1. What are automated cranes used for?
2. Why do the conveyors have a higher potential?
3. Types of industrial robots.
4. What are the functions of automated storage and retrieval?
5. Types of terminals and their functions.
6. What does the software make?



Activity 1: Complete this email about an urgent shipment with prepositions from the box.

By	On	With	In	Out	To	Between	Of

Alija

I'm afraid there is a problem ____ (1) the scheduled deliveries ____ (2) Russia next week. Our customer GPL Pharma in Moscow has just informed me that they are already ____ (3) of stock and need an urgent delivery of the 5mg 30 and 90 piece packs this week instead ____ (4) next week.

If possible, we must try to make one partial delivery ____ (5) Wednesday (or as soon as the packaging is finished) of the 5mg 30 packs.

We need a direct truck ____ (6) our production plant in Kyrgyzstan and Moscow. If we can ship the first part on Wednesday morning, the truck should arrive ____ (7) Moscow on Thursday afternoon.

The second delivery should be made on Friday with the rest of the 5mg and 90 packs. As the products are needed ____ (8) Monday, the truck must be unloaded in Moscow on Saturday or Sunday.

Please let me know if there are any problems!

Regards

Miras Tolegen

Logistic Manager

Activity 2: Vocabulary matching

Match each word to its definition by writing the corresponding letter.

1	Retrieval systems	**a**	provide instructions to operators
2	Conveyors	**b**	giving access to physical objects
3	Sorting systems	**c**	the input of containers in one area of the warehouse
4	AS/RS	**d**	distribute high volumes of small cartons to a large set of locations
5	Truck mounted terminals	**e**	storage of goods

Activity 3: Replace the underlined words with verbs from the box that have the same meaning. Use the correct verb forms. Translate the sentences.

stack	**fit**	**run**	**fix**	**attach**	**come**

❖ This type of crane is used for raising containers.

❖ Containers are available in a variety of versions and sizes.

❖ It's a heavy-duty fork lift truck equipped with a spreader beam.

- ❖ With this device you can pile containers on top of each other.
- ❖ Some containers have a bogie fixed to them.
- ❖ This device is mounted on rails.
- ❖ The crane is motorized and able to move alongside the quay.

Activity 4: Complete the sentences

Use the names of the tools and machinery to complete the sentences below.

dock lift - pallet puller - stock picker truck – horizontal carousel

1. A _____ is attached to one side of a wooden pallet in order to drag it for short distances.
2. You can use a _____ to access inventory shelves when you only need lightweight items. It looks like a small, wheeled ladder with shelves attached to it.
3. If you need to match the height of your loading dock with various truck bed heights you would use a _____.
4. A _____ is used to store large quantities of parts or smaller items. It provides easy access and takes up a minimum of storage space.

Activity 5: Group Discussion. Brainstorming.

- ➢ What main characteristics of future logistics development do you know?
- ➢ What new freight transport systems do you know?



XI. Warm-up. Discuss the following questions:

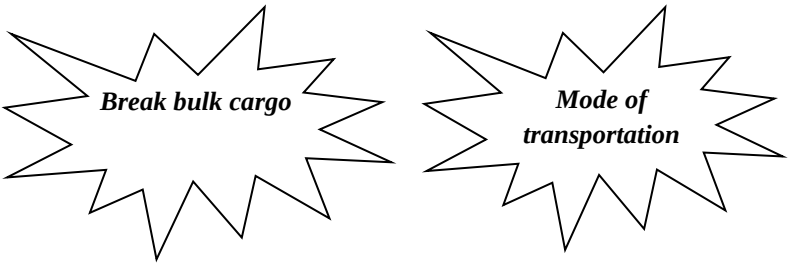
1. What practices for foreign economic relations is in the logistics existing?
2. What kind of freight forwarding services can you name?
3. The main advantages and disadvantages of rail, road, water, air and pipeline transport.



Remember the key terms of the text

own fleet-собственный парк - жекеменшік саябақ
vehicle scheduling-расписание, планирование рейсов- рейстерді жоспарлау
cargo-груз, грузовой корабль, фрахт, наем судна для перевозки- жүк, жүккемесі
van – фургон - күйме
truck- грузовик - жүк автомобилі
long-haul-длительный путь - ұзақжол
roll-on/roll-off ships-спец.ролл корабли- арнайы ролл
break bulk –основной груз - негізгі жүк
pallets-поддоны- койколар
hold of a vessel –трюм судна - кеме трюмосы
dock –палуба- кеменің үсті
storehouse - депо- депо

Make word networks (thematic spider diagram)



Read the text and do the activities following it
LOGISTICS MODE OF TRANSPORTATION

For the movement of goods from supplier to buyer, transportation is the most fundamental and important component of logistic.

E.g. for low unit value products the transportation cost component is 20% of the product cost. In logistic cost its share varies up to 65-70% in case of mass consumed very low unit price products.

- Mode of transportation (Cost & time factor)
- *Own fleet* or Outsourcing

- Route Planning
- *Vehicle scheduling*

Cargo (or freight) is goods or produce transported, generally for commercial gain, by ship or aircraft, although the term is now extended to intermodal train, *van or truck*. In modern times, containers are used in most long-haul cargo transport.

Marine Seaport terminals handle a wide range of maritime cargo.

- Automobiles are handled at many ports and are usually carried on specialized *roll-on/roll-off ships*.
- *Break bulk* cargo is typically material stacked on *pallets* and lifted into and out of the *hold of a vessel* by cranes on the *dock* or aboard the ship itself. The volume of break bulk cargo has declined dramatically worldwide as containerization has grown. One way to secure break bulk and freight in intermodal containers is by using Tonnage Bags.
- Bulk cargo, such as salt, oil, tallow, and scrap metal, is usually defined as commodities that are neither on pallets nor in containers. Bulk cargoes are not handled as individual pieces, the way heavy-lift and project cargoes are. Alumina, grain, gypsum, logs, and wood chips, for instance, are bulk cargoes.
- Neo-bulk cargo comprises individual units that are counted as they are loaded and unloaded, in contrast to bulk cargo that is not counted, but that are not containerized.
- Containers are the largest and fastest growing cargo category at most ports worldwide. Containerized cargo includes everything from auto parts, machinery and manufacturing components to shoes and toys to frozen meat and seafood.
- Project cargo and the heavy lift cargo include items like manufacturing equipment, air conditioners, factory components, generators, wind turbines, military equipment, and almost any other oversized or overweight cargo which is too big or too heavy to fit into a container.

Air. Air cargo, commonly known as air freight, is collected by firms from shippers and delivered to customers. Aircraft were first used for carrying mail as cargo in 1911. Eventually manufacturers started designing aircraft for other types of freight as well.

There are many commercial aircraft suitable for carrying cargo such as the Boeing 747 and the bigger An‑124, which was purposely built for easy conversion into a cargo aircraft. Such large aircraft employ quick-loading containers known as unit load devices (ULDs), much like containerized cargo ships. The ULDs are located in the front section of the aircraft.

Train. Trains are capable of transporting large numbers of containers that come from shipping ports. Trains are also used for the transportation of steel, wood and coal. They are used because they can carry a large amount and generally have a direct route to the destination. Under the right circumstances, freight transport by rail is more economic and energy efficient than by road, especially when carried in bulk or over long distances.

The main disadvantage of rail freight is its lack of flexibility. For this reason, rail has lost much of the freight business to road transport. Rail freight is often subject to transshipment costs, since it must be transferred from one mode of transportation to another. Practices such as containerization aim at minimizing these costs.

Many governments are currently trying to encourage shippers to use trains more often because of the environmental benefits.

Road. Many firms, like Parcel force, FedEx and R+L Carriers transport all types of cargo by road. Delivering everything from letters to houses to cargo containers, these firms offer fast, sometimes same-day, delivery.

A good example of road cargo is food, as supermarkets require deliveries every day to keep their shelves stocked with goods. Retailers of all kinds rely upon delivery trucks, be they full size semi trucks or smaller delivery vans.

Shipment categories. Freight is usually organized into various shipment categories before it is transported. An item's category is determined by:

- The type of item being carried. For example, a kettle could fit into the category 'household goods'.
- How large the shipment is, in terms of both item size and quantity.
- How long the item for delivery will be in transit.

Shipments are typically categorized as household goods, express, parcel, and freight shipments:

- Household goods (HHG) include furniture, art and similar items.
- Very small business or personal items like envelopes are considered overnight express or express letter shipments. These shipments are rarely over a few kilograms or pounds and almost always travel in the carrier's own packaging. Express shipments almost always travel some distance by air. An envelope may go coast to coast in the United States overnight or it may take several days, depending on the service options and prices chosen by the shipper.
- Larger items like small boxes are considered parcels or ground shipments. These shipments are rarely over 50 kg (110 lb), with no single piece of the shipment weighing more than about 70 kg (154 lb). Parcel shipments are always boxed, sometimes in the shipper's packaging and sometimes in carrier-provided packaging. Service levels are again variable but most ground shipments will move about 800 to 1,100 kilometers (497 to 684 mi) per day. Depending on the origin of the package, it can travel from coast to coast in the United States in about four days. Parcel shipments rarely travel by air and typically move via road and rail. Parcels represent the majority of business-to-consumer (B2C) shipments.
- Beyond HHG, express, and parcel shipments, movements are termed freight shipments.



Questions:

1. What are the transportation costs for the low unit value products?
2. How is Bulk cargo transported?
3. What is the fastest growing category of cargo transportation?
4. What goods are transported by trains and by planes?
5. What disadvantages of rail transportation can you list?
6. How parcels weighing more than about 154 lb are transported?

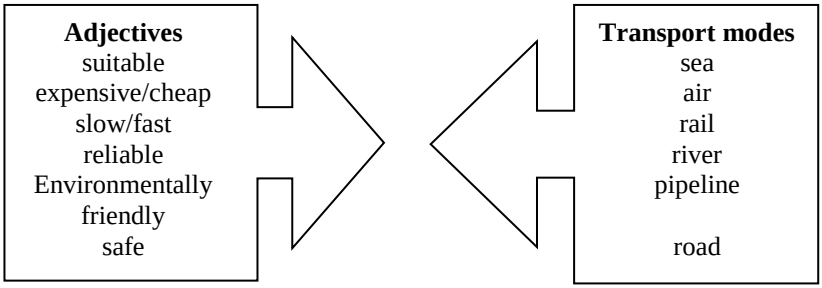


Activity 1: Match the different types of freight traffic with the definitions

1	Multimodal	**a**	The driver does not stay with his road vehicle during transport by rail or ferry.
2	Piggyback	**b**	Goods are transported in the same loading unit vehicle using different modes of transport. The handling of the freight itself is not necessary when changing modes.
3	Intermodal	**c**	A single shipper uses a whole train which is run directly from the loading point to the destination. No assembling and disassembling is required.
4	Unaccompanied	**d**	Carriage of goods by at least two different modes of transport, e.g. shipping by motor lorry and aircraft.
5	Bloc train	**e**	Train is formed out of individual wagons which have different origins and different destination.
6	Single - wagon	**f**	Combines road and rail transport: whole motor lorries, trailers or swap-bodies are carried by rail.

Activity 2: Work in pairs. Compare different transport modes using some of the adjectives in the box.

Example: I think shipping goods by air is faster than sea transport



 **Activity 3:** Visit the website address given below, watch the video **"Transportation and Logistics"** and using the following words retail the content of your video:

1. non-asset
2. door to door
3. door to airport
4. top-of-the-line security
5. coast to coast
6. border to border
7. endless possibilities
8. for port to port
9. logistics solutions
10. vantage

(https://www.youtube.com/watch?v=mf6bLNvh6Nc)

Activity 4: Write a complaint by using the instructions on the page …

The situation: If your online order hasn't been delivered in time, use this handy letter template to complain about undelivered goods and demand action.

[Your address]
[Supplier's address]
Dear Sir/ Madam
[Reference: order number]
On **[date]** I placed the above order with you for **[item]**, for which I paid in advance. The **[item]** has still not been delivered.
[***If you purchased your items after 1 October 20…]*** Under the Consumer Rights Act you are required to deliver the **[item]** within 30 days, or on the date agreed.
[OR]
[If you purchased your items before 1 October 20…] Under the Sale of Goods Act 1979 you are required to deliver the **[item]** to me within a reasonable time.
As **[time period]** has elapsed since I placed the order, you have failed to fulfil this statutory requirement and are therefore in breach of contract.
I am now making time of the essence.
If you do not send me the **[item]** by **[date]** I will consider our contract at an end, as I am entitled to do in law, and will expect you to refund me the full purchase price of **[£...]**.
Yours sincerely

Activity 5: Give technical description of the transport and handling equipment in the box:

Swap-body	**Container ship**	**Grappler lift**	**Road-railer trailer**	**River barge**	**LGV Large good vehicle**

Activity 6: Group Discussion. Brainstorming.

- You need to send the bulk cargo from Kazakhstan to Iran by sea. What do you need for this?
- What kind of transport is the best to carry perishable goods? Explain why.



XII. Warm-up. Discuss the following questions:

1. Upon receipt of the goods to the warehouse you find shortage. What will be your actions?
2. If your paid goods did not come on time, what would you do?
3. Your product was spoiled during transport. What would you do?



Remember the key terms of the text

tearing-разрыв (упаковки)- жарылу, айрылу (буманың)
offload-разгружать - жүк түсіру
torn parts-порванные части - жыртылған бөліктер
tear off – рваться - жыртылу
date of manufacturer or expiration-дата истечения срока действия- әрекет ету мерзімінің таусылуы
illegible –неразборчиво- түсініксіз, айқын емес
pilferage-хищение - тонау

Work with a dictionary and find out the meaning of the following abbreviations.

DAR	FIFO
DTTU	GMP
FEFO	MAPE

Read the text and do the activities following it
CHECKING FOR QUALITY: WHAT TO LOOK FOR IN A VISUAL INSPECTION

Packaging is also a critical element in physical distribution of the product, which influences the efficiency of the logistic system this is done with the view of following:

- For handling and damage prevention
- For communications
- For inter modal transportation
- Storage space economy

Products may have two basic types of damage during shipping and storage that affect their quality: mechanical and chemical. Mechanical damage is caused by physical stresses, such as crushing or *tearing* when the products are loaded, *off-loaded*, or when cartons or inner boxes are stacked. This kind of damage is usually limited to crushed or *torn parts*. Chemical damage is more difficult to detect and is usually not obvious during a visual inspection. Laboratory testing is usually required. Some indications of chemical damage may include changes in the color, odor, or consistency of the product.

Table 2: Common Product Quality Problems

	WHAT TO LOOK FOR	**WHAT TO DO ABOUT IT**
1	Damage to packaging (*tear*s, perforations, water or oil stains, or other damage)	Discard any damaged items and distribute the remainder as normal.

2	Cartons unlabeled with the *date of manufacturer or expiration* on outer and inner packaging	Ensure that lot number, manufacturer's name, and product storage requirements are recorded on bin cards and storage labels. If expiration dates are not visible, open outer carton and check dates on inner boxes. If expiration dates are not visible on inner boxes, check individual units.
3	Information on boxes or cartons is *illegible*	Check inner boxes or products and write on outside of box; distribute normally. If information is illegible due to exposure to water or chemicals, thoroughly inspect product for damage. If you are unsure that no damage has occurred, quarantine supplies for testing or destruction.
4	Cartons with holes and/or frayed edges	Unlike torn or dirty cartons, holes or frayed edges may be the result, not of frayed edges handling, but rather of pests. Inspect inner boxes and products for mechanical damage, remove any damaged products, and destroy them according to established procedures. Distribute the remainder as normal.
5	Dirty, torn, or otherwise damaged boxes	Check the product visually for mechanical damage. Remove any damaged products and destroy according to established procedures. Distribute the rest as normal.
6	Missing products or empty boxes	This may indicate *pilferage*, removal by upper level, or removal by a donor for testing. Notify upper level about missing stock.
7	Contents not identified on multiple unit cartons	Open box and check contents. If contents all have the same product and the same expiration date (and lot number, if possible), write information on outer box. If contents are mixed, separate and repackage according to product type, brand, expiration date, and lot number. Visually check for damage. Distribute the rest as normal.
8	Water-damaged cartons	Visually inspect all products. Remove any product that appears damaged or unacceptable.



Questions:

1. Why does the packaging affect the efficiency of the logistics system?
2. What are two main types of damage to the packaging?
3. What is the danger of oxidizing material?
4. What conditions can reactive material cause to explode?
5. Why is corrosive material dangerous?



Activity 1: Try to match the symbols with the hazards listed below.



a) flammable and combustible material
b) compressed gas
c) corrosive material
d) biohazard us infectious material
e) oxidizing material
f) dangerously reactive material
g) non-fatal poisonous and infectious material
h) fatal poisonous and infectious material

Activity 2: True or false?

Read the following sentences and circle **T** for true statements and **F** for false statements.

❖ Products may have t three basic types of damage during shipping and storage that affect their quality.

❖ Chemical damage is more difficult to detect.

❖ If you have spoiled packaging you should not discard any damaged items and distribute the remainder as normal.

❖ If you have missing products or empty boxes you may indicate pilferage, removal by upper level, or removal by a donor for testing.

❖ Mechanical damage is caused by physical stresses, such as crushing or tearing.

Activity 3: Circle the word that is different

1. to crush- to secede - to crumple - to flatten
2. pilferage - picking - rate - stealing
3. expiration - expiry - outflow - statement
4. to detect - to reveal- to refute - to find out
5. to lower - to destroy- to break down - to disrupt



Activity 4: Visit the website address given below, watch the video **"Polymer Logistics - Rising Base Shipper".** Make up a brief description of a cargo handling.
(www.youtube.com/watch?v=K4LC8_tIiHw).

Activity 5: Choose the verbs from the text appropriate to these words.

1._____ { carton, box, packaging }

2._____ { water, perforation, oil stains }

3._____ { product, article, merchandise }

Activity 6: Group Discussion. Brainstorming.

- Write a claim for lost goods using the instructions on the page…
- Make up the dialog "Telephone conversation" about damage to packaging with the logistic company.



XIII. Warm-up. Discuss the following questions:

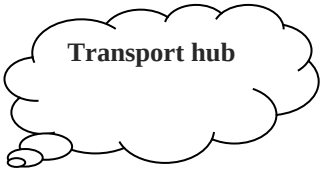
1. What areas of transportation of goods in Kazakhstan are the most promising?
2. Today, there are some disadvantages of logistics in Kazakhstan. Call them.
3. Make predictions on the development of logistics directions in

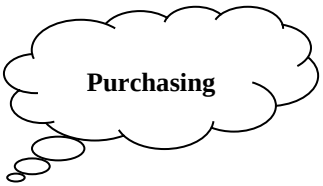


Remember the key terms of the text

breakthrough-прорыв- олқылық, кемістік
revenues and expenses-доходы и расходы- табыс және шығыс
freezing finances-замораживание финансов – қаржыны тоқтату

Give your associations to the following terms and write down your own definitions.









Read the text and do the activities following it

TRANSPORT LOGISTICS IS AN IMPORTANT FACTOR IN THEDEVELOPMENT OF KAZAKHSTAN

Today in Kazakhstan highly competitive modern economy is developing rapidly. Today the country has a small, medium and large business, which supposes a year-round transportation to the country of raw materials and component parts. Many governments rely on the development of logistics, which is a major factor in stimulating economic development. In modern conditions, logistics play a key, and in some cases the determining role for the industrial development of the country, as all trucking in Kazakhstan and delivering of the goods from Kazakhstan depend on the correct logistics schemes.

In Kazakhstan, which occupies a large area and has close ties with other CIS countries, this tool can significantly affect the effect of the industrial *breakthrough*. One such project is road corridor "Western Europe - Western China", the implementation of which will provide a convenient way between the European and Asian countries. This will shorten the transportation of goods through Kazakhstan, and delivery of goods will be reduced by four times.

Learning from the experience of developed countries in Europe, the Republic of Kazakhstan is trying to stimulate logistic service to new and existing transport companies. These measures include accelerating, simplifying and lowering the cost of primarily domestic traffic, when it comes to the supply of raw materials of various companies or sending the finished product to the customer.

The important role for logistics plays transportation of products or goods that are difficult to transport especially over long distances or to remote areas of the country. The next important factor is export services of transport companies of Kazakhstan, i.e. logistics, which stimulates attraction to transit through the territory of the country. Logistics plays special role activating the investment processes in the economy. This so-called external logistics effect when foreign investors decide on investment projects in Kazakhstan, focusing on the development of logistical systems.

Especially important is the fact that the integral component of successful economic development is the realization of internal components in practice- Logistic Map of Kazakhstan. This planning tool for all transport-logistics system enables long-term basis for many industrial companies to make forecasts of *revenues and expenses*, to implement a long-term marketing strategy, to account financial stability of all the positive factors.

Its structure must be suitable for both the business as a whole and for individual companies and for the state structures. Important external tool should be the implementation of the New Silk Road project, aimed at Kazakhstan's transit. Kazakhstan here will have several advantages; chief among them will be delivery time: *freezing finances* and time; route, which mainly passes through the territory of China, the construction of the green corridor - Commerce - transport hub and one more important factor - the historical route of the Silk Road.

Today underdevelopment of logistics infrastructure, as in a mirror, is reflected on the economic development of Kazakhstan. Now before the logistics stands a very important task - to ensure the availability and competitiveness of services, to increase capacity, to eliminate disparities, to create an integrated system of logistics centers and provide information support. Logistics costs in Kazakhstan are very large and many times higher than the level of expenditure in developed countries.

Share of logistics costs up to 25 % of production value that is much higher than the world average, which stands at 11% and in Canada and the U.S. it is 10 percent. Dynamics of economic development requires the evolution of the transport system, which effectively is able to serve the logistics requirements of the new economy. Kazakhstan is urgently needed development of transport-logistics system that can serve the country's economy.



Questions:

1. Why does the development of logistics in Kazakhstan play an important role?
2. What projects for the development of logistics in Kazakhstan do you know?
3. What measures do logistics services stimulate?
4. What is needed for successful economic development in general and in logistics in particular?
5. What is the share of logistics costs in Kazakhstan?



Activity1: Complete the text about logistics using the words in the box.

balancing	**ensuring**	**forecasting**	**handling**	**linking**	**negotiating**	**selecting**	**warehousing**

Customer service

1 _____ the right product is at the right place at the right time.

Demand 2_____and planning

Determining the quantity of goods that need to be ordered in the future.

Inventory management and materials 3_____. Keeping the supply chain flowing, with no bottlenecks, by

4____ the quantity of items at different locations and different stages in the process.

Communication technology

5_____the organization to its suppliers with IT, for example to provide information about demand patterns to facilitate Just-In-Time delivery.

Transportation

6_____ the best means of transportation (ie air, rail, ship, truck).

Purchasing

7_____ with suppliers about price, availability, quality, etc.

8_____ Locating and designing facilities that allow efficient storage and distribution.

Activity 2: Read the dialogue «Deliveries and Suppliers» and make your own.

Explain the meaning of the selected terms and make suggestions**.**

Bakhyt: Doug, can I talk with you for a moment?

Arman: What can I do for you Susan?

Bakhyt: I'm concerned about the delays we're experiencing with some of our suppliers.

Arman: We're doing everything to **get back on** schedule.

Bakhyt: Could you give me an approximate **timeline**?

Arman: A number of deliveries are arriving tomorrow. Unfortunately, this time of year is often **troublesome**.

Bakhyt: That's not good. We can't make excuses to our clients. Are all **shipments** affected?

Arman: No, but it is summer and some companies are **cutting back** until September.

Bakhyt: Where are most of our suppliers located?

Arman: Well, most of them are in China, but there are a few in California.

Bakhyt: How does that affect deliveries?	**Arman:** Well, there are weather delays and shipment delays due to reduced production. Sometimes, larger packages are delayed because of a **bottleneck** at the **distribution point.**
Bakhyt: Is there any way around these delays?	**Arman:** Well, we often work with delivery services such as UPS, Fed ex or DHL for our most urgent shipping. They guarantee door-to-door deliveries within 48 hours.
Bakhyt: Are they expensive?	**Arman:** Yes, they're very expensive at that **cuts into** our **bottom line**.

Activity 3: Check your understanding with this quiz:

1. What is Bakhyt concerned with?
1. They’re delaying shipments to suppliers.
2. They’re experiencing delays from suppliers
3. They’re back on schedule.

2. What are they doing?
1. Trying to get back on schedule
2. Not worrying about the problem
3. Taking legal action against the suppliers

3. Which excuse does Armand give?
1. That the suppliers are unreliable.
2. That the time is year is often troublesome.
3. That they changed suppliers.

4. Which excuse does Doug give?
1. That the suppliers are unreliable.
2. That the time is year is often troublesome.
3. That they changed suppliers.

5. Which is NOT a reason given for the delays?
1. Weather delays
2. Reduced production
3. Payment difficulties

6. How do they sometimes resolve these problems?

1. They change suppliers.
2. They use delivery services.
3. They manufacture their own products.

Activity 4: Can you guess the meaning of these international words?

A. Compare your answers with a partner.

B. Make a list of other similar words that you know.

Accelerating▪ machine ▪command ▪robot▪ industrial▪ project ▪monitoring ▪transportation ▪factor ▪integral ▪transit▪ evolution▪ effectively▪ terminal ▪container ▪inventory ▪traffic

C. Here are some abbreviations. Do you know what they mean? Can you guess the meaning of these abbreviations?

1. B/L B__ of l__
2. CBD Com__- ba__ dis__
3. DAR Da__ act__ reg__
4. GIS Geo__ i__ sy__
5. ICS In___ con__ s___
6. MAPE Me___ab__ per__ er__
7. SMART Spe__, mea__, att__, re__, and ti__

Activity 5: Group Discussion. Brainstorming.

- Name five ways of transportation of goods from Kazakhstan to Japan. What way is less expensive? What way is the fastest?
- Find information on the logistics companies of Kazakhstan. Make the analysis of their activities and discuss with your classmates.



XIV. Warm-up. Discuss the following questions:

1. Kazakhstan is a member of the WTO. What do you think which changes will undergo the economy of Kazakhstan?
2. What benefit from the transit of goods will Kazakhstan receive?
3. What kind of transportation is it necessary to develop in Kazakhstan?



Remember the key terms of the text

transit cargo –транзитный груз - жүктасымалы
clearance-устранение препятствий, разрешение проблемы
carriage - перевозка- кедергілерді жою
business hub of the region - деловой центр – іскерлік орталығы
transport network – транспортная сеть – көлік жүйесі
to streamline – упрощать, модернизировать – жетілдіру, жаңарту
weighing vehicles – взвешивание транспортных средств- көлік жабдықтарын өлшеу
border officials-пограничники – шекарашылар

Work with a dictionary and find out the meaning of the following abbreviations.

A.T.A	TMS
A.T.D	VMI
SOH	WBD

Read the text and do the activities following it

FIVE ELEMENTS OF TRANSPORT LOGISTICS OF KAZAKHSTAN

There are different viewpoints on the geographic location of Kazakhstan. It is often argued that the vast, unsettled and mostly desert-steppe area, located in the center of the continent and has no outlet to the sea is not very good asset.

Others appealing to the Silk Road once existed, see in the country's middle position promising transit potential; in this case often are used phrases such as "the unique geopolitical position", "connecting Europe and Asia", "at the crossroads of civilizations," etc.

Be that as it may, from any geographical location you can try to benefit. In more simple terms - every kilometer traveled by *transit cargo* through the territory of the country, should generate income to our budget. In this context comes to mind last year's statement of the ex-Minister of Transport and Communications, which he made at the conference "Trans Eurasia": by 2015 total revenue from transit (all transport modes) through Kazakhstan to be around 1.5 billion dollars annually, and transit volume will be increased to 25 million tons. "These results we will achieve through the development of infrastructure and the creation of favorable conditions for transit," - said the Minister. For comparison, in 2010 the transit of goods through transport corridors of the republic amounted to 15 million tons, the total revenue from transit - about U.S. $ 900 million; in 2011 the transit volume was 16.5 million tons, and the income from it - about 1 billion U.S. dollars.

How realistic are the goals, and what steps are being taken to "the development of infrastructure and the creation of favorable conditions for transit"? Because in three years, it is planned to raise revenue from the Kazakh transit and cargo volume, at least 50% up, this appears by itself, enough ambitious goals.

Indeed, it is now possible to note some progress in this direction: from the latest news to be mentioned concept of establishing TLC (Transport Logistic Centers); it was reported about its development on July 11, 2012 by the Customs Control Committee of the RK.

According to this concept, the TLC will provide services for terminal handling, logistics, customs *clearance* and declaration. In addition to ICBC "Khorgos" ("Eastern Gate"), on a plot of "Western Europe - Western China" it is planned the functioning/operating such as TLC's "Western Gate" (Aktobe), seaport "Aktau", and logistics centers, class "A", which will be built in Almaty, Aktobe and Aktau.

As it is known, the completion of construction of the Kazakh section of the international road corridor "Western Europe - Western China" should, according to the plan, have been completed in 2013; and by 2020, according to the same plan, the volume of transit traffic through Kazakhstan will have to increase almost twice.

We note the opening of the route of container trains from South Korea to Uzbekistan: it will transit through the territory of Kazakhstan and China ("Alashankou-Dostyk") and is organized with the participation of "Kaztranservis" and JSC "NC" KTZ ".The parts will be delivered to the plant through this route to “UzDaewoo Auto” in Andijan region of Uzbekistan.

It has been created or has been run other similar international rail routes passing through the territory of Kazakhstan: the train "Saule" (China - Lithuania), container train "Chongqing - Duisburg" (China - Germany), container-trailer train "Baltika-Transit-2" (Estonia - Kazakhstan - Kyrgyzstan) and some others.

In general, the positive changes in the development of transport potential of Kazakhstan, as part of a rail, and in part of road slightly inferior in terms of volume, are obvious. Also apparent advantages of land transport as compared to sea routes: the delivery time is significantly reduced from the Asian to the European part of the Eurasian continent and back, reduces the cost of transport companies in the maritime transport insurance risks (remember the territorial turbulent waters of Africa and Middle East) and others. Besides, after the establishment of the Customs Union on the borders of its members removed a large number of customs delays - which should further increase the speed of cargo delivery to the addressee.

However, the full realization of Kazakhstan and its transit potential achieving the goals set in 2011 by the Ministry of Transport and Communications, land transportation in Kazakhstan should be supplemented by air and where there is a possibility - river transport. In other words, the *carriage* must be multimodal. Implementation of international multimodal transport (transport of a full cycle) will promote quality and competitive service for cargo passing through the territory of Kazakhstan; such transport, however, Kazakhstan has not yet developed fully. Meanwhile, according to expert estimates, "the trade between Asia and Europe will grow by 2015 to $1 trillion dollars per year, «and transit revenues totaled U.S. $80 billion.

In order to maximize the cycle involved in this traffic, mindful of the problem of "to form Kazakhstan as a trading, logistics, and *business hub* of the region", and just enjoying the already mentioned «unique geopolitical position» - relevant ministry should attend, in

our opinion, the comprehensive development and the participation of all modes of transport. It is needed to develop a multimodal transport and optimize the entire *transport network*, irrespective of the mode of transport - for a continuous and uninterrupted transportation of cargo, to simplify and *streamline* the process of customs clearance, cargo declaration, *weighing vehicles*, etc. The main thing is to ensure smooth ongoing process of tracking the situation in real time, without unnecessary procedures, downtime and even more frightening news about multi-day parking and rail freight transport at the border at the whim of customs and *border officials*. In short, the concept of transport logistics (5S) "speed + service + small price + safety + stability" must finally meet all the stated elements in it.



Questions:

1. What are the views on the geographical location of Kazakhstan in the field of logistics?
2. What are the results of development of infrastructure and transit in Kazakhstan?
3. The purpose and concept of TLC.
4. Name the routes of transportation of Kazakhstan.
5. What kinds of transportation in Kazakhstan can you denominate?



Activity 1: Choose the correct grammatical form.

1. Kazakh Company “Globalink” offers secure storage facilities at all key destinations in the CIS and ☐ Middle East.

a. the **b.** - **c.** a

2. Our warehouses are among the safest places ☐ your goods.

a. deposit **b.** deposits **c.** to deposit

3. They are ☐ with electronic theft and fire alarms backed by round-the-clock security guards.

a. equipped **b.** equipper **c.** equipping

4. All goods are properly protected so that they can remain in our warehouse for as long as the customer ☐ necessary.

a. deem **b.** deems **c.** to deem

5. Globalink's extensive warehousing and distribution system will pick, pack, store and distribute onsignments ☐ in the region by efficient modes of transport.

a. anybody **b.** anything **c.** anywhere

6. Special warehousing facilities ☐ household goods and personal effects are also available at all Globalink locations

a. for **b.** at **c.** of

Activity 2: Circle the word that is different

1. ongoing - constant - invariable - strong
2. traffic - tread - movement - motion
3. transit - passage - escape - thoroughfare
4. downtime - lay-up - time - dead time
5. to grasp-to generate - to spawn - to engender

Activity 3: Using road maps of Kazakhstan, calculate the time and cost of transporting the goods from Chimkent to Uralsk, (from Almaty to Pavlodar).

-food cargoes

-building materials

-fruits and vegetables



Activity 4: True or false?

Read the following sentences and circle **T** for true statements and **F** for false statements.

1. Kazakhstan has huge transit potential and unique geopolitical position for the development of international logistics.
2. The volume of transit in Kazakhstan falls from year to year.
3. The purpose of the transport logistics center in Kazakhstan is a logistic and customs services.
4. Due to the removal of customs posts, reduced delivery time of goods.
5. Kazakhstan is not profitable multimodal transportation.
6. The main thing of transit in Kazakhstan is to ensure smooth ongoing process of tracking the situation in real time, without unnecessary procedures, downtime.

Activity 5: In pairs, invent completions of these sentences.

❖ The cargo was delayed due to bad weather but fortunately…
❖ Transit through Kazakhstan will take a little time, but…
❖ Despite the bad road …
❖ Customs Union gives great advantages in the movement of goods, although…
❖ Kazakhstan has an excellent geopolitical position for the transit of goods, however…

Activity 6: Group Discussion. Brainstorming.

- Situation 1. You build dwellings and you buy building materials in China. How do you organize transport cargo delivery?
- Situation 2. Make a list of the necessary documents for the transport of cargo.



XV. Warm-up. Discuss the following questions:

1. What are the main products and services Kazakhstan logistics provide?
2. Is Kazakhstan logistics sector changing in the same ways in other countries?
3. What prospects in the shipping of goods is the Eurasian Economic Union giving?



Remember the key terms of the text

recycler –переработчик- өңдеуші, қайта жасаушы
packaging – фасовочный, упаковочный – бөлшектеп өлшеу
subsidiary – филиал – бөлімше
nationwide – общенациональный – жалпыұлттық
estate - имущество, зд. недвижимость- мүлік, ғимарат

Give your associations to the following terms









Read the text and do the activities following it
IMPROVEMENT OF KAZAKHSTAN LOGISTICS

PEAK is a leading operator of warehousing and logistic infrastructure in Kazakhstan and Central Asia. It operates about 100,000 m^2 of warehouse space of A and B classes as well the largest regional container terminal. Today, the group offers its customers the individual solutions as follows:

- Warehouse and contract logistics
- Processing of containerized freight
- Customs processing of import and export cargo flows

Kazakhstan Kagazy is a leading industrial group in Kazakhstan listed on the London Stock Exchange.The group is the largest *recycler* and producer of paper and *packaging* in Kazakhstan and Central Asia. Kazakhstan Kagazy's *subsidiary* firm Kagazy Recycling collects and recycles more than 50,000 ton of waste paper every year. The company operates its own paper manufacturing facilities and has twenty waste paper collection points operating *nationwide*.

Kagazy Recycling has more than ten years of experience and was included in the top 15 list of leading manufacturing companies of Kazakhstan in 2011. Our key clients are: Procter & Gamble, Coca-Cola, Carlsberg Kazakhstan, EFES Kazakhstan, Copra Italia, Food Master, Eurasian Food Corporation, Raimbek Bottlers, Rakhat, Bayan-Sulu, Maslodel, Avon, Faberlic, Mary Kay and many other international and local companies.

Kazakhstan Kagazy is also one of the leading logistics operators in Kazakhstan and Central Asia, providing integrated logistics solutions and industrial real *estate* development. Logistics business is operated through PEAK Logistics LLP, which manages over 100,000 sq. of Class A warehouse space owns the largest container terminal in the region. The company provides integrated logistics solutions, warehousing and distribution. PEAK Logistics is also one of the largest industrial real estate developers with its own land bank of over 700 hectares. Our key clients are: Procter & Gamble, Hyundai, Subaru, Mitsubishi, UTi, BASF, Philip Morris, BBraun, Oriflame, Avon, Sela, Ratiofarm, Roche and many other international and local companies.

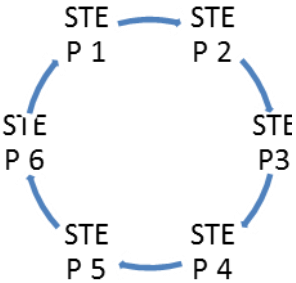


Questions:

1. What is the PEAK?
2. What services does PEAK provide?
3. What is the Kazakhstan Kagazy occupied in?
4. What are the main clients of Kazakhstan Kagazy?
5. What are the activities of PEAK Logistics LLP?



Activity1: Determine the sequence of steps in a given cycle.



1. Focus on the Relevant Business Enablers.
2. Capture and integrate Voice of the Customer Data.
3. Analyze Data to Identify Customer Issues.
4. Develop and Implement Improvement plans.
5. Reinforce and reward Customer-Focused Actions.
6. Determine who is Responsible.

Activity2: Researching companies

Look in newspapers, on the Internet or in the Yellow Pages and find a logistics sector company that operates in your area. Do they have a Web site? If so, visit the Web site. If not, visit the company itself or go to a reference library for information.

❖ Look at the company's organizational chart. Which department would your profession most likely fall under?

❖ Write a 1 – 2 page description of the company. Does it sound like a good place to work?

❖ If the company has a career centre on-line, look at the job postings. Are any of them in your area of expertise? Do you have the necessary qualifications?

Activity 3: Choose the verbs from the text appropriate to these words.

1._____ { goods, freight, load
2._____ __ { paper, sweepings, packing materials
3.____ { individual solutions, estate development, logistics decision

Activity4: Read the dialogue "Drawing-up of a contract".

Make up own dialogue on the situation "Contract for the shipping of goods"

Ashirov: Let's go into the main question of our today discussion. I expect you want to discuss our new contract.

Nourzhanov: That's right. Have you seen our latest price-list?

Ashirov: Yes, we have. There is only one thing in it our parties can't agree to. That is the 5% increase in the price.

Nourzhanov: Well, you must try to see the price from our point of view. Over the past three years metal prices have gone up. Besides because of the new labor contract, we had to increase wages. Therefore we had to increase the price of our machine-tools.

Ashirov: Yes, we have taken this into account and yet your prices seem to be high. We have been in business with your company for a long time and we hoped you would offer us better terms.

Nourzhanov: I suppose if you could accept consignment (deliveries) by installments in the current year we would reduce the price by 2%.

Ashirov: That is fine, thank you very much.

Nourzhanov: Are you happy with the new terms and conditions of our future contract?

Ashirov: Yes, quite.

Nourzhanov: Then I think we can start drawing up our contract.

Activity 5: Match the sentences. Try to remember them.

1	The group	a	there is a large logistics company PEAK.
2	In Kazakhstan and Central Asia	b	is the largest *recycler* and producer of paper
3	A warehouse space	c	provides integrated logistics solutions, warehousing and distribution.
4	Key clients are:	d	is also one of the largest industrial real estate developers with its own land bank of over 700 hectares.
5	The company	e	are partners of Kazakhstan Kagazy.
6	PEAK Logistics	f	Bottlers, Rakhat, Avon, Faberlic, Mary Kay
7	Procter & Gamble, Coca-Cola	g	owns the largest container terminal in the region.

Activity 6: Group Discussion. Brainstorming.

➢ If you were an interviewer, in which order would you ask questions on the issues bellow:

- ways of improving company activities
- present duties
- reasons for applying and educational background
- leadership position

➢ Try to find interesting data and write down a brief history of one of the Kazakh logistics company then tell us about it.

Introduction to Business Administration

The unit "Business Administration" introduces the graduate student to a range of studies which are useful in understanding people in the workplace. It examines the concept of management within the global business environment. The unit prepares students for their likely future roles as managers in organisations and companies. It encourages them to synthesize knowledge and experience gained in other units by considering competing perspectives on the nature of management.

The unit encourages them to reflect upon the contribution that they might make as individuals to the management process, and to explore their own skills as potential managers, within the context of their peer group. The unit touches practical, moral and ethical dimensions of the management role and examines the key problems and dilemmas that may emerge for managers in contemporary organisations.

Objectives:

To improve the students' English language skills for successful academic study with emphasis on writing, speaking, listening, reading, and academic culture. After successfully completing this unit, a graduate should be able to:

- Explain four functions of management and other major elements in the management process. Describe common work methods managers' use and their major roles.
- Delineate major managerial skill types, how management education and experience prepare managers.
- Explain major approaches within the classical viewpoint of management.
- Identify significant twenty-first century management trends
-Contrast rational and non-rational models of managers as decision makers.
- Explain the importance of organisation charts and the chain-of-command concept.
- Describe the general status of efforts to identify leadership traits.
- Contrast major strategies for multinational businesses.



I. Warm-up. Discuss the following questions:

1. Is an MBA degree necessary to be successful in business?
2. How important is it to have an MBA degree to succeed in management in our country?
3. If the basic purpose of the business or institution is to create wealth then what is the primary role of the manager?



Vocabulary

to recruit – нанимать (людей на работу) – жұмысқа қабылдау
bursary – канцеля́рия, казначе́я – кеңсе, қазынашысы
scheme – план, прое́кт; програ́мма – жоспар, жоба
to favour – поддерживать; одобрять – қолдау;
chartered accountants – привилегированный бухгалтер – бухгалтер, есепші

Make word networks (thematic spider diagram)



Read the text and do the activities following it
GETTING AN MBA IN THE UK AND ABROAD

MBAs have not traditionally *commanded* the same respect in the UK as in the US, but an increasing number of UK employers are now taking them very seriously indeed.

Top management consulting firm McKinsey actively recruits 30-40 people a year from major business schools, such as INSEAD in France, Harvard and Stanford in the US, and London Business School and Manchester in the UK. It spends around £1 million a year sponsoring its 25-30 graduate recruits to complete full-time MBAs at the same institutions.

'Essentially we see an MBA as a short cut to business experience', says Julian Seaward, head of recruitment for McKinsey's London Office. 'It enriches people with a lot of management theory, and perhaps a bit of jargon thrown in.'

However, the company still prefers MBAs gained abroad. With a longer established reputation in the US, business schools there still have the edge in attracting candidates, while INSEAD has positioned itself as an international school with a cosmopolitan faculty and student body.

'The networking and experience of other cultures is very useful as a lot of our clients are global', says Seaward. Nevertheless, McKinsey is actively raising its profile over here with a recently-launched scheme offering external candidates sponsorship through a United Kingdom MBA with a guaranteed job afterwards.

Seaward believes the staff development strategy has a good return rate. 'We look for people to develop a long-term career with us, not just an analyst job for a couple of years, and reward high achievers with good salaries and opportunities.'

Chairman Nigel Hewlett believes the MBA's formal education in analytical skills and constructing solutions provides a very useful training, producing people who have a good overview of business issues rather than a *concern* for details.

The company is currently undertaking an evaluation of the best UK schools in which to invest their bursary. With the recent big increase in the number of institutions offering MBAs, Hewlett is concerned that not all MBAs are equal. 'There are clear differences in terms of quality.'

But not every company favours MBAs. In the early 1990s, Shell actually abandoned its own MBA course at Henley when it realized it was not producing graduates who fitted the jobs for which they were *destined.*

'We're slightly *ambivalent* towards MBAs,' says Andy Gibb, Shell's head of global recruitment. 'A lot of Shell's work is technical, while MBAs from leading schools are pitched at a more strategic level. It can be *frustrating* and unnecessary to be trained for strategic thinking, when the job you're moving into is not really suited to that. We would rather focus them on technical leadership.'

Companies like chartered accountants PricewaterhouseCoopers take a more middle-of-the-road approach. While it does not actively target MBAs or recruit them directly from business schools, a growing proportion of its senior consultants have got them, and it is increasingly on the look out for MBA graduates.

"Our business is changing from audit and tax management more into consultancy roles,' says UK recruitment partner Keith Bell. 'MBAs do bring a breadth of vision to the business problem rather than a narrow viewpoint, and that can be an advantage. But the issue is the longer term. If you sponsor someone to do an MBA, will you get them back again?'

From *The Independent*



Questions:

1. What companies are mentioned in the article?
2. Rank four companies in order in terms of their attitude to MBAs.
3. What is the attitude of the UK employers to MBAs? Are they positive or negative ?
4. What disadvantages about MBAs are mentioned by people quoted in the article?
5. Some disadvantages about MBAs are mentioned by people quoted in the article. What are they?



Activity 1: Match each word to its definition by writing the corresponding letter in the blank space.

1. __ command sb to do sth;
2. __ overview
3. __ destined
4. __ frustrate
5. __ ambivalent
6. __ be of concern (to sb)-

a) the person, thing etc. that you will have in future

b) be important to sb. and make you worry;

c) – not sure whether you want or like sth. or not

d) make sb. feel annoyed or angry because you are not able to do what you want;

e) a short description of a subject or situation that gives the main ideas without explaining all the details

f) deserve and get because you are important or popular

Activity 2: Find a word or phrase from the article which has a similar meaning.

Select and employ new people in a company; give financial support to a student; special vocabulary of a field of work; making useful contacts with lots of people; people who are ambitious to succeed in their job; neither for nor against something.

Activity 3: Match the verbs and nouns as they occur together in the text.

a.	command	a profile
b.	be	an evaluation
c.	have	a middle-of-the road approach
d.	raise	respect
e.	undertake	the edge
f.	establish	a career
g.	take	a reputation
h.	develop	on the look out

Activity 4: Complete the sentence. Use the appropriate phrase from the previous exercise.

A) We are always ……. for talented people to join our creative team.

B) The success of its advertising campaign helped the business school ……among international companies.

C) Because of our continued investment in research we …… over many our competitors.

D) To help us choose which business school to work with we will need to …… of the top ten.

E) Studying for an MBA is increasingly necessary as a way to …… in a large organisation.

Activity 5: Group Discussion. Brainstorm Ideas.

- Is having an MBA degree by engineers a wastage of resources?
- Do you know any people who have an MBA degree, or who are studying or planning to study for one? Are you one of them? What are the reasons for doing so?



II. Warm-up. Discuss the following questions:

1. What does business management mean?
2. What is the difference between public and private organizations?
3. What do business management and public administration have in common? What do they differ in?



Vocabulary

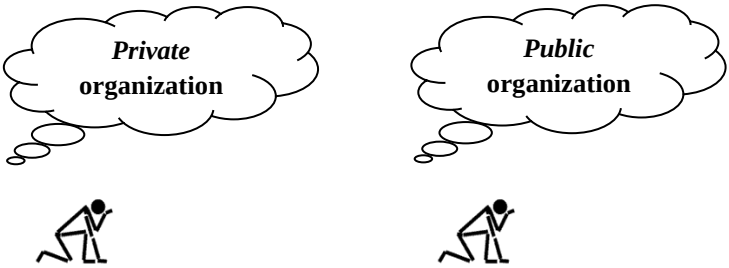
allocations- отчисления; ассигнования- аударым, қаражаттандыру

staffing and training- подбор персонала и обучение- қызметкерлерді іріктеу және үйрету

fiscal planning- финансовое планирование – қаржыны жоспарлау

routine operations – повседневная работа, регламентные работы- күнделікті , реттеме жұмыстар
the public servant – государственный служащий – мемлекеттік қызметші

Give your associations to the following terms and write down your own definitions.



Read the text and do the activities following it
BUSINESS MANAGEMENT AND PUBLIC ADMINISTRATION

In the studies of the 1880s and later scholars have collected an impressive body of data how best to carry out and manage routine operations to gain productivity in industry. Principles of scientific *business management* were worked out and people were trained to follow them.

Later successful business was seen as the model for the proper *management of government*, and the field of *public administration* was seen as a field of business, because management of all organizations in both the fields involves planning the activities and establishing goals; organizing work activities; staffing and training; directing or decision-making; coordinating to assure that the various work activities come together; reporting the status of work and problems to both supervisors and subordinates; and budgeting to assure that work activities correspond to fiscal planning, accounting, and control.

Some scholars argued that *administration* is a more general term and a more generic process than *management. Administration* takes place at factories, schools, hospitals, prisons, insurance companies, or welfare agencies, whether these organizations were *private* or *public.* Accordingly they started speaking about *business and public administration.*

There is an obvious difference between *administration of business*, or private organization, and *administration of public organizations*. Thus, the word *public* in 'public administration' is meaningful, and the study of public affairs will have to take into account not only management subjects common to both public and private sectors, but also the special environment in which *the public servant* has to live, an environment constituted of the mix of administration, policy making, and politics. And then, public organizations are more dependent on government allocations, more constrained by law, more exposed to political influences, and more difficult to evaluate than business organizations. These differences suggest caution in applying business management techniques to government agencies.



Questions:

1. What principles were worked out in the studies of the 1880s?
2. What was seen as the model for the proper management of government?
3. What does management of all organisations involve?
4. What made scholars distinguish between business and public administration?
5. What is the difference between the two terms – business administration and public administration?



Activity 1: Now read the text for detailed information to complete the following sentences and develop the idea:

1. Management of all organizations involves … .

2. Public administration is a more general term and a more generic process….

3. Administration takes place……

4. Principles of business management taken as the model for public administration…..

5……. suggests caution in applying business management techniques to government agencies.

Activity 2: Give synonyms to the words given below in italics or briefly explain their meaning:

1. In the studies of the 1880s and later *scholars* have collected an impressive body of data how best to *carry out* and manage *routine* operations.

2. Originally the *discipline* of public administration was not strong on theory.

3. Public organizations are more dependent on government *allocations*.

Activity 3: Retell the text finishing the following sentences and adding 4-5 phrases of your own:

The text under discussion draws our attention to …

The principles of scientific business management…

There is an obvious difference between …

Activity 4: Translate the text into your own language then answer the questions below the text.

Every modern society is made up of business and public organisations such government departments, unions, hospitals, libraries and the like. They are essential to our existence and help to create the standards of living and to improve the quality of life. In all these organisations there are people carrying out the work of a manager though they may not have this title. Thus, the mayor of the town, the vice-chancellor of the university, the president of the local trade union or the chief librarian are all mangers. They have a responsibility to use the resources of their organisations effectively and economically to achieve the goals. Are there certain activities common to all managers? A French industrialist Henri Fayol gave a classic definition of a manager's role which is still actual. He said that to manage is to forecast and to plan, to organise and to command, to coordinate and to control.

Time has passed and people have collected a lot of data of how to carry out and manage routine operations to gain maximum productivity. The principals of scientific business management were taken as the model for the proper management of government. Nowadays public administration may be regarded as a field of business because management of all organisations in both private and public sectors involves planning the activities and establishing the goals, organising, staffing and training as well as directing, decision making and budgeting to assure that work activities fully correspond to fiscal planning, accounting and control.

As for the term administration it is much wider than management. Administration takes place at factories, schools, hospitals, insurance companies and welfare agencies whether these organisations are public or private. That is why researchers and scientists trend to use a new term of **business and public administration.**

However, the difference between administration of business and administration of public organisation is obvious. Thus, studying public administration one should take into account not only subjects equal for both private and public organisations but also those specific surroundings or the mix of administration, policy making and politics in which public servants have to work. Besides, public organisations are more dependant on government allocations, political influences and law. These differences should be taken into consideration as well applying business management techniques to government agencies and municipal organizations.

Answer the questions:

1. What is the modern society made up of?
2. Why are public and private organisations important to people?
3. What type of functions do public administrators usually carry out?
4. What activities are common to all managers and administrators?
5. Who gave the first definition of a manager's role?
6. What principles were taken as a model for the proper management of government?

7. Why is the term administration wider than the term management?

8. What collocation defining administration functions do modern scientists use nowadays?

9. What should one take into consideration studying public administration?

10. Why is public administration more dependent than business management?

Activity 5: Group Discussion. Brainstorming.

Discuss the following statements.

- Successful business can (can't) be seen as the model for the proper management of government
- Public administration is (is not) equal to business management.



III. Warm-up. Discuss the following questions:

1. What types of company structures do you know?
2. If you are working in a company or organization, what kind of company structure does it have?
3. What type of position are you most interested in?



Vocabulary

Chief Executive Officer (CEO) – первое лицо компании; главный руководитель- жетекші, басқарушы

Human Resources – отдел кадров; человеческие ресурсы; персонал- кадрлар бөлімі

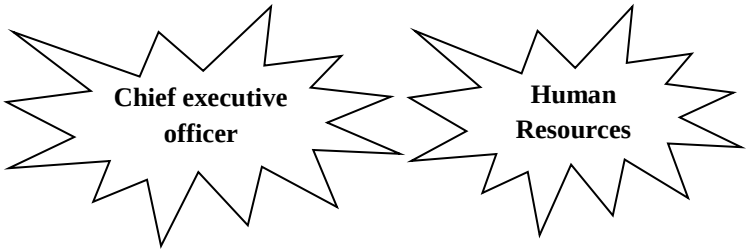
related to – имеющий отношение к – қарау, қатысу

to oversee – наблюдать за (*чем-л., кем-л.*); осуществлять надзор – қадағалау

to delegate- делегировать свои полномочия кому-л - өкілдік беру

to assign- назначать, определять, устанавливать – белгілеу; тағайындау
non-performing staff- персонал, не выполняющий своих обязательств- міндеттемесін орындамайтын қызметкерлер
referred to as – называемый; обозначаемый – деп аталатын

Make word networks (thematic spider diagram)



Read the text and do the activities following it
THE WORK ENVIRONMENT FOR AN INDIVIDUAL IN BUSINESS ADMINISTRATION

Business administration is the process of managing a business or non-profit organization so that it remains stable and continues to grow. This consists of a number of areas, ranging from operations to management. There are many different roles related to business administration, including business support, office manager, and Chief Executive Officer (CEO), among others. Most companies have a dedicated group of administrators.

The main areas incorporated into business administration are operations, logistics, marketing, economics, Human Resources (HR), and management. An administrator oversees these parts of an organization to make sure that they're all functioning properly and efficiently individually, and that they're all working together to make the business profitable. He or she may also oversees with ways to make the department more profitable, and often delegates tasks to employees in the department. Large companies usually have at least one administrator assigned to each area.

Most companies have a range of administrative roles in different parts of their corporate hierarchy. At the office level, there are business support officers, who might develop and maintain an office database, oversee other employees for projects, and help the manager with analyzing performance trends. At the next level there are office managers, who oversee an entire office, make budgets and analyses of staff performance, design procedures, and assign projects, among other things. If an organization is large, it may have several assistant managers to help the overall office manager.

After office-level managers, there are division administrators, who oversee large portions of an organization. They generally specialize in one area of business administration. For instance, a company might have a person with a specialization in HR administration oversee that department and make sure it's working efficiently to meet the business' overall goals. This includes things like measuring the performance of HR staff members, hiring new staff for the department if needed or getting rid of non-performing staff, and making sure that the process for hiring is workable.

The head of overall operations in business administration is usually referred to as the chief executive officer (CEO) or president. The CEO and president may be the same office, but this varies between companies. The CEO, depending on the size of the company, may have several vice presidents, each responsible for one area of company operations. For example, there could be a vice president for marketing, one for research and design, and one for sales or customer relations. Each of these operate independently.

The work environment for someone in business administration depends largely on the type of job he or she is doing. Those on the lower end of the hierarchy often work in structured environments and make frequent reports to their superiors, while those higher up may have more freedom with their schedules. Depending on the type of organization, work hours may be 9 a.m to 5 p.m or they may be more flexible. Overtime is often required when big projects are nearing completion, or when annual analyses and presentations need to be made.

Generally speaking, anyone in this type of position needs to have excellent communication skills, as he or she will be working with a lot of different people, sending out memos, and making reports. They also need to be comfortable with making presentations,

and they need to be able to lead people. Another important skill is being able to understand how many different parts of a system or organization work together, so that they can make workable systems and figure out what's wrong with those that don't work. Most are also very good at math and have an understanding of economics, since they usually make budgets and analyze their office, department, or company's performance.



Questions:

1. What process is business administration?
2. What are the main areas incorporated into business administration?
3. Why does an administrator oversee the parts of an organization?
4. What roles do most companies have in different parts of their corporate hierarchy?
5. Name the responsibilities of business support officers.
6. What are the tasks of division administrators?
7. How is usually referred to as the head of overall operations in business administration?
8. What skills do business administrators need to have?



Activity1: Match the words to their definitions.

1	logistics	a	the highest executive officer of a company, organization, etc.
2	non-profit organization	b	the organization of moving, lodging, and supplying troops and equipment.
3	Chief Executive Officer	c	a person who is paid to work for somebody
4	employees	d	an official or executive ranking below and deputizing for a president
5	a vice president	e	organization that exists to further a cause not to make a profit …

Activity 2: Insert prepositions where it is necessary.

1. The main areas incorporated ….. business administration are operations, logistics, marketing, economics, Human Resources (HR), and management.

2. He or she may also oversees ….. ways to make the department more profitable, and often delegates tasks….. employees in the department.

3. ….. the office level, there are business support officers, who might develop and maintain an office database, oversee other employees ….. projects, and help the manager ….. analyzing performance trends.

4. This includes things like hiring new staff ….. the department if needed or getting rid ….. non-performing staff, and making sure that the process ….. hiring is workable.

5. The work environment …..someone in business administration depends largely ….. the type …..job he or she is doing.

Activity 3: Complete each sentence using a word derivationally related to the word given in brackets:

A) Business administration is the process of _____ a business or non-profit organization so that it remains stable and continues to grow. *(manage)*

B) That they're all working together to make the business _____ *(profit).*

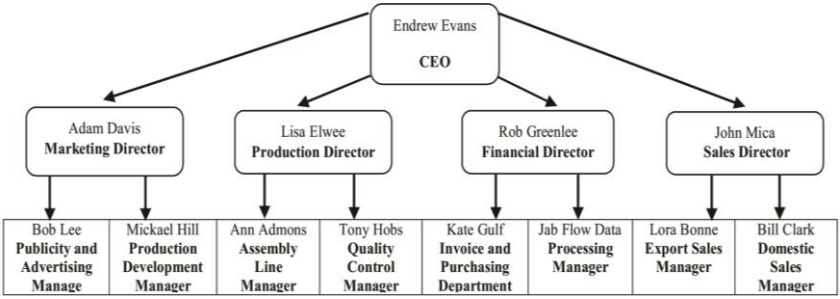
C) Business support officers oversee other employees for projects and help the manager with_____ performance trends.*(analyze)*

D) They can make _____systems and figure out what's wrong with those that don't work.*(work)*

E) They usually make budgets and analyze their office, department, or company's_____. (*perform)*

Activity 4: Describe the company chart below (overall composition and division into parts in the company, responsibilities of each person and to whom he/she report to). You have to use these three groups of verbs:

№	Groups of verbs	Examples
I	consist of sth	The team consists of four Europeans and two Americans
	be formed from sb	The marketing department is formed from people, and people make mistakes.
	contain	Each company division within a structure contains all the necessary resources
	include sb/sth	Our committee is stronger now that it is chaired by new director Ken Bloom and includes former representative Max Cates
	be composed of sth	The Board of Directors is composed of 6 members
	be made up of sth	The committee is made up of representatives from every state
	be divided into sth	International Corporation is divided into four separate division.
II	report to sb	You will report directly to the boss.
	be managed by sb	Large investment funds are managed by investment department.
	be assisted by sb	Advertising sales director is assisted by his teammates.
	be responsible to sb	Cabinet members are directly responsible to the President.
	be responsible for sth	He is responsible for recruiting and training new staff.
	be in charge of sth/ for doing sth	He will be in charge of the office for a few days while the boss is away.
	assist sb with sth/ in sth/ in doing sth	They need someone who can assist them in planning their budget.
	be accountable for	Managers must be accountable for their decisions
	include	His job includes looking after project teams..



Activity 5: Group Discussion. Brainstorming.

➢ The work environment for an individual in business administration depends largely on the type of job.

➢ Business administration may evaluate employees to set reasonable workload standards.



IV. Warm-up. Discuss the following questions:

1. Think of five ways managers can get the best out of people.
2. What are the key qualities for a successful manager today?
3. What must a successful manager do?



Vocabulary

standards of living – уровень жизни – өмір деңгейі
to forecast – прогнозировать – болжау
to lead-руководить – басшылық ету
policymaking – выработка политического курса – саясатты бағыттау
smoothly – хорошо, гладко, благополучно – сондай-ақ, тегіс, қауіпсіз
urgent – срочный, настоятельный – қауырт, шұғыл
integrity – безупречность – жұмысқа қабілеттілік

Fill in the spider diagram with the basic responsibilities and challenges of a manager



Read the text and do the activities following it
THE MANAGER'S ROLE

Our society is made up of all kinds of organizations, such as companies, government departments, unions, hospitals, schools, libraries, and the like. They are essential to our existence, helping to create our standards of living and our quality of life. In all this organizations there are people carrying out the work of manager. They have a responsibility to use the resources effectively and economically to achieve its objectives.

A French industrialist, Henry Fayol, wrote in 1960 a classic definition of the manager's role. He said that to manage is to"forecast and plan, to organize, to command, co coordinate and to control". This definition is still accepted by many people today, although some writers on management have modified Fayol's description. Instead of talking about 'command', they say a manager must *motivate or direct* and *lead* other workers.

In most companies the activities of manager depend on the level at which he is working. Top manager, such as chairmen and directors, will be more involved in long range planning, policymaking, and the relations of the company with the outside world. They will be making decisions on the future of the company, the sort of product lines it should develop, how it should face up to the competition, whether it should diversify. On the other hand middle management is generally making the day-to-day decisions, which help an organization to run efficiently and smoothly. They must respond to the pressures of the job, which may mean dealing with an unhappy customer, meeting an urgent order, chasing up suppliers or sorting up a technical problem. They spend a great deal of time communication, coordinating and making decisions affecting the daily operations of their organization.

An interesting modern view is supplied by an American writer, Mr. Peter Drucker. In his opinion, the managers perform 5 basic operations. Firstly, managers set objectives. They decide what they should be and how the organization can achieve them. Secondly, managers organize. They must decide how the recourses of the company are to be used, how the work is to be classified and divided. The third task is to motivate and communicate effectively. Managers

must be able to get people work as a team and to be as productive as possible. The forth activity is measurement. Having set targets and standards, managers have to measure the performance of the organization, and of its staff. Finally, Mr. Peter Drucker says that managers develop people, including themselves. They help to make people more productive, and grow as human beings. Successful managers are the people, who command the respect of workers and who set high standards. Good managers must bring character to the job. They are people of integrity, who will look for that quality in others.



Questions:

1. What is the manager's role in all kinds of organizations?
2. What management qualities did a French industrialist, Henry Fayol mention?
3. Who is responsible for the relations of the company with the outside world?
4. How important is the middle management?
5. Mr. Drucker divided the job of the manager into five basic tasks. Name the operations and explain them.



Activity1: Explain the meaning of the following words and word combinations from the text.

Standards of living, a chairman, face up to the competition, diversify, chasing up suppliers, people of integrity.

Activity 2: Match the word partnerships and then check your answers in the text.

1 to get people work	A other workers
2 to respond to	B the day-to-day decisions
3 to direct	C planning
4 to create	D the work of manager
5 be involved in	E efficiently and smoothly
6 to make	F standards of living
7 to run	G the pressures of the job
8 to carry out	H as a team

Activity 3: The points below are discussed in the text. Look quickly through the text and decide what order they appear in.

- ❖ a great deal of time communication
- ❖ measurement
- ❖ middle management
- ❖ a classic definition of the manager's role
- ❖ *a* top manager
- ❖ an unhappy customer

Activity 4: Read the text and decide whether the statements below are true or false.

- ✓ Managers help to create our standards of living and our quality of life.
- ✓ Managers have a responsibility to use the resources effectively and economically to achieve its objectives.
- ✓ Chairmen and directors are middle management.
- ✓ In Henry Fayol's opinion the managers perform 5 basic operations.
- ✓ Managers must be able to get people work individually

Activity 5: Group Discussion. Brainstorming.

- ➢ Discuss the differences and significance of the managerial roles.
- ➢ Managers need to get better at looking beyond their own group for growth that help them to achieve their goals.



V. Warm-up. Discuss the following questions:

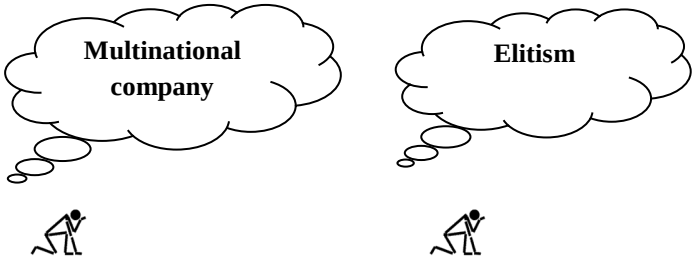
1. Do you know any multinationals companies?
2. What difficulties do you think might be implied in managing multinationals?
3. Make a list of qualities and skills that you think an international manager should have.



Vocabulary

obvious - явный, очевидный; заметный - айқын, анық
impose - навязывать - өзеуреу
deliberately – сознательно - саналы
to reveal - пока́зывать, обнару́живать - анықтау көрсету;
despondent- унылый; подавленный; мрачный- жабырқаңқы көңіл
humiliation -унижение; оскорбление- кемсіту, кеміту, қорлау
the recruitment- подбор персонала- қызметкерлерді іріктеу және жинау
immature – незрелый- жетілмеген
pay-for-performance – оплата по результатам- нәтижелері бойынша төлем

Give your associations to the following terms and write down your own definitions.



Read the text and do the activities following it
MANAGING MULTINATIONALS

Managing a truly global multinational company would obviously be much simpler if it required only one set of corporate objectives, goals, policies, practices, products and services. But local differences often make this impossible.

A fairly obvious cultural divide is one between the countries of North America and North-west Europe, where management is largely based on analysis, rationality, logic and systems, and the Latin cultures of southern Europe and South America, where personal relations, intuition, emotion and sensitivity are of much greater importance.

The largely Protestant cultures on both sides of the North Atlantic (Canada, the USA, Britain, the Netherlands, Germany, Scandinavia) are essentially individualist. In such countries status has to be achieved. You don't automatically respect people just because they have been in a company for 30 years. A young, dynamic, aggressive manager with an MBA can quickly rise in the hierarchy. In most Latin and Asian cultures, on the contrary, status is automatically accorded to the boss, who is more likely to be in his fifties or sixties rather than in his thirties. This is particularly true in Japan, where companies traditionally have a policy of promotion by seniority.

In northern cultures, the principle of pay-for-performance often successfully motivates salespeople. But the principle might well be resisted in more collectivist cultures, and in countries where rewards and promotion are expected to come with age and experience. Trompenaars gives the example of a sales rep in an Italian subsidiary of a US multinational company who was given a huge quarterly bonus under a new policy imposed by head office. His sales – which had been high for years – declined dramatically during the following three months. It was later discovered that he was deliberately trying not to sell more than any of his colleagues, so as not to reveal their inadequacies. He was also despondent not to earn more than his boss, which he thought would be an unthinkable humiliation that would force the boss to resign immediately.

Another example of an American idea that doesn't work well in Latin countries is matrix management. The task-oriented logic of matrix management conflicts with the principle of loyalty to the all-important line superior, the functional boss. You can't have two bosses any more than you can have two fathers. French managers, for example, would rather see an organization die than tolerate a system in which a few subordinates have to report to two bosses.

Approaches to selection also vary significantly across cultures. There are differences not only in the priorities that are given to technical or interpersonal capabilities, but also in the ways that candidates are tested and interviewed for the desired qualities.

In Anglo-Saxon cultures, what is generally tested is how much the individual can contribute to the tasks of the organization. In these cultures, assessment centres, intelligence tests and measurements of competencies are the norm. In Germanic cultures, the emphasis is more on the quality of education in a specialist function. The recruitment process in Latin and Far Eastern cultures is very often characterized by ascertaining how well that person 'fits in' with the larger group. This is determined in part by the elitism of higher educational institutions, such as the 'grandes ecoles' in France or the University of Tokyo in Japan, and in part by their interpersonal style and ability to network internally. If there are tests in Latin cultures, they will tend to be more about personality, communication and social skills than about the Anglo-Saxon notion of 'intelligence'.

Though there are few statistical comparisons of selection practices used across cultures, one recent study provides a useful example of the impact of culture. A survey conducted by Shackleton and Newell compared selection methods between France and the UK. They found that there was a striking contrast in the number of interviews used in the selection process, with France resorting to more than one interview much more frequently. They also found that in the UK there was a much greater tendency to use panel interviews than in France, where one-to-one interviews are the norm. In addition, while almost 74 per cent of companies in the UK use references from previous employers, only 11 per cent of the companies surveyed in France used them. Furthermore, French companies rely much more on personality tests and handwriting analysis than their British counterparts.

Many organizations operating across cultures have tended to decentralize selection in order to allow for local differences in testing and for language differences, while providing a set of personal qualities or characteristics they consider important for candidates.

Hewitt Associates, a US compensation and benefits consulting firm based in the Mid West, has had difficulties extending its key selection criteria outside the USA. It is known for selecting

'SWANs': people who are Smart, Willing, Able and Nice. These concepts, all so perfectly understandable to other Americans, can have very different meanings in other cultures. For example, being able may mean being highly connected with colleagues, being sociable or being able to command respect from a hierarchy of subordinates, whereas the intended meaning is more about being technically competent, polite and relatively formal. Similarly, what is nice in one culture may be considered naive or immature in another. It all depends on the cultural context.

Some international companies, like Shell, Toyota, and L'Oreal, have identified very specific qualities that they consider strategically important and that support their business requirements. For example, the criteria that Shell has identified as most important in supporting its strategy include mobility and language capability. These are more easily understood across cultures because people are either willing to relocate or not. There is less room for cultural misunderstandings with such qualities.



Questions:

1. What does the text state?
2. What cultures are mentioned?
3. What culture looks for a personnel having the relevant kind of education for the job?
4. What culture looks for a personnel having the right intellectual or technical capabilities?
6. What culture looks for a personnel having good interpersonal skills?
7. What culture looks for a personnel having attended the 'top' universities in the country?
8. What culture looks for a personnel being able to carry out relevant tasks and jobs
9. What methods for testing or assessing a candidate's suitability for a job are mentioned in the text?



Activity 1: Match the following words with their explanations.

Vary	*to continue for a particular distance, time; make sth bigger*
Assess	*the most important thing that needs attention before anything else*
priority	*to have an important or noticeable effect on someone or something*
Extend	*to have sth in your mind as a plan or a purpose*
Mature	*fully grown physically and mentally*
Intend	*to be different from each other*
Impact	*to make a judgment about a person or situation after thinking carefully about it*

Activity 2: Explain the meaning of the following words and word combinations from the text.

Elitism, superior, to conflict with, matrix management, humiliation, reveal their inadequacies, pay-for-performance, seniority.

Activity 3: Find the words and word combinations with the similar meaning.

To take into consideration, influence, put up with, on purpose.

Activity 4: Understanding main points. 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.

✓ Many international organizations have decentralized selection.

✓ They look for different personal qualities in different cultures.

✓ The 'SWAN' criteria have international validity.

✓ The definition of some qualities can lead to cultural misunderstandings.

✓ Mobility and language capability are clearly understood across cultures.

Activity 5: Group Discussion. Brainstorming.

➢There are several different types of methods to find new employees. Which do you think is the most effective method?

➢Can you suggest some new ones which can be exceptionally efficient for our country?



VI. Warm-up. Discuss the following questions:

1. What is the purpose of a business, in your opinion? Is it just to make money?
2. What do you understand by these phrases?
a) business ethics b) a code of good practice c) a mission statement
3. Should mission statements include statements about ethics?



Vocabulary

dilemma - затруднительное положение- қысылшаң жағдай
to involve – вовлекать, включать – енгізу, қосып жіберу, кірістіру
bribe – взятка, подкуп- пара, параға жығу
nepotism – семейственность, кумовство- ағайыншылдық, жақындық, тамыр таныстық

Fill in the spider diagram with the words associated with business ethics and explain your associations



Read the dialogue and do the activities following it
BUSINESS ETHICS

Claire Bebbington is External Affairs Manager for adivision of BP (British Petroleum). Read the interview.

(I = Interviewer, CB = Claire Bebbington)

I: Why should companies be ethical or what are the advantages of a company in behaving ethically?

CB: Mm, I think the whole issue of ethics is a very complex one. Companies are made of people. Multinationals are made up of many different nationalities. I think that companies are part of society and as such they should reflect society's standards. Companies, especially multinational ones, do have responsibilities in the world and should try to be a positive influence and I think if a company is not ethical, then it will not survive as a company.

I: Should a company have a code of ethics?

CB: I think from my point of view it's useful in two ways. Firstly, it makes a commitment to certain good behaviour and it's a way of communicating the importance of good behaviour to all of its employees and partners. Secondly, if a company has a code of ethics and spends time communicating it, it does actually contribute to its ethical behaviour. If you express these things in writing, especially, then you can be held accountable for them. It means that you are much more likely to act on them as well. I think following up that code is difficult. People have different ethical standards, and defining the term "ethics" can I think be a problem. But I think generally to express what your ethics are is a positive thing to do.

I: What kinds of moral dilemmas do large companies face? Can you think of any examples?

CB: I think if you were to look at any company's ethical code you would usually find in it a section about offering bribes and this can be an area where I think people can get themselves into hot water. Facilitation payments are part of doing business in many countries, and bribes are something which most companies are not going to want to get involved in. But when does a facilitation payment become a bribe? And that is a question that can be quite difficult to answer.

I: Can you think of an example where a facilitation payment is clearly a facilitation payment and not a bribe?

CB: I think that there are many examples. When you are paying consultants to make introductions to new business contacts, obviously the reason you choose these consultants is because they are well placed to give that kind of advice in a particular country. And you're paying for that introduction. I would say size is important. Sometimes facilitation payments are out of proportion to the kind of business that you are expecting to win. I think there are many instances. Also, you have to be careful with issues such as nepotism.



Questions:

1. Is it important for companies to have a written code of ethics?
2. Why is it really necessary nowadays?
3. What dilemmas do large companies face?
4. Why is bribery wrong?
5. Is employer nepotism illegal?



Activity1: Decide whether these statements are true or false according to Claire.

1. The issue of ethics is simple.
2. If a company puts its code of ethics in writing, it is better to act on it.
3. Following up a code of ethics is difficult.

Activity 2: Find the definitions of the term *business ethics* using two sources of information: *Philosophy Dictionary and Wikipedia free encyclopedia*.

1. What do they have in common?
2. How do they differ?
3. Which definition do you consider to be the best? Why?
4. Give your own definition of the term *business ethics* on the basis of these two ones.

Activity 3: Rank the professions below according to how ethical you think they are.

Accountant civil servant lawyer police officer banker estate agent nurse teacher car sales executive journalist dentist taxi driver

Activity 4: In your opinion, which are the worst?

1. Avoiding paying tax.
2. Claiming extra expenses.
3. Using work facilities for private purposes (for example, personal phone calls).
4. Accepting praise for someone else's ideas or work.
5. Selling a defective product (for example, a second-hand car).
6. Using your influence to get jobs for relatives (nepotism).
7. Ringing in sick when you are not ill.
8. Taking extended lunch breaks.
9. Giving good references to people you want to get rid of.
10. Employing people illegally.

Activity 5: Work in groups. Discuss the ethical questions below. A different person should lead the discussion of each issue.

1. You have a shortlist of people for the post of Sales Manager. One of the female candidates is clearly the best qualified person for the job. However, you know that some of your best customers would prefer a man. If you appoint a woman you will probably lose some sales. What should you do?

2. Your company, a large multinational, has a new advertising campaign which stresses its honesty, fairness and ethical business behaviour. It has factories in several countries where wages are very low. At present it is paying workers the local market rate. Should you increase their wages?

3. A colleague in a company which tests medical equipment has been making bad mistakes recently at work. This is because she has a serious illness. You are her friend and the only person at work who knows this. She has asked you to keep it a secret. What should you do?

4. You are directors of a manufacturing company. Research has shown that any price increase causes an immediate dip in sales (although sales recover within six months). It has been suggested that you could maximize your profits by simply reducing the weight of the product in the packets and maintaining the current price. What should you do?

Activity 6: Group Discussion. Brainstorming.

- There is a proverb, 'When in Rome, do as the Romans do.' What does the proverb mean? Do you agree with this advice?
- Would you continue to do business with someone if you disapprove of their private life? Explain why or why not. Give examples of behaviour which would cause you to stop doing business with someone



VII. Warm-up. Discuss the following questions:

1. How do you understand W. E. Deming's quote "Quality is the elimination of variation"?
2. Which of the words and phrases below best represent the idea of quality?

reliable value of money long lasting well-known expensive well-made

3. Give examples of high quality products or services. Explain your choices.



Vocabulary

Total Quality Management (TQM) - всеобъемлющее управление качеством -Сапаны жаппай басқару

to strive- стараться-бар күшімен тырысу

to rectify, to eradicate defects- устранить дефекты-кемшіліктерді жою

What do you understand the message of this cartoon to be?



Read the text and do the activities following it
TOTAL QUALITY MANAGEMENT (TQM)

From the 1980's Total Quality Management was adopted by a number of organisations. TQM is based on quality concepts developed by W. Edwards Deming in the 1930's, and by Joseph Juran in the 1970's and 1980's.

TQM requires the whole of the organisation to adopt the culture of quality. In a TQM organisation quality will dictate the decisions, tasks and processes. A TQM organisation is committed at all levels within every department/function to continuously improve quality. In order to fulfill this commitment every single employee in the organisation will need to accept the challenge of continual quality improvement.

TQM has four basic components:

- put customers first;
- make continuous improvement;
- aim for zero defects;
- training and development.

Put customers first. A quality product or service satisfies customer's needs and expectations. Whether a product or service is of high or low quality, will be decided by how it made the consumer feel and whether consumer expectations were satisfied or exceeded.

If customers are not put first, then customer expectations will be difficult to satisfy and consequently quality will not be achieved. Customers can be put first through a variety of initiatives including:

• undertaking market research to discover consumer needs so that the organisation can develop products and services that exceed their consumer's needs;

• looking after all customers whether internal or external. Internal customers are employees of the organisation and are known as customers when they approach each other for a service; external customers are all non-employees (of the organisation) that approach the organisation in connection with a service or product;

• effective customer care systems;

• ensuring that all service standards are met;

• listening to customer views and opinions; responding to customer views including resolving customer complaints in a manner that satisfies their expectations; once customer complaints are resolved they should be analysed to prevent future recurrence.

Make continuous improvement.

The Japanese term «kaizen» has contributed to this component. Kaizen believes that there are no limits to continuous improvement. This means that a TQM organisation will continuously strive to improve their product/service and increase the quality standards. A TQM organisation will also view change positively whether the change involves a process change or a change in customer needs and expectations. This is because changes will enable the organisation to develop and explore quality.

Aim for zero defects.

There are a number of reasons behind the aim to eradicate defects. Defects are expensive because they will lower the customer's confidence in the product. Also it is more expensive to rectify defects than it is to prevent them occurring in the first place. Zero defects can be achieved through a combination of quality assurance and quality control (visit the relevant sections by clicking on the links).

Training and development.

An organisation will need to train their employees to ensure that they understand the principles of TQM. A TQM organisation employee will need to understand how TQM is to be achieved or maintained and how they as an employee will ensure that the organisation emulates TQM. Unless each employee accepts and believes in TQM it will be difficult for the organisation to practice TQM.



Questions:

1. When did the manufacturers begin to include quality processes in quality practices?
2. What is total quality management?
3. How many components does TQM have?
4. Why is it essential to put customers first?
5. How can organizations become more customer-oriented?
6. Why do some organizations make continuous improvement activities?



Activity 1: .Use the words in the box to complete the flow chart

Identified re-launched reliability modified durability tested failed recalled launched

A DEFECTIVE PRODUCT

The product was launched two years ago.

⬇

Shortly after that, companies were received about its _____ and_____.

⬇

Because of market feedback, it was _____ so that any faults could be investigated. At the same time, it was withdrawn from sale.

⬇

After extensive tests, a fault was_____ by engineers.

⬇

As a result, they were able to correct the fault and the product was_____.

⬇

It was then _____ under controlled conditions.

⬇

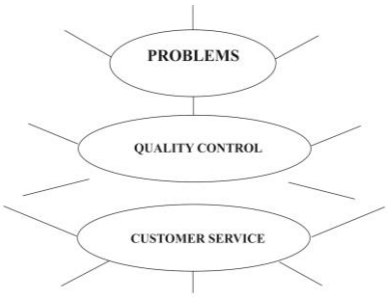
Finally, the redesigned product was _____ in the market.

⬇

Unfortunately, it _____ due to lack of consumer confidence caused by bad publicity

Activity 2: Match the words and phrases in the box to the correct headings.

after sales care consumer satisfaction questionnaire compensation faults monitoring defects routine checks flaws inspection minimum standard goodwill payment warranty zero defects



Activity 3: Find words or phrases in the article which mean:

a. to do, to perform
b. upgrade quality
c. to accomplish
d. consumer anticipations
e. reappearance,
f. to try
g. to eliminate
h. to rectify
j. to correct

Activity 4: Look at the TQM Principles in the box below. Label each principle with following headings:

A) Accurate measurement.
B) A concern for continual improvement.
C) Intense focus on the customer.
D) Empowerment of employees.

1_____

The customer includes not only outsiders who buy the organisation's products or services, but also internal customers - staff who interact with others in the organisation.

2_____

TQM is a commitment to never being satisfied. Very good is not good enough. Quality can always be improved.

Improvement in the quality of everything the organisation does.

It relates not only to the final product but to how the organisation handles deliveries, how rapidly it responds to complaints, how the phones are answered, and the like.

3_____

TQM uses statistical techniques to measure every critical variable in the organisation's operations.

4_____

TQM involves the people on the line in the improvement process.

Teams are widely used in TQM programs as empowerment vehicles for finding and solving problems.

Activity 5: Read an interview with a management consultant about quality control. Find and correct one mistake in each sentence of the following summary.

1. Quality affects every function of the company and some of its employees.
2. With 'Zero Defects' the company aims to produce goods that are mostly perfect.
3. In the past, customers expected some faults -they could be corrected by apologizing to the supplier, who would replace the faulty goods.
4. Putting mistakes right is labor-intensive and inexpensive and it's more cost-effective to produce a perfect product with no defects.
5. If your competitors can produce perfect products, your customers will prefer yours.
6. A service has to be so good that there is no dissatisfaction and there are few complaints from your clients.
7. A manufacturer can change suppliers to get materials of the highest quality, even if this means paying less.
8. The extra cost is justified if the quality of your own production deteriorates.
9. To introduce Quality you must sell the idea to everyone in the company: most of the staff have to believe in quality.
10. It's easier to sell new ideas to established staff.

Interviewer: Sarah Lockhart is the Quality Director of AP Management Consultants. Sarah, how is Quality with a capital Q different from what's always been known as 'quality control'?

Ms. Lockhart: The idea of Quality is a concept that is coming to be the driving force of many parts of industry today. The interesting thing is that it can be applied to both the service sector and the manufacturing sector. We can talk about Quality of manufacturing and quality of service. Quality is something that affects all the functions of the company and all the staff from board level down to line managers and employees.

Interviewer: So how would this be applied to manufacturing?

Ms. Lockhart: Well, the key idea here is 'Zero Defects' – the company should be aiming to produce goods that are perfect. So that customers are entirely satisfied and they don't discover any faults at all after delivery has taken place.

Interviewer: Yes, but surely nobody's perfect. We all make mistakes sometimes.

Ms. Lockhart: Well, yes, people make mistakes, but we believe that everybody wants to be perfect and they want their product to be perfect and to have no defects.

Interviewer: Ah, I see.

Ms. Lockhart: In the past it was considered impossible to mass-produce goods to a very high standard. There would always be rejects and some faulty goods would inevitably get through to the customer, because carrying out a quality control of every manufactured item would be too expensive and therefore unprofitable. Quality control usually consisted of random checks – operating rather like Customs officers in the green channel at an airport. Customers came to expect there’re to be some faults in the goods – and it was just a fact of life in manufacturing. Anything that was wrong could always be put right later by complaining to the supplier and getting him to repair or replace the faulty goods.

Well, the Quality revolution, if I can call it that, turns these views on their head. There are several reasons for this. First, putting mistakes right – fixing a faulty machine or collecting it and replacing it – are labor-intensive and costly and it's more cost-effective to eliminate the need for this by producing a perfect product with zero defects in the first place. Second, if your competitors are able to produce goods with zero defects, then clearly customers will prefer those. So in order to survive, you have to keep ahead of your competitors. Obviously this applies to services too – your service has to be so good that there is no dissatisfaction and hence no complaints from clients. Complaints usually mean that there are defects in your product or in your service – and even your accounts department is providing a service to you and your suppliers and customers.

Interviewer: The big problem about all this is the other links in the chain. I mean, you're dependent on the quality of materials supplied to you as a manufacturer that you will then transform in your factory. How does this fit in?

Ms. Lockhart: Yes, I agree, this is one of the problems. You normally don't have a direct control over your supplier's processes, but you can change suppliers in order to obtain the materials of the highest quality. This will normally mean paying more, but the extra cost can be easily justified if your own production quality improves. If, however, you're obtaining poor quality materials from a single source, you may have to start looking for alternative suppliers, or impose your own quality control on all incoming supplies before you accept them.

Interviewer: All right, suppose a company wants to introduce Quality as part of its business philosophy, how easy is it to set about doing this?

Ms. Lockhart: First of all you have to sell the concept to everyone in the company: at board level, to senior management, to line managers and to the employees. Everyone has to believe in Quality for it to succeed – it won't work if you have a group of people somewhere in the company who are working against you – that may mean production staff who are careless or office staff who don't provide a good service to customers and to other members of their own company.

New staff can be trained relatively easily, but established staff tend to be much harder to persuade about new ideas. The major arguments we use in our seminars are to do with taking a pride in your work – well, you know, everyone likes to feel they're doing a good job, and we say 'If your competitors are successfully doing this, can you afford not to?' If we can't sell our service or product, we'll lose business and people will lose jobs.

Interviewer: Sarah, thanks very much.

Ms. Lockhart: Thank you.

Activity 6: Group Discussion. Brainstorming.

- Quality control becomes part of the day-to-day business of every employee.
- Top management should provide the training, information and support employees to meet quality standards.



VIII. Warm-up. Discuss the following questions:

1. "Are you rational?"
2. Why are many decisions made by groups rather than by individuals?
3. Write down three important decisions you have made over the last few years. Think about how you made each of these decisions.



Vocabulary

to resolve- решать (*проблему и т. п.*) -қорытынды, шешім
constraints -ограничение- шектеулер
to involve- влечь за собой, вызывать -кірістіру
refurbishment- восстановление, обновление- қалпына келтіру
assess the options-оценивать варианты- нұсқаларды анықтау
an advantage- преимущество -артықшылық
a disadvantage- недостаток -жетіспеушілік
to take a decision -принять решение-шешім қабылдау

What information do you use to understand the cartoon?



Read the text and do the activities following it
DECISION-MAKING

Making great decisions is a key leadership responsibility. If you choose the wrong decision-making style, you could face a disaster. Many people assume that making a choice is the major part of decision making, but it is only a part. Decision-making is the process of identifying problems and opportunities and then resolving them. Figure 1 shows an approach to decision-making process which consists of 4 phases:

1) *defining the problem*. The manager must identify and define the problem. And it is important that manager does not mistake the symptoms of a problem for the real problem he must solve. At the early stage, he must also take into account the rules and principles of the company which may affect the final decision. These factors will limit the solution of the problem. Rules and policies of the company act as constraints, limiting the action of the decision-taker.

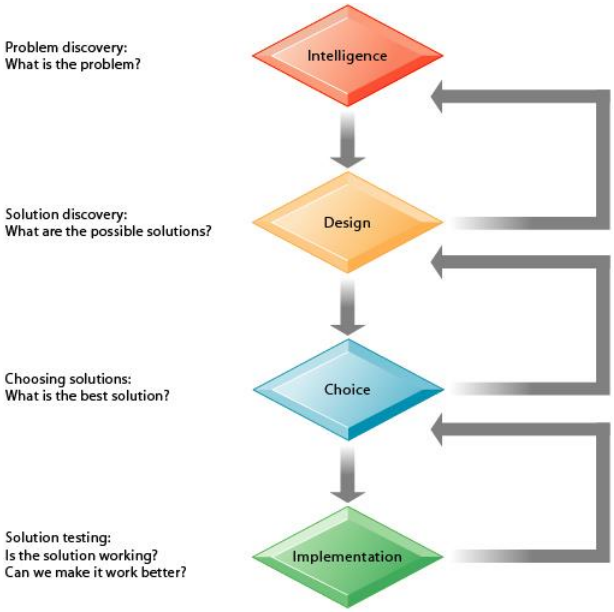


Figure 1. An approach to decision-making process

2) *analyzing and collecting information*. The second step is to analyze the problem and decide what additional information is necessary before a decision can be taken. Getting the facts is essential in decision-making, because making decisions involves a degree of risk. It is the manager's job to minimize that risk.

3) *working out options.* Once the problem has been defined and the facts collected, the manager should consider the options available for solving it. This is necessary because there are usually several ways of solving a problem (a number of actions): introducing new products, advertising, refurbishment etc. In some situations, one of the options may be to take no action at all.

4) *deciding on the best solution*. Before making decision, the manager will carefully assess the options, considering the advantages and disadvantages each one. Having done this, he will have to take a decision.



Questions:

1. What is decision-making according to the text?
2. Why is decision-making a vital part of the business world?
3. How many phases of decision-making process do you know?
4. What is the first step of decision-making process?
5. Does making decisions involve a degree of risk?
6. What do managers have to do after collecting all of the necessary information?
7. Do managers need to use a systematic process of decision-making?



Activity 1: Which word in each group does not form a word partnership with the word in bold?

face	trouble	a disaster	a problem
identify	a problem		a disaster
mistake	the decision-taker	a problem	the symptoms
take into account	the rules	the actions	the principles
affect	the decision	the symptoms	
introduce	products		advertising
assess		the options	

Activity 2: Read the text and decide whether the statements below are true or false.

✓ Before taking a routine decision managers must collect a great deal of information.

✓ The first thing managers must do when solving a problem is to collect all the facts.

✓ Because of their company's rules and policies managers may not be able to take certain actions in order to solve a problem.

✓ After collecting all of the necessary information managers have to identify the various actions they could take to solve a problem.

✓ When important decisions have to be made managers need to use a systematic process of decision-making.

Activity 3: Using the Figure 1 complete the phases of decision-making process**:**

_____ inventing, developing, and analyzing possible courses of action

_____ searching for conditions in the environment that call for decisions

_____ implementing the selected course of action

_____ selecting a course of action from those available

Activity 4: Select the most suitable answer for each of the following questions

1. Which of the following is not a step in the decision-making process?

A) evaluate and choose an alternative
B) identify the problem
C) seek expert assistance
D) generate alternative solutions

2. The possibility that a chosen action could lead to losses rather than the results intended is

A) Uncertainty
B) bad decision-making
C) risk
D) unfortunate

3. Which of the following is not an advantage of group decision-making?

A) Groupthink
B) greater acceptance of decisions
C) increased number of alternatives considered
D) more information and knowledge focused on the issue

Activity 5: Group Discussion. Brainstorming.

➢ Group decision making is subject to social influences that can provide advantages as well as disadvantages in decision outcomes.

➢ You are a busy partner in a legal firm, and an experienced worker complains of continued headaches, drowsiness, dry throat, and occasional spells of fatigue and flu. She tells you she believes air quality in the building is bad and would like something done. How would you respond?



IX. Warm-up. Discuss the following questions:

1. Which words could you use to describe your own organisation or an organisation you know well?
2. What is the mission and purpose of the following organisations?
- Coca Cola
- Sony
- American Express
3. Complete the statement: a successful business is…



Vocabulary

top management- руководитель высшего звена- жоғары буындағы басшы

expansion- расширение- кеңею

retailer- розничный торговец- бөлшек сауда сатарманы

goods- товары- тауарлар

to indicate- показать, отобразить- көрсету, білдіру

current performance- текущая деятельность, выполнение – ағымдағы іс-әрекет, қызмет ,орындау, орындалу
market share- доля рынка, акция – нарық үлесі, жарна қағаз
sales revenue- годовой доход от продаж- жылдық сатудан түскен табыс
competitor- конкурент- бәсекелес, бәсекеші
production capacity- объём производства – өндіріс көлемі

Take a closer look at each of the management functions and define them



Read the text and do the activities following it
TOP MANAGEMENT – PLANNING AND STRATEGY

The top management of a company has certain unique responsibilities. One of the key tasks is to make major decisions affecting the future of the organisation. These strategic decisions determine where the company is going and how it will get there. For example, top managers must decide which markets to enter and which to pull out of; how expansion is to be financed; whether new products will be developed within the organisation or acquired by buying other companies. These and other such decisions shape a company's future.

Before doing any kind of strategic planning, the management must be sure of one thing. They must decide what is the mission and purpose of their business. They also need to decide what it should be in the future. In other words, they must know why the business exists and what its main purpose is. Deciding the mission and purpose is the foundation of any planning exercise.

Two examples will make this point clear – one British, the other American. Most people have heard of Marks and Spencer, one of the biggest and most successful retailers in the world. Michael Marks opened his first penny bazaar in 1884, in Leeds, England. Ten years later there were nine market stores, and Marks had taken into partnership Tom Spencer, the cashier of one of his suppliers. In 1926 Marks and Tom Spencer became a public company. At that point, they could have rested on their laurels! However, around that time, they developed a clear idea of Marks and Spencer's mission and purpose. Their later success was founded on this idea. They decided that the company was in business to provide goods of excellent quality, at reasonable prices, to customers from the working and middle classes. Providing value for money was their mission and purpose. One of the strategies they used was to concentrate on selling clothing and textiles. Later on, food products were added as a major line of business.

Having decided on its mission and purpose, an organisation will have worked out certain more specific objectives. For example, a car firm may have the objective of producing and marketing new models of cars in the medium –price range. Another objective may be to increase its market share by 10% in the next five years. As soon as it has established its more specific, medium-term objectives, the company can draw up a corporate plan. Its purpose is to indicate the strategies the management will use to achieve its objectives.

However, before deciding strategies, the planners have to look at the company's present performance, and at any external factors which might affect its future. To do this, it carries out an analysis, sometimes called a SWOT analysis (strengths, weakness, opportunities and threats). First, the organisation examines the current performance, assessing its strengths and weaknesses. It looks

at performance indicators like market share, sales revenue, output and productivity. It also examines its resources – financial, human, products and facilities. Next, the company looks at external factors, from the point of view of opportunities and threats. It is trying to assess technological, social, economic, political trends in the markets where it is competing. It also examines the activities of competitors.

Having completed the SWOT analysis, the company can now evaluate its objectives and perhaps work out new ones. They will ask themselves questions such as: Are we producing the right products? What growth rate should we aim at in the next five years? Which new markets should we break into?

The remaining task is to develop appropriate strategies to achieve the objectives. The organisation decides what actions it will take and how it will provide the resources to support those actions. One strategy may be to build a new factory to increase production capacity. To finance this, the company may develop another strategy, the issuing of new shares to the public.

Company planning and strategic decision-making are key activities of top management. Once they have been carried out, objectives and targets can be set at a lower levels in the organisation.



Questions:

1. What decisions shape a company's future?
2. What things must the management decide before doing any kind of strategic planning?
3. What do you know about the UK's Leading Retailers of Clothing, Foods and Homeware?
4. Why is Marks & Spencer successful?
5. If your business strategy isn't clearly defined will you find possible to develop and achieve a growth of company?
6. What does a SWOT analysis stand for?
7. What is the purpose of performing a SWOT?



Activity 1: Vocabulary matching. Match each word to its definition by writing the corresponding letter in the blank space.

1	**a retailer**		a) a system for examining a business plan, the way a company is run etc, to see what the good and bad points are
2	**a strategy**		b) a person or an organization that buys something from a shop/store or business
3	**a mission**		c) a plan that is intended to achieve a particular purpose
4	**a customer**		d) something that you are trying to achieve
5	**SWOT**		e) particular work that you feel it is your duty to do
6	**an objective**		f) a person or business that sells goods to the public

Activity 2: Circle the word that is different.

1. to acquire – to get – to buy- to have
2. to work out- to elaborate -to resolve- to develop
3. to indicate – to specify- to point out – to
4. to complete - to conclude- to end- to begin
5. to break into–to start on- to devise - to begin

Activity 3: Complete the following sentences using suitable verbs from the circle above.

1.The company is having difficulty _____new markets.

2.Work on the office building will be _____at the end of the year.

3.The company has just _____new premises.

4.Record profits in the retail market _____a boom in the economy.

5.I've _____a new way of doing it.

Activity 4: Answer the following questions in any way you wish using the phrasal verbs in brackets.

1. What does a firm often have to do if it is not successful in a market? (pull out)
2. What do you do if your main competitor is doing better than you in the market? (work out)
3. After you have made a deal with an overseas agent, what do you usually do? (draw up)
4. How can you find out if there will be a demand for a product you wish to develop? (carry out)
5. What can you do if the demand for your products in your home market is saturated? (break into)

Activity 5: Do a personal SWOT analysis to understand your strengths and weaknesses, opportunities , threats .

Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	**Weaknesses** What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	**Threats** What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?

Activity 6: Group Discussion. Brainstorm Ideas.

Choose some companies that you know well. Then discuss:

- what the objectives of a business are.
- what strategies the management are using to achieve the objectives.



X. Warm-up. Discuss the following questions:

1. What are the steps you must take to accomplish your goal?
2. What are your resources, in terms of people, money and materials, to help you accomplish each step?
3. Who is responsible for completing the tasks under each step?



Vocabulary

Management by Objectives -целевое управление – мақсат бойынша басқару
to emphasize – придавать особое значение – ерекше атап өту
to contribute- дéлать вклад- үлес қосу
an approach- подход, метод- тәсіл, әдіс
a subordinate- *зависимый, подчиненный* – бағынатын, тәуелді
an assessment- оценка, определение, анализ- бағалау, анықтау, талдау
challenging- трудный, требующий усилий в преодолении- қиын, күш -жігерді талап ететін
feedback – обратная связь – кері байланыс
a benefit – выгода – пайда
prejudices- предубеждения – қате түсінік
liaise- поддерживать связь – байланыста тұру

What information do you use to understand the picture?



Read the text and do the activities following it
GOAL-SETTING (MBO)

Management by Objectives (MBO) is a system which was first described by Peter Drucker in his book 'The practice of management'. Since then, MBO has attracted enormous interest from the business world.

Peter Drucker emphasized that an organization and its staff must have clear goals. Each individual must understand the goals of the enterprise he works for, and make contribution to them. It is also essential that the individual knows what his manager expects of him.

If the organization uses the MBO approach, it must pay careful attention to planning. This is because each individual has clearly defined objectives. With MBO, individual and organization objectives are connected.

A special feature of MBO is that the subordinate participates with his manager in developing objectives.

MBO, therefore, concentrates on results. The subordinate's performance is judged in terms of how well or badly he has achieved his goals.

Various kinds of MBO system is used in organizations. The *MBO programme consists of several stages Figure*:

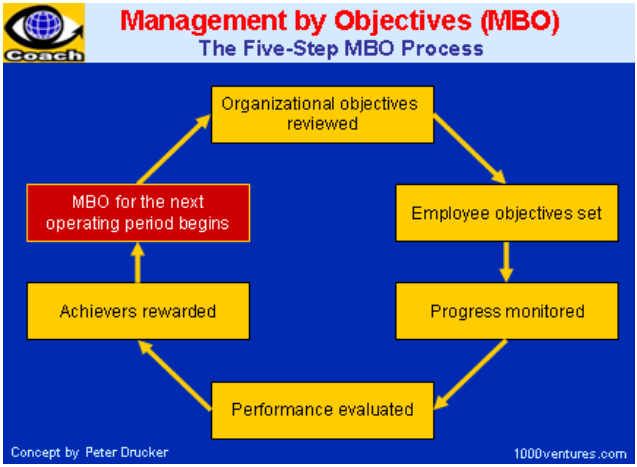


Figure 2. MBO *stages*

1. At the first stage subordinate and his manager define the job separately. Both parties then meet and discuss the statements they have made in writing. They also discuss their differences of opinion. In the end, they both have a clear idea of what the job involves.

2. At stage two they examine each task, and subordinate performance is evaluated. They try to decide how well or badly it is being performed. They do evaluation separately again, and then meet and discuss their assessment. The manager here will have the chance to praise the subordinate for some of his work. On the other hand, both parties may point out areas where there are problems.

3. Developing new objectives comes next. The subordinate and manager try to develop goals which are challenging but realistic. There will be dates by which the subordinate must achieve his goals.

4. The subordinate and the manager discuss the objectives and make plans for achieving them. The programme is put into action.

5. Finally, there are periodic reviews of the person's performance and his progress is checked. It is vital that the manager receives feedback from the subordinate.

There are many benefits of MBO. The system helps the subordinates to see clearly his role in the organization and the tasks he must carry out. As the result subordinate feels more responsible, more motivated and more committed to the objectives of the organization. MBO is good technique for assessing an individual's performance.

A subordinate is judged on results, rather than on the personal feelings or prejudices of the manager. It leads to better coordination and communication within an enterprise. The subordinate must liaise closely with his manager. The manager acts as teacher and guide. Most important of all, MBO makes the individual think of results, of the contribution he is making to the enterprise.

The main limitation of the system are that it is time-consuming and may create a lot of paperwork. In practice, MBO programmes are often not fully supported by management, due to the fact that managers are not always skilled at interviewing and giving guidance.



Questions:

1. What does MBO stand for?
2. Who was Management by Objectives first outlined by?
3. What is a special feature of MBO?
4. Note down the five stages of the programme given as an example of an MBO system.
5. What are the advantages of MBO for the subordinates?
6. In your opinion what is the manger's role in an MBO programme?

Activity 1: Vocabulary matching.

Match each word or phrase to its meaning by writing the corresponding letter in the blank space.

1	---- objectives	a	reviews
2	----- essential	b	challenging
3	----- connected	c	focuses
4	---- concentrates	d	linked
5	----- re-examinations	e	realistic
6	-----demanding, difficult	f	sets about
7	-----reasonable, achievable	g	liaise
8	-----begins	h	vital
9	-----loyal	i	goals
10	-----communicate	j	commited

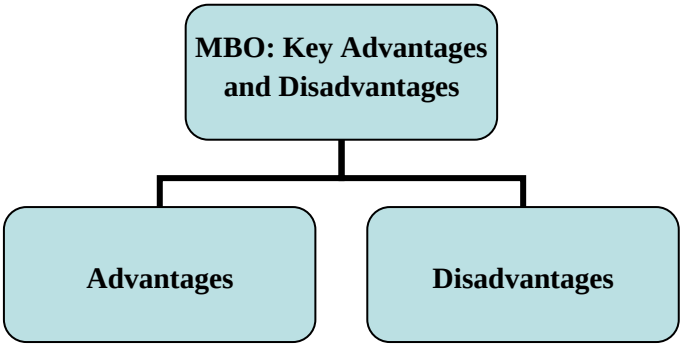
Activity 2: In a sequencing paragraph, you are writing to describe a series of events or a process in some sort of order. Now complete this paragraph using time sequencers *first, next, then, finally, later.*

The programme consists of several stages._____, the subordinate's job is defined. _____, the subordinate's current performance is evaluated. _____, new objectives are developed by the subordinate and the manager. _____, the programme is put into action. _____,there are periodic reviews of the person's performance, and his or her progress checked.

Activity 3: Read the sentences and supply the missing vowels for each word.

- MBO programs continually **_mph_s_ze_** what should be done in an organization to achieve organizational goals.
- MBO process **s_c_r_s** employee commitment to attaining organizational goals.
- The development of **_bj_ct_v_s** can be time consuming, leaving both managers and employees less time in which to do their actual work.
- The elaborate written goals, careful communication of goals, and detailed performance evaluation required in an MBO program increase the volume of **p_p_rw_rk** in an organization.

Activity 4: Use the notes from the text, Activity 1 and your own ideas to fill in the chart:



Activity 5: Group Discussion. Brainstorm Ideas

Choose one of the quotations from Peter Drucker below.

—In fact, that management has a need for advanced education – as well as for systematic manager development – means only that management today has become an institution of our society.

—You can only manage what you can measure.

—To focus on contribution is to focus on effectiveness.

—Most of what we call management consists of making it difficult for people to get their work done.

Here are some useful phrases expressing opinions.

Personal Point of View

I know from my own experience that…
As far as I‘m concerned…
Speaking for myself…
In my opinion…
Personally, I think…
I‘d say that…
I‘d suggest that…
I‘d like to point out that…
I believe that…
What I mean is…

General Point of View

It is thought that...
Some people say that...
It is considered...
It is generally accepted that...
Exactly.
I don‘t think so either.
So do I

Disagreeing with an opinion

That‘s different.
I don‘t agree with you.
However…
That‘s not entirely true.
On the contrary…
I‘m sorry to disagree with you, but…
Yes, but don‘t you think…
That‘s not the same thing at all.
I‘m afraid I have to disagree.
I'm not so sure about that.
I must take issue with you on that.
It's unjustifiable to say that

Agreeing with an opinion

Of course.
You‘re absolutely right.
Yes, I agree.
I think so too.
That‘s a good point.



XI. Warm-up. Discuss the following questions:

1. How often do you take your time doing a job?
2. Do you use your time effectively?
3. What can you do in order to become a more effective manager?



Vocabulary

Trivial – незначительный, мелкий; – шамалы, кәдімгі, жиі кездесетін
Distinguishing – отличительный; характерный- айырмалық, ерекше

to divert- отводи́ть; отклоня́ть- алыстату, қарама-қарсы бағытта бейім
to log- применять процедуру регистрации – тіркеу
to get rid of- избавляться- құтылу, арылу

Fill in the spider diagram with the words associated with the management of time and explain your associations.



Read the text and do the activities following it
THE MANAGEMENT OF TIME

In any business it is important that managers should be effective. They must be able to achieve their objectives and to get things done. But it is easier said than done –the problem is that there are many pressures on managers, reducing their efficiency. Their work is fragmented and most days they are doing a number of tasks, some fairly *trivial*, other highly important. Than managers find that they do not have enough time to devote to the really important jobs and sometimes they forget which jobs are important.

A manager also finds that other people take up a lot of their time, so he has little time on his own. He must constantly respond to the demands that other make on his time. The higher he goes, the more demands will be made upon his time.

Because of the nature of the manager's work, it is not easy for manager to be effective. He will have difficulty distinguishing between important and less important tasks. He will often feel that he has too many demands on his precious time and at times will find it quite difficult to turn people down. There will always be someone or something to divert him from what he should really be doing.

Effective managers learn how to manage their time. They cut out unproductive activities and never forget that time cannot be replaced.

The usual / common method for manager to find out how he is actually using his time, is to log the tasks he performs. A manager should not rely on memory when logging time. Managers should note down all the activities and indicate how long they took. The logging of time should be done once or twice a year. It shows how the executive actually spends his time at work, not how he thinks he spends it.

Once the manager has an accurate picture of how he uses time, he can analyze the time log. This will help him to re-think and re-plan his work schedule. He can find out some of the wasteful activities and cut them out.

As a result of his analysis the effective manager will start getting rid of unproductive, time wasting activities. Manager will learn to say 'No' more often to people demanding his time. He will also get rid of some activities which can be done just a well by someone else. Knowing how to delegate is an essential skill of a manager. He will, in short, be more discriminating in using time.

Having recorded and analysed time, the manager can now re-shape his schedule: he can set aside certain times for important tasks; create more time so that he can attend to essential activities. He can also earmark certain days of the week for particular activities, management meetings, staff appraisals etc. The manager works out all the jobs he must do and lists the tasks in order of priority. Manager also sets deadlines for carrying out the most important functions.

Peter Drucker believes that effective manager works systematically to manage time. He must acquire this 'habit of mind', this ability to use time efficiently.



Questions:

1. What are the benefits of time management?
2. There are a lot of things that make difficult for managers to manage their time effectively. What are they?
4. Why is a time log useful to a manager?
5. What habit must an executive acquire to use time efficiently?



Activity 1: Vocabulary matching. Find words or word phrases in the text which mean the same as following.

Ordinary, important
Valuable
Get rid of
Able to choose the best
Keep for a special purpose
Needing attention before other things
Claims, requirements
Depend
Refuse

Activity 2: Explain the meaning of the phrases with *time*.

Time-zone, time-limit, to be on time , to be in time, time-lag, time keeper.

Activity 3: Rewrite the following sentences, replacing the words in italics with words and phrases from the box below.

for the time being	in no time at all	in good time
ahead of its time	at one time	from time to time
work against time	before one's time	

1. The salesman decided to get to the meeting *fairly/early* so that he could prepare his presentation.
2. I can get these brochures and price lists off to you *almost immediately*.

3. I must stay with my company *for the moment* because jobs are hard to find.

4. We *have little time left* to complete the project.

5. I am going to retire *earlier than expected.*

6. The technology used in the Lotus car is very *advanced indeed.*

7. *Formerly* I worked on the shop floor of the factory. Now, I'm Managing Director. Times have changed!

8. We check the machines *at intervals.*

Activity 4: It may seem like there aren't enough hours in the week to get everything done. That may be true or it may be that you are not using your time as efficiently as possible. To assess whether or not you should be utilizing study skills and time management techniques, complete the survey below.

#	**Answer each of the following questions**	**YES**	**NO**
1	Do you estimate how many hours you will need to study each week? -		
2	Do you meet assignment deadlines?		
3	Do you begin working on semester long projects early in the semester? -		
4	Do you write a daily "to do" list?		
5	Do you prevent social activities from interfering with your study time? -		
6	Do you have a job that requires fewer than 10 hours a week?		
7	Do you set specific goals for each study period?		
8	Do you begin your study time with your most difficult assignment?		
9	Do you complete most of your studying during your most productive hours each day?		
10	Do you think of being a full-time student as you would a full-time job?		

✓ If you have a high total score (above 7 is great), this indicates that you are using effective time management techniques.

✓ If your total score is low (below 5), it may be helpful to learn some time management techniques.

Activity 5: Visit the website address *https://www.youtube.com/watch?v=1og2-hlOzZQ* , watch the video. This video gives answer to the frequently asked interview question "Do you manage your time well?"**.**

What is the perfect way to answer and handle this question in a job interview?

Activity 6: Group Discussion. Brainstorming.

- "Don't talk the talk, instead walk the walk".
- “Never leave that till tomorrow which you can do today.” Benjamin Franklin
-



XII. Warm-up. Discuss the following questions:

1. What advice would you give to someone who feels too shy to speak their mind at meetings?
2. What are the drawbacks of meetings?
3. What document is an agenda?



Vocabulary

minutes - протокол (заседания и т.п.) – мәжіліс хаттамасы
conspicuous – видимый, заметный – айрықшаланған, белгілі
stigma- клеймо позора- масқаралық таңбасы
upheaval – сдвиг, подъем; переворот- өңкеріс, бетбұрыс өзгеріс,
bemuse –смуща́ть - ұялту
fallible – подве́рженный оши́бкам - сенімсіз, күмәнді, қателескіш
censure – порица́ть, осужда́ть
solace утешение, успокоение- жұбату, көңілдендіру
relieve- облегчать, ослаблять - жеңілдету , әлсірету

Make word networks (thematic spider diagram)



Read the text and do the activities following it.
MEETINGS

Managers spend a great deal of their time in meetings. According to Henry Mintzberg, in his book "*The Nature of Managerial Work"* managers in large organizations spend only 22 per cent of their time at their desks, but 69 per cent of their time in meetings. So what are the managers doing in those meetings?

There have conventionally been two answers. The first is the academic version: managers are coordinating and controlling, making decisions, solving problems and planning. This interpretation has been largely discredited because it ignores the social and political forces at work in meetings.

The second version claims that meetings provide little more than strategic sites for corporate gladiators to perform before the organizational emperors. This perspective is far more attractive, and has given rise to a large, and often humorous, body of literature on gamesmanship and posturing in meetings.

It is of course, true that meeting rooms serve as *shop windows* for managerial talent, but this is far from the whole truth. The suggestion that meetings are essentially battle grounds is misleading since the *raison d'etre* of meetings has far more to do with comfort than conflict. Meetings are actually vital props, both for the participants and the organization as a whole.

For the organization, meetings represent recording devices. The minutes of meetings catalogue the changing face of the organization, at all levels, in a more systematic way than do the

assorted memos and directives which are scattered about the company. *They enshrine the minutiae of corporate history*, they itemize proposed actions and outcomes in a way which makes one look like the natural culmination of the other.

The whole tenor of the minutes is one of total premeditation and implied continuity. They are a sanitized version of reality which suggests a reassuring level of control over events. What is more, the minutes record the debating of certain issues in an official and democratic forum, so that those not involved in the process can be assured that the decision was not taken lightly.

As Doug Bennett, an administrative and finance manager with Allied Breweries, explains: "Time and effort are seen to have been invested in scrutinizing a certain course of action."

Key individuals are also seen to have put their names behind that particular course of action. The decision can therefore proceed with the full weight of the organization behind it, even if it actually went through "on the nod". At the same time, the burden of responsibility is spread, so that no individual takes the blame should disaster strike.

Thus, the public nature of formal meetings confers a degree of legitimacy on what happens in them. Having a view pass unchallenged at a meeting can be taken to indicate consensus.

However, meetings also serve as an alibi for inaction, as demonstrated by one manager who explained to his subordinates: "I did what I could to prevent it - I had our objections minuted in two meetings." The proof of conspicuous effort was there in black and white.

By merely attending meetings, managers *buttress their status*, while non-attendance can carry with it a certain stigma. Whether individual managers intend to make a contribution or not, it is satisfying to be considered one of those whose views matter. Ostracism, for senior managers, is not being invited to meetings.

As one cynic observed, meetings are comfortingly tangible: "Who on the shop floor really believes that managers are working when they tour the works? But assemble them behind closed doors and call it a meeting and everyone will take it for granted that they are hard at work." Managers are being seen *to earn their corn.*

Meetings provide managers with another form of comfort too - that of familiarity. Meetings follow a set format: exchanges are ritualized, the participants are probably known in advance, there is often a written agenda, and there is a chance to prepare. Little wonder then, that they come as welcome relief from the upheaval and uncertainty of life outside the meeting room.

Managers can draw further comfort from the realization that their peers are every bit as bemused and fallible as themselves. Meetings provide constant reminders that they share the same problems, preoccupations and anxieties, that they are all in the same boat. And for those who may be slightly adrift, meetings are ideal occasions for gently pulling them round.

As Steve Styles, the process control manager (life services) at Legal & General, puts it: "The mere presence of others in meetings adds weight to teasing or censure and helps you to *'round up the strays'*." Such gatherings therefore provide solace and direction for the management team - a security blanket for managers.

Meetings do serve a multitude of means as well as ends. They relieve managerial stress and facilitate consensus. For the organization, they have a safety-net-cum-rubber-stamping function without which decisions could not progress, much less gather momentum. In short, meetings are fundamental to the well-being of managers and organizations alike.



Questions:

Answer questions 1-5 by choosing A, B, C or D.

1. Why are the minutes of meetings important for a company?

A. They provide a clear history of the firm and its evolution.

B. They concentrate scattered memos and directives in one synthetic document.

C. They reflect decision making and control over company life.

D. They record any individual disagreement with company decisions.

2. *Why do managers consider it important to be invited to meetings*?

A. They can impress their superiors.
B. All the important company decisions are taken at meetings.
C. It makes them feel that their opinions are of importance to others.
D. They can share problems and anxieties.

3. According to shop-floor workers, where do managers really work hard?

A. at their desks
B. in meetings
C. on visits to company production areas
D. on business trips

4. Why are meetings comforting for the managers who participate in them?

A. They can show off their talents.
B. They make them feel they belong to a team.
C. They are a welcome break from daily routine.
D. They are a useful alibi for inaction.

5. What, according to the writer, are the essential functions of meetings?

A. planning and controlling company activities
B. reassuring managers and conferring legitimacy on decisions
C. asserting authority and judging one's peers
D. sharing problems and censuring mistakes

Activity 1: Find the expressions and phrases in the article. What are the meanings out of context (literal meanings)? Now decide what they mean in the context (figurative meanings).

Example: *shop windows* - a shop window is where things sold in a shop are put on display to attract customers. In the text these refer to the meeting rooms which are described as places where managers can perform, i.e. show off their ability in order to impress their superiors.

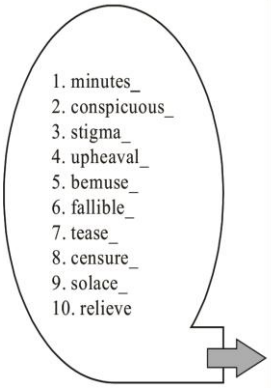
a) buttress their status
b)earn their corn
c) enshrine the minutiae of corporate history
d) round up the strays

Activity 2: Write similar definitions for the following expressions and phrases:

1. 'battle grounds'
2. 'in black and white'
3. 'the shop floor'
4. 'a security blanket'
5. 'safety-net-cum-rubber-stamping function'

Activity 3: Vocabulary matching

Match each word to its definition by writing the corresponding letter in the blank space.



a. *to make a pain, problem, unpleasant feeling less severe*
b. *looking as if you are confused*
c. *an official written record of what is said and decided at the meeting*
d. *easy to notice, especially because it is different from everything else around; unusually good, bad skilful*
e. *a very strong change that often causes problems*
f. *to officially criticize someone for something they have done wrong;*
g. *to make jokes and laugh at someone in order to have fun by embarrassing them*
h. *a strong feeling in a society that a type of behaviour is shameful*
k. *able to make mistakes or be wrong*
l. a *feeling of emotional comfort at a time of great sadness or h. disappointment*

Activity 4: Put the words of the following sentences in order to get the rule of how to conduct an idea-generating and a problem-solving meeting respectively.

1. A control of, tight, meeting. KEEP, the (start with "keep").
2. Participation, time. MAXIMUM diverse, to, thoughts, need. surface, (start with "maximum").
3. Consider, realistic, ONLY, solutions (start with "only").
4. Meeting, EGALITARIAN, nobody, should, the, leadership, dominate (start with "egalitarian").
5. An, of, MAINTAIN. words, economy, (start with "maintain").
6. Collaborative the. EMPHASIZE, spirit, (start with "emphasize").

Activity 5: Group Discussion. Brainstorm Ideas.

- Meetings are:

a) a pain in the neck;
b) a thrill;
c) something in your life you have to learn to accept.

- Meetings are:

a) effective means of decision making;
b) a sheer waste of time;
c) never quite to the point.



XIII.Warm-up. Discuss the following questions:

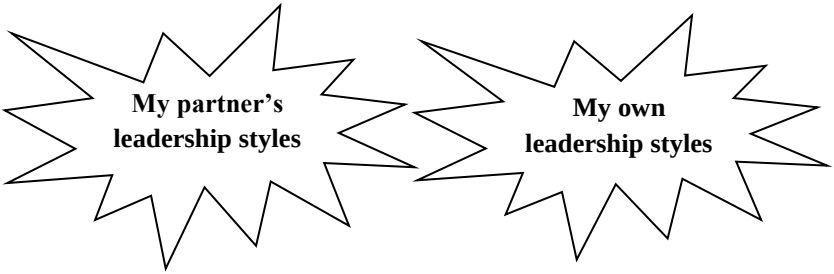
1. Which modern or historical leaders do you most admire?
2. What is the difference between a manager and a leader?
3. What makes a great leader?



Vocabulary

Diligence - усердие - ықылас, ынта, ыждағат
Consciousness - сознание- сана, түсінік
surpass- превосходить- басым болу, басып озу, асып түсу,
Commitment-обязательство; обязанность- міндеттеме, тапсырма
capacity- способность- қабілеттілік
athletic accomplishments- спортивные достижения- атлетикалық жетістіктер
persistence- упорство, настойчивость- табандылық, тұрақтылық
to resent- негодова́ть, возмуща́ться; обижа́ться - қатты ашулану
esteem -уважение- құрмет, қадір

Interview a partner and fill in the spider diagram with some ideas that describe his/her and your own ways of looking at leadership styles and what are their effects on an organization?



Read the text and do the activities following it

LEADERSHIP

Leadership is the direction and guiding of other participants in the organization.

Leadership differs in degree. ***Transactional leaders*** exchange rewards for services. They guide subordinates in recognizing and clarifying roles and tasks. They give their subordinates the direction, support, and confidence to fulfill their role expectations. They also help subordinates understand and satisfy their own needs and desires. They encourage better than average performance from their subordinates. They are good managers.

Transformational leadership is more dramatic. ***Transformational leaders*** change the relationship of the subordinate and the organization. They encourage subordinates to go well beyond their original commitments and expectations. If transactional leaders expect diligence, transformational leaders foster devotion. These leaders have the ability to reach the souls of others to raise human consciousness. They raise the level of awareness and encourage people to look beyond their self-interest.

Both forms of leadership are important. When people in positions of authority encourage subordinates to believe that their work is important – not merely a fair exchange of pay for work – motivation, commitment, and performance surpass routine expectations.

Leadership is required for major changes and new directions, and without leadership government easily stagnates. When things go well or poorly we credit or blame the leader. We look for leadership in candidates for high office. But can we determine which job candidates are "natural born" leaders? Can we train employees so that they develop the required personality characteristics to become effective leaders?

Yet many researches have attempted to identify universal characteristics of leadership and the following ***classification*** of *the* ***leadership traits*** is suggested:

- capacity (intelligence, verbal facility, originality, judgment);
- achievement (scholarship, knowledge, athletic accomplishments);
- responsibility (dependability, initiative, persistence, aggressiveness, self-confidence, desire to excel);
- participation (activity, sociability, cooperation, adaptability, humor);
- status (socioeconomic position, popularity).

Yet this list is not very helpful. Particular traits are neither necessary nor sufficient to become a leader. There are brilliant thinkers and talkers who are not leaders, and there are people who are not very intelligent and not blessed with verbal facility who are obvious leaders. The holding of a degree does not say enough of the holder and whether he would fit into a particular situation. In some situations the manager's superior education may be even resented by less well educated organization members.

It is obvious that some managers are better leaders than others, and if psychological traits do not explain the variations, what is the explanation?

Some investigators emphasize the ***situational character*** of leadership. ***The ingredients*** of this parameter of leadership are the following:

- *status*, or *position power* – the degree to which the leader is enabled to get the group members to comply with and accept his or her leadership (but leadership should not be confused with high position – holding high office does not guarantee impact; despite the leader's formal power, he or she did not always get from subordinates the performance that was desired);

- *leader-member relations* – acceptance of the leader by members and their loyalty to him or her;
- *task-structure* – the degree to which the jobs of the followers are well defined;
- *ability to recognize the most critical needs* for organization members at the moment (physiological needs for food, sleep, etc. or safety needs for freedom from fear, for security and stability; needs for love, friends and contact; esteem needs for self-respect and the respect of others or needs for self-actualization, for achieving one's potential).

Defining leadership is a very difficult task but rejecting the study of leadership would impoverish our understanding of governing.



Questions:

1. What are the two forms of leadership?
2. What is the difference between transactional leaders and transformational leaders?
3. What do transactional leaders expect from their subordinates?
4. What do transformational leaders encourage subordinates to do?
5. What form of leadership is more important?
6. What classification of the leadership traits is suggested?
7. What are the ingredients of the situational character of leadership?
8. What is necessary to become a leader?



Activity1: Guess the meaning of the following words and word combinations:

Role expectations; leadership traits; leader-member relations; "natural born" leaders; to guarantee impact; to raise human consciousness, to clarify roles and tasks; brilliant thinkers; verbal facility; to achieve one's potential, transactional leaders, transformational leaders

Activity 2: Which words can you derive from the following?

1)	courage	6)	confide
2)	stagnate	7)	accept
3)	persist	8)	adapt
4)	poor	9)	resent
5)	diligent	10)	guide

Activity 3: Match the words to their definitions:

1) stagnate	a)someone who works hard and carefully, and tries to do everything that he is expected to do;
2) accomplishment	b) something remarkable that has been done or achieved;
3) foster	c)to help something to develop;
4) diligent	d) to be very good at something;
5) impoverish	e)to make someone or something poor;
6) resent	f)to become inactive or unchanging, used showing disapproval;
7) excel	g) to think or say that somebody is responsible for something bad;
8) blame	h) to feel bitter and angry about something.

Activity 4: Complete the following sentences.

1. …. the direction and guiding of other participants in the organization.

2. …. give their subordinates the direction, support, and confidence to fulfill their role expectations.

3. …. encourage subordinates to go well beyond their original commitments and expectations.

4. Leadership is required for … .

5. There are brilliant thinkers and talkers who are …, and there are people who are not very intelligent and not blessed with verbal facility who are … .

6. The ingredients of the situational character of leadership are the following: … .

Activity 5: Translate into English

1. Лидеры, направляющие работу организации, являются хорошими управляющими. Они определяют направление, обеспечивают подчиненным поддержку и уверенность в своих силах, что необходимо для выполнения задач, поставленных перед ними.

1. Ұйымның жұмысын нұсқай білетін көшбасшылар жақсы басшы болып табылады. Олар жұмыстың бағытын анықтап отырады, өзінің қол астындағыларға қолдау көрсетеді және алдына қойған мақсаттарына жету үшін, өз күштеріне сенімді болуына ықпал етеді.

2. Лидеры, трансформирующие организацию, изменяют отношения между подчиненными и организацией. Они стремятся поднять уровень сознательности сотрудников и заставить их смотреть дальше своих собственных интересов.

2. Ұйымды өзгертуші көшбасшылар, ұйым мен қоластындағылардың арасындағы қарым-қатынасты өзгертеді. Олар қызметкерлердің саналылық деңгейін арттыруға тырысады және оларды өз мүдделеріне ауқымды көзқараспен қарауға қалыптастырады.

3. Если направляющие лидеры воспитывают старательность у своих подчиненных, то трансформирующие – преданность.

3. Егер бағыттаушы көшбасшылар қоластындағылардың талпынушылық қабілетін тәрбиелесе, ал ұйымды өзгертуші көшбасшылар олардың адалдық және берілгендік қасиетін қалыптастырады.

4. Многие исследователи пытались определить личностные характеристики, присущие лидеру. В этот список были включены такие черты как умственные способности, личные достижения, ответственность, активность, социально-экономический статус.

4. Көптеген зерттеушілер көшбасшыға тән тұлғалық сипаттамаларын анықтауға тырысты. Бұл сипаттамаға мынадай қасиеттер тән: жеке жетістіктері, жауапкершілік, белсенділік, әлеуметтік-экономикалық мәртебесі.

5. Некоторые исследователи подчеркивают ситуативный характер лидерства и выделяют следующие параметры: а) статус (насколько руководитель может заставить подчиненных выполнять его требования); б) отношения между руководителем и подчиненным (принятие лидера и преданность ему подчиненных); в) структура задачи (насколько хорошо объяснена задача); г) способность определить наиболее насущные потребности членов организации на данный момент.

5. Кейбір зерттеушілер көшбасшының жағдайға байланысты сипатын белгілеп және келесі параметрлерін анықтайды: а) мәртебесі (басшының каншалықты қарамағындағыларына өзінің талаптарын орындата алатындығы); б) басшының және қоластындағылардың арасындағы қарым-қатынас (көшбасшыны қабылдауы және қоластындағылардың оған адалдығы, берілгендігі); в) міндеттердің құрылымы (қаншалықты міндеттер жақсы түсіндірілгендігіне байланысты); г) ұйым мүшелерінің қазіргі кезеңдегі ең өзекті қажеттіліктерін анықтау қабілеттілігі.

Activity 6: Group Discussion. Brainstorm Ideas.

- There are brilliant thinkers and talkers who are not very intelligent and those who are not blessed with verbal facility but are obvious leaders. Can you explain this phenomenon?
- Can we train employees so that they develop the required personality characteristics to become effective leaders?



XIV. Warm-up. Discuss the following questions:

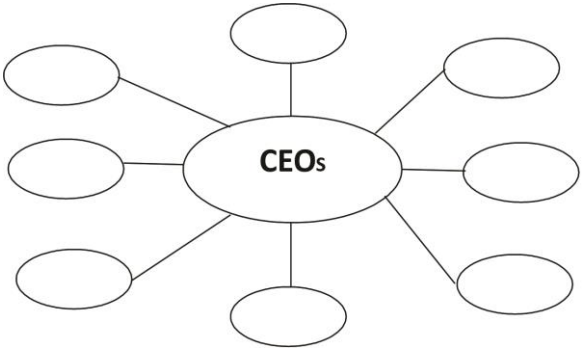
1. What qualities do you need to run a large company effectively?
2. Which business leaders do you admire? Why?
3. In order to be a successful motivator, you need to know your employees. Learn what their interests are and what is important to them. Do you agree or disagree with the following statement?



Vocabulary

Foreman- начальник - бастық
the breadth- широтá (кругозора, взглядов)- кең көзқарас
gambling- азартная игра- құмарлық ойын
targets- цели- мақсаттар

Fill in the spider diagram with the names of chief executive officers (CEOs) of notable companies.



Read the text and do the activities following it
Focus on CEO of Coca-Cola

Ivester, a factory foreman's son and former accountant, stepped in easily to run Coca-Cola as CEO following the death of champion wealth creator Roberto Goizueta. Early in his job as Coke's chief, Goizueta had recognised Ivester's drive,

commenting that he was the hardest-working man he had ever met. Together the two changed the company' operations and capital structure to maximize shareholder value.

Both of Ivester's parents were factory workers from a small mill town in Georgia. His parents were children of the depression, he recalls, “strong savers, very strong religious values,” and had very high expectations for their only son. If he got an A, his father would say, “They give A pluses, don't they?”

Doug Ivester is the man who for nearly two years worked constantly to provide essential support to Roberto Goizueta as he not only turned Coca-Cola around but made it into a powerhouse. If you want to know just how driven Ivester is, know that more than a decade ago he set himself the goal of becoming the CEO and chairman of Coca-Cola. Then he put on paper the dates by which he intended to do that.

By comparison with Goizueta, Ivester is an accountant by training, an introvert by nature. He worked systematically to obtain the breadth needed to be a modern chief executive — getting media education and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing. He is a straight rocket, constantly encouraging his executives to "do the right thing", yet he is fascinated with Las Vegas, which he visits once a year, gambling and people-watching a lot.

He is big on discipline, which to him means: be where you're supposed to be. Return phone calls punctually (employees know never to get too far away from their office voice-mail, even on weekends). Still, when directing his troops, he asks them to set "aspirations" (difficult targets).

Hierarchy is out - it slows everything down: he communicates freely with people at all levels. The "conventional" desk job is also out. Ivester prefers that employees think of themselves as knowledge workers — their office is the information they carry around with them, supported by technology that allows them to work anywhere. This really matters when your business is as large as Coke's, which gets 80% of its profit from overseas.

At Coke, business planning is no longer a yearly ceremony but a continual discussion - sometimes using voice-mail - among top executives. Technology is not just nice; it's crucial. Huge volumes of information don't frighten Ivester; he insists that they are necessary for "real-time" decision-making. With past-generation executives, their style was more "don't bring me your problems, bring me your solutions," says Tim Haas, Senior Vice President and Head of Latin America. "Doug thrives on finding the solutions." "In a world this complicated and fast-moving, a CEO can't afford to sit in the executive suite and guess," Ivester says. He believes that many of America's executives "are getting terribly isolated."



Questions:

1. The writer says that “Goizueta had recognised Ivester's drive”What does drive mean? How did Ivester show that he had this quality?
2. “They give A pluses, don't they?” Who is Ivester's father referring to when he says *they*?
3. How did Ivester prepare for the position he now holds?
4. Explain the meaning of this sentence: “Dress the part (he is opposed to casual Fridays)” Do you agree with this policy?
5. Why does Ivester want employees to think of themselves as 'knowledge workers'?
6. Ivester believes that many American executives “are getting terribly isolated.” What is Ivester doing to avoid becoming cut off from his staff?
7. What do you think Douglas Ivester's main objectives should be as a leader of Coca-Cola?
8. What sort of problems do you think he has to deal with ?



Activity1: Find words and phrases in the article which mean the following:

1) Someone who has greatly increased the company's profits
2) A time of high unemployment and poverty
3) A very successful, profitable company
4) Very determined to succeed
5) Carefully, following a fixed plan
6) Organising people into different levels of importance
7) Something that happens regularly each year
8) Gets a feeling of satisfaction from doing something

Activity 2: Now read the article again and complete the fact sheet.

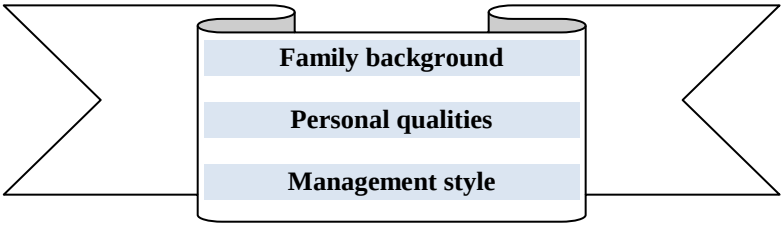
#	**Douglas Ivester**	
1	Parent's background/values	Personal qualities
3	Present position	Management style/beliefs
4	Previous job	Achievements at Coca-Cola
5	Previous boss	Hobbies

Activity 3: Match the sentence beginnings with the correct endings.

1. We are looking for a new CEO, someone with strong leadership
2. Richard has real managerial flair
3. In the police, leader are held responsible
4. The study concludes that a charismatic visionary leader is absolutely not required for a visionary company
5. She is an extraordinary leader
6. Thatcher had drive, energy and vision,
7. He was a born leader. When everyone else was discussing

a. but many thought it was the wrong vision.
b. and, in fact, can be bad for a company's long-term prospects.
c. and has won the respect of colleagues and employees.
d. for the actions of their subordinates.
e. skills and experience with financial institutions.
f. what to do, he knew exactly what to do.
g. who will bring dynamism and energy to the job.

Activity 4: Make a Power Point presentation and explain the manager's success. Using different sources, find information about a well-known manager. Analyse this information paying attention to the following points:



➢ Think of someone in position of power. List 3 positive and negative things about them. Then compare ideas with a partner.

➢ What is the style of male and female managers in companies in your country? Do you think there is a difference in style between men and women or there is usually a difference because of personality?



XV. Warm-up. Discuss the following questions:

1. Job descriptions and person specifications are two important HR tools. What type of information do they include?
2. Which sources does your company use to find new employees?
3. Which sources are the most effective?



Vocabulary

an intangible asset- нематериальный актив- бейматериалдық актив
to encounter competition - сталкиваться с конкуренцией – бәсекелестікке тап болу
drafting- составле́ние- құрастыру
backbone- основа - негіз
to eliminate- устранить-көзін жою
alumni – выпускники- түлектер

Explain the job description and job specification with the help of the following diagram.



Read the text and do the activities following it
MANAGING HUMAN RESOURCES IN KAZAKHSTAN

Managing human resources is becoming increasingly important for Kazakh companies and the specialty of HR is in high demand among local university graduates.

HR is now perceived not as something fashionable but as a special management task and an important intangible asset of a company. This, of course, has had a positive impact on the necessity of this profession in the Kazakhstan labor market.

National business has now arrived at the understanding that without solving the "human resources" problem it is hard to encounter competition in the country. As a result, medium-sized companies show a great interest in employing HR specialists.

At the same time, in major local companies auxiliary HR departments are turning into key divisions responsible not only for personnel and administrative paperwork and recruiting staff but also drafting and fulfilling training programmes, building corporate culture and the strategic vision of the business. Not only staff turnover and the number of training courses a year, but also the rate of a company's profit to the number of staff members, define the efficiency of an HR manager's work. Corporate culture is the backbone of HR because creating a positive emotional atmosphere, building intra-corporate communications, a good system for new staff members' adaptation and developing their loyalty make a company easy to run.

Here, as in any other company aiming to increase the value of its assets, one of the important aspects of the personnel policy is the search and careful selection of potential employees for vacant positions. To effectively implement this direction, KazTransOil (KTO) applies in practice the latest advances in human resource management.

Inner work of the HR departments in all structural subdivisions of the company is constantly being improved too. Currently, all the HR-departments are transferred to operation under "Administration and Management of the Personnel" of the SAP R\3 automated system. Also, a system of integrated personnel accountability was introduced in the company that allows making an analysis of the

effectiveness of staff recruitment and placement, analysis of employees turnover, monitoring of qualitative and quantitative composition of the staff and performance of the relevant budget items by the HR services. The company is planning to introduce new components of the HR modules – Business Trip Management and Personnel Development – that will eliminate duplication of operations with the personnel, increase labor productivity and, as a result, optimize business processes of the company in the area of HR.

In general, to create favorable atmosphere among the staffers, the company developed and adopted the Code of Conduct which promotes corporate values and social norms. It contains the rules for corporate communication and conduct and rules for conducting events contributing to teambuilding. The conduct of the company in management of human capital can be traced in the introduced Code of Social Responsibility as well. It regulates social guarantees to the employees, physically challenged and retired at KTO, issues of providing charity by the company, and social participation of the company in society's life.

Along with the development and retaining of the highly skilled employees, also introduction of advanced management practices, high attention is paid to the continuity of knowledge and expertise. It is expected that this year a new program of interaction between KTO and leading technical universities in Kazakhstan will be introduced. It will provide for not only the search and selection of the best students and alumni and organization of work practice and internship for them, and also probation in the company, but for active participation of the KazTransOil specialists in development of guides and conducting by KTO experts of master classes for students of specialized universities.



Questions:

1. What specialties are in high demand among local university graduates?
2. What asset of a company is considered HR?
3. What companies show a great interest in employing HR specialists?

4. What factors define the efficiency of an HR manager's work?
5. Why is HR the backbone of any successful enterprise?
6. What Kazakhstan company applies in practice the latest advances in human resource management?



Activity 1: Match words from both sets to form word partnerships from the text above.

intangible	→	turnover
human		paperwork
HR		policy
administrative		market
labour		specialists
personnel		Asset
employees		resources

Activity 2: Match the HR staff development practices in the box with their definitions (1-8) below.

appraisal • equal opportunity policies • flexible working practices • induction programme • long-term individual development • mentoring • secondment • team development

1. *flexible working practices*: to adapt the way of working (flexitime, teleworking, etc.) to suit the diverse needs of employees' lives

2 _____: the temporary transfer of an employee to another organization or part of the company

3_____: continually updating and promoting the professional development of employees

4_____: regular evaluation of an employee's performance, development requirements, and potential

5_____: to maintain fair working practices and equal treatment for each employee

6_____: to motivate a group of employees to work together effectively

7_____: to provide an employee with an experienced person who can assist with professional development and offer support and advice

8_____: to inform new staff about the company and its procedures and to help them to settle successfully into their new job

Activity 3: Below there are some of the reasons why companies introduce appraisal schemes. Match the correct heading (a-d) with the sentences.

a Succession planning
b Motivating staff
c Improving performance
d Encouraging better communication

1 To give feedback on what employees are achieving already and enable them to do their job better.
2 To enable companies to identify potential for future promotion and focus on certain individuals.
3 To promote better contact between managers and their staff.
4 Open feedback and setting targets for the future, generally encourages staff.

Activity 4: Read the conversation. Put the problems and solutions they discuss below.

Motivating staff _____

*Improving performance*_____

*Encouraging better communication*_____

Natasha: *Shop floor team leader.* You know, I only started here four months ago but I'm already thinking about leaving. Nick, the shop floor supervisor, is always correcting me, always telling me that things are done differently here and he's so negative. He never gives any real help. And my team is also against me. I just don't know how much longer I can cope, I don't feel in control of the situation.	**Michael :** *Marketing director.* Listen, I'm having trouble with a major project. I have put together a team of marketing staff from all our different branches, not just here but all over the world, to work together to update our global marketing procedures. The problem is that nobody attends the meetings and progress is slow. Several members have already asked to leave the project.
Janna: *Departmental manager.* I need help with a problem employee. He's making a lot of mistakes and is argumentative with colleagues. What's more, he's taken 20 days' sick leave in the last year and other employees are complaining about it. Several clients have also recently complained about his attitude.	**Mukhtar:** *Project manager* I've been here seven years and I desperately need some training on the latest regulations and accounting procedures in my field. I'm now coordinating an international project and it's embarrassing that I know almost nothing about the company law. My boss tells me we're too busy for training courses, but it's essential that I'm totally up to date. What do you recommend? Can you talk to my boss?

Activity 5: Group Discussion. Brainstorming.

What aspects of HR development do you think the statements refer to? Are they key HR concepts?

- *1 'Nobody can guarantee lifetime employment, but there's a lot you can do to' improve the odds.'*
- *2 'Quality feedback improves performance.'*
- *3 'Those most at risk of leaving are new employees.'*
- *4 'All animals are equal, but some are more equal than others.'*



Supplementary texts (Writing)

Text 1. Tasks:

1. Read only the title of the article. Can you predict what the article is about?
2. Skim the article quickly. Find the key words and give their English equivalents. Sum up the main ideas of the article.
3. Write down the main idea of each paragraph, using only one sentence for each main idea. Avoid translating and mentioning minor details.
4. Following the instructions on the page…write an abstract reporting something new you learned from this article.
5. Are there any controversial (from your point of view) issues in the article? If so, discuss them with your fellow students.
6. Write a one-page summary of the article following the instructions on the page 146

THE LOGISTICS INFORMATION PIPELINE

To be successful, logistics companies must provide prompt pickup, excellent customer service, and fast, accurate, damage-free delivery. Information technology helps to shorten cycle times and speed shipments through every phase of the logistics process. For this reason, information has become as important to the supply chain as cargo.

When a driver accepts a shipment, he checks it against a paper bill of lading which contains a bar code printed by the shippers. Using a hand-held computer in his truck cab, the driver scans the bill into the computer, which then transmits the information over a radio network to a central computer at the "hub", the centre of operations. These radio transmissions keep the database at the hub constantly updated. With this information, the transport manager knows at all times which goods have been picked up and delivered, and where, and whether extra people or vehicles will be needed to handle the flow. Access to the central database also enables drivers to inform customers of the status of their goods, and allows them to instantly transmit rescheduling requests to the dispatcher.

In the warehouse, dock management systems deliver information to every member of the warehouse team through bar code scanning and radio frequency terminals. Inbound packages are scanned and the information is used to update the package status in the central database so that transport managers in the office know where packages are at all times. Supervisors on the loading docks can access radio frequency terminals to open, close and reassign docks for incoming shipments, and can check every package loaded against its destination, eliminating misleading. Advance notice of incoming cargo from shippers allows them to anticipate unloading and storage needs. If two loads are headed for the same terminal, consolidation may be possible, which means less handling and therefore less chance of damage. The same system provides dispatchers with constant updates on loading status, so they can anticipate exactly when a shipment will be ready to leave, eliminating costly waiting time for drivers.

Yard management systems use information from dock management systems to control the movement of drivers and vehicles, optimizing the delivery of the right equipment to the right location at the right time. The system analyzes all available information from bar codes and remote access terminals to prioritize tasks and allow supervisors and transport managers to make decisions about equipment needed for unloading and maintenance, and which truck or trailer should proceed to which dock. Real time communication links drivers, dispatchers, warehouse workers and supervisors, and keeps vehicles, personnel and materials moving quickly and efficiently.

Adapted from The Logistics Pipeline *at www.symbol.com*

Text 2. Write a review of the text following the instructions on the page…

RECENT TRENDS IN LOGISTICS

NAFTA, deregulation, the impact of technology, and the demand for just-in-time delivery are all factors affecting the growth and development of the logistics industry. Over the past ten years, export between Canada and the U.S. has doubled. The North American Free Trade Agreement (NAFTA) has meant more movement of goods across the borders of Canada, the U.S. and Mexico. Under NAFTA, all three countries are working to set up uniform standards in weight, dimensions, licensing, etc. This is just one example of globalization and the emergence of trade blocs which have created supply chains that reach not only across the country but around the world.

It is not only goods that are carried across borders. The demand for information is growing daily, and information is rapidly becoming a commodity in itself. The increase in trade, and the reduction in local and regional self-sufficiency, depends on improvements in transport and communication, and that relies on improved information flow within the economy. This flow of information has to be synchronized with the flow of goods, so information technology has become critically important to the logistics industry. Electronic technology such as monitoring of trucks by satellite and electronic tracking of shipped goods means better efficiency in delivery. This is especially important for companies who operate on "justin-time" rules, which in the logistics process means the right amount of goods delivered at the right time.

Current trends indicate that Canada's economic health will depend even more on the logistics sector in the future. The structure of the Canadian economy focuses attention on logistics as a source of competitive advantage because of our increasingly heavy dependence on trade. In addition, the growing interdependence of companies and their suppliers and the increased sophistication of customers will continue to have an impact on the logistics field. At the same time, as companies are realizing the benefits of outsourcing, they are recognizing that they cannot cover the cost of

waste caused by inefficiency by raising prices. Customers demand value for money. All this means a shift from a quantitative to a qualitative focus, and increased accountability. Sophisticated consumers demand efficient delivery of products, which in turn means the work force must be customer-oriented, whether that customer is an individual, a company or a country.

All this is having an effect on corporate structure. Company decisions about production, marketing, and outsourcing are based on the quality of available information and to interpret that data effectively. Increased competition calls for faster response time, and allows smaller margins for error. For this reason, strong network and schedule modeling skills are becoming more important and more complex. As a result, logistics is starting to be seen as a core business process that affects the entire organization, pushing logistics functions to executive levels.

Text 3. Make an abstract to this text following the instructions on the page…

PROCUREMENT PLANNING

As mentioned before, procurement can be a lengthy process and, because it involves the transfer of money, including fund availability and potentially currency exchange issues, it needs to be planned carefully and often well in advance of the actual activities. A procurement plan is similar to a supply plan, which was discussed in chapter 6 on quantification, but it includes more information. The supply plan, which is the final output from the quantification exercise, provides critical inputs to the procurement plan.

The information generated from the supply plan, which will become part of the procurement plan, includes the required shipment quantities, with a schedule of each desired delivery date. In addition, a procurement plan includes the identification of the procurement method to be used, a list of the key steps in the procurement process (such as advertise bid, open bid, evaluate bid, award contract, disburse payments, etc.), and a timeline with estimated dates for completing each step of the process, including the names of the responsible parties. Like the supply plan, the procurement plan

should be started 24–36 months ahead, and be updated regularly (i.e., rolling procurement plan). The rolling part represents the cyclical nature of procurement of health products—rarely is it a one-time activity, but rather a cycle that will be repeated at regular intervals. This process also ensures that all steps and timelines are accounted for to ensure that the right products, in the right quantities; arrive at the right time, in the right condition, at the right price, and to the right place.

The procurement unit or the logistics management unit, usually maintains this plan; they share it with other stakeholders, as needed. Part of the plan should clearly state timelines, dates, and responsibilities assigned for each activity. Dates for completion should be set for all activities; but they must be realistic, based on past experience and current capacity. They should include dates all the way through to product delivery and payment schedules to ensure on-going procurement planning (to ensure continuous availability). Knowledge of when stock will arrive will help determine when the next order needs to be placed.

Procurement methods typically include competitive bidding, requests for quotations, sole source procurement, and shopping. However, certain countries have regulations that limit their ability to enter into long-term agreements with suppliers.

CHECK YOUR KNOWLEDGE

1. …. is the level of stock used between the time new stock is ordered and when it is received and available for use.
a. Max stock level
b. Indicator
c. Lead time stock level

2. … sometimes involves transferring employees and assets from one firm to another, but not always.
a. Outsourcing
b. Trade-off
c. Material handling

3. The main targets of logistics can be divided into … .
a. Right goods and the right quantities
b. Performance-related and cost-related targets
c. Storage of goods and supply chain

4. This logistics field denotes all those operations related to the reuse of products and materials. This process includes the management and the sale of surpluses, as well as products being returned to vendors from buyers.
a. Disposal logistics
b. Production logistics
c. Reverse logistics

5. This is one of logistics management activities.
a. Product selection
b. Channel management
c. Implement the interventions

6. Warehouse are treated as… .
a. Monitor the interventions
b. Analyze system *strengths and weaknesses*
c. Design of building

7. VMI is … .
a. Vendor- material inventory
b. Vendor-managed inventory
c. Vendor-managed intervention

8. Logistics functions include … .
a. Purchasing, customer service, scheduling, international transport and freight forwarding, integrated logistics management
b. Distribution, transportation and traffic, operations research, order processing, customs clearance, information systems technology
c. All of the above functions

9. The occupation orders to coordinate the movement of vehicles and freight.
a. Purchasing and inventory clerks
b. Dispatchers
c. Shippers and receivers

10. The computerized systems now in use include … .
a. Inventory control, ordering and scheduling, integrated tracking and telephone systems
b. On-line customs submissions, customer relations management, and sales and marketing databases
c. All of the above functions

11. What is the fastest growing category of cargo in ports in the world?
a. Neo-bulk cargo
b. Containers
c. Project cargo

12. Products may have ….. basic types of damage during shipping and storage that affect their quality.
a. Two
b. Four
c. Three

13. How many components include the concept of transport logistics?
a. "Speed + service + small price + safety"
b. "Speed + small price + safety + stability"
c. "Speed + service + small price + safety + stability"

14. What is a logistics project in Kazakhstan provides the union of European and Asian countries?

a. "Western Europe - Western China"
b. The Silk Road
c. Trans Eurasia

15. What is the industrial group listed on the London Stock Exchange?

a. PEAK Logistics LLP
b. "Trans Eurasia"
c. Kazakhstan Kagazy



Supplementary texts (Writing)

Text 1.

Tasks:

1. Read only the title of the article. Can you predict what the article is about?

2. Skim the article quickly. Find the key words and give their English equivalents. Sum up the main ideas of the article.

3. Write down the main idea of each paragraph, using only one sentence for each main idea. Avoid translating and mentioning minor details.

4. Following the instructions on the page 151 write an abstract reporting something new you learned from this article.

5. Are there any controversial (from your point of view) issues in the article? If so, discuss them with your fellow students.

6. Write a one-page summary of the article following the instructions on the page 152

GLOBAL CAREERS

Thomas Aitken

Ideally, it seems a global manager should have the stamina of an Olympic runner, the mental agility of an Einstein, the conversational skill of a professor of languages, the detachment of a

judge, the tact of a diplomat, and the perseverance of an Egyptian pyramid builder. And that's not all. If they are going to measure up to the demands of living and working in a foreign country, they should also have a feeling for the culture; their moral judgment should not be too rigid; they should be able to merge with the local environment; and they should show no signs of prejudice.

According to Colby Chandler, the former Chief Executive of Eastman Kodak Company, 'these days there is not a discussion or a decision that does not have an international dimension. We would have to be blind not to see how critically important international experience is.' International companies compete with each other for global executives to manage their operations around the world. Yet what it takes to reach the top of a company differs from one country to the next. For example, whereas Swiss and German companies respect technical creativity and competence, French and British companies often view managers with such qualities as 'mere technicians'. Likewise, American companies value entrepreneurs highly, while their British and French counterparts often view entrepreneurial behaviour as highly disruptive. Similarly, whereas only just half of Dutch managers see skills in interpersonal relations and communication as critical to career success, almost 90 per cent of their British colleagues do so.

Global management expert, Andre Laurent, describes German, British and French managers' attitudes to management careers as follows:

German managers, more than others, believe that creativity is essential for career success. In their mind, successful managers must have the right individual characteristics. German managers have a rational outlook; they view the organization as a coordinated network of individuals who make appropriate decisions based on their professional competence and knowledge.

British managers hold a more interpersonal and subjective view of the organisational world. According to them, the ability to create the right image and to get noticed for what they do is essential for career success. British managers view organisations primarily as a network of relationships between individuals who get things done by influencing each other through communicating and negotiating.

French managers look at organisations as an authority network where the power to organise and control others comes from their position in the hierarchy.

French managers focus on the organisation as a pyramid of differentiated levels of power. They perceive the ability to manage power relationships effectively and to 'work the system' as critical to their career success.

As companies integrate their operations globally, these different national approaches can send conflicting messages to success-oriented managers. Subsidiaries in different countries operate differently and reward different behaviours based on their unique cultural perspectives. The challenge for today's global companies is to recognise local differences, while at the same time creating globally integrated career paths for their future senior executives.

There is no doubt the new global environment demands more, not fewer, globally competent managers. Global experience rather than side-tracking a manager's career, is rapidly becoming the only route to the top. But in spite of the increasing demand for global managers, there is a potentially diminishing interest in global assignments, especially among young managers. A big question for the future is whether global organisations will remain able to attract sufficient numbers of young managers willing to work internationally.

Text 2. Using the case study for Management Roles below show how Terri Patsos Stanley navigates her way through the management process i.e. inputs, transformation, outputs and feedback, to achieve Boston Rentals' goals and objectives.

CASE STUDY – BOSTON SHORT-TERM RENTALS.

The Manager and Her Company

Terri Patsos Stanley, the manager of a small short-term rental business, has used IT to help her better perform many of these roles. Patsos Stanley pioneered the concept of providing business travellers with high-quality apartments as an alternative to staying in more expensive and often less convenient hotels in the Boston area. Her company, Boston Short-Term Rentals, grew rapidly because of her drive to keep costs down and customers happy. To achieve these goals, Patsos Stanley had to learn all the different managerial roles (Ruderman et.al, 2002).

Decisional Roles

As the president of a rapidly growing company, Patsos Stanley is continually required to make decisions. In the role of *entrepreneur,* she searched for opportunities to increase revenues by increasing the number of apartments that she manages. One solution she adopted was to use the Internet and develop a strong presence on the World Wide Web to attract customers. As a *disturbance handler,* she deals with unexpected problems such as plumbing breakdowns in the middle of the night; therefore, all staff members are connected by electronic paging and personal messaging devices to speed response to customer problems.

As a *resource allocator,* she decides how much money to spend to refurbish and upgrade the apartments to maintain their luxury appeal. She maintains close contact with the apartment owners through the Internet-she sends digital images of the apartments over the Web, for example. As a *negotiator,* she contracts with other organizations such as cleaning or painting services to obtain the most economical services her business requires-once again, the information available through the Internet makes this more efficient.

Informational Roles

With more than 200 apartments to oversee, Boston Short-Term Rentals' information management is a vital activity, and Patsos Stanley's role as *monitor* is important. The sophisticated computer system she developed allows her to evaluate the performance of her business by occupancy rates, customer complaints, and other indicators of the quality of her service. The system facilitates her ability to respond quickly to problems as they arise. In her ongoing role as *disseminator,* she uses IT to update her staff with information about changes in visitor arrivals and departures, but as a *spokesperson* she is always on the phone to persuade visitors who may be somewhat hesitant about staying in an apartment that they know nothing about as opposed to staying with a hotel chain that has a well-recognized name.

Interpersonal Roles

In fact, Patsos Stanley learned the importance of an extremely hands-on approach to managing her company. She and her employees personally greet the new arrivals and perform the activities that porters, the concierge, and front desk staff do in the typical hotel. In interpersonal terms, Patsos Stanley is the *figurehead* who provides the personal touch her guests expect; she is the person they can contact if problems arise. With her small staff of carpenters, electricians, interior decorators, and maintenance workers, she acts as a *leader,* energizing them to provide the quick service that guests expect. She is also a *liaison,* able to link her guests to organizations that provide services they may need, such as dry cleaning, catering, or hairdressing.

Patsos Stanley enjoys the variety of her work and relishes the pleasure of meeting the senior managers, actors, and overseas visitors who stay in the apartments.

Text 3. Translate the text into English.

«Макдоналдстың» «Он ережесі»

Канадалық мейрамхана жүйесінің алыбы – Mc Donald`s фирмасы өзінің іс жүргізу туралы тәжірибесін жинақтап, бизнесте жетістікке жеткісі келетін адамдар үшін ұсыныстарын жария етті. Мүмкін ол ұсыныстар Сізге де қажет болып қалар.

1. Жалған мәртебе жинау үшін ақшаңызды босқа жұмсамаңыз. Қаражатты тек қана қызмет көрсету саласын жақсарту мақсатында жаратыңыз.

2. Клиентті алдамаңыз, сөзіңізде тұрып және өз міндеттемелеріңізді уақытысында орындаңыз.

3. Клиентті бос уәдемен жемдемеңіз. Оны сенің келешекте не ұсынатының қызықтырмайды, нақты қазіргі қызмет көрсету маңызды.

4. Ұйымның табысқа жетуіне жалпы оның жеке бөлімшелерінің жұмысына да байланысты. Көбінесе сәтсіздік жеке қызметкерлердің жұмысына байланысты емес, ол істі нашар ұйымдастырудан болады.

5. Қызметкерлерді өз қателерін уақытысында және артық эмоциясыз жөндеуге үйретіңіз.

6. Клиентті қызмет көрсету сапасын арттыра отырып, таң қалдыруға тырысыңыз.

7. Қызмет көрсетудің адалдығы және сапасы – бұл біртұтас ұғымдар, осыған қарап клиент фирманың байсалдылығын топшылайды. Сапасы фирма қызметкерлерінің кәсіпқойлығына және адалдығына байланысты.

8. Фирманың жетістігі – білікті команда құруға байланысты, сондықтан басқарушы орындарға жас ақылды адамдарды тәрбиелеп, тағайындаған дұрыс. Олардың білімін арттыруға ақшаны аямаңыз.

9. Егер сіз басшы болсаңыз, қызметкерлердің ұсыныстарына құлақ түріңіз, олар өндірістік үдерісті ішкі жағынан көріп жүреді.

10. Қызметкерлер әрдайым бір-біріне жәрдемдесіп жүруі қажет. Бұл команда жұмысының реттелгендігінің көрсеткіші.

«Десять правил» от «Макдоналдса»

Канадский ресторанный гигант – фирма Mc Donald's, обобщив свой опыт ведения дел, выпустила рекомендации для тех, кто хочет преуспеть в бизнесе. Возможно, они окажутся полезными и для вас.

1. Не тратьте денег зря, ради ложного престижа. Средства необходимо вкладывать только в целях улучшения сервиса.

2. Не подводите клиента, держите слово и выполняйте свои обязательства в срок.

3. Не «кормите» клиента пустыми обещаниями. Его интересует не то, что вы сможете предложить когда-то в будущем, а конкретные нынешние услуги.

4. Успех предприятия в целом зависит от работы его отдельных подразделений. Чаще всего неудача кроется не в плохой работе отдельных сотрудников, а в плохой организации дела.

5. Научите персонал своевременно и без лишних эмоций исправлять ошибки.

6. Старайтесь удивить клиента, постоянно совершенствуя сервис.

7. Честность и качество обслуживания – это единое целое, по которому клиент судит о солидности фирмы. Качество зависит от профессионализма и преданности фирме ее сотрудников.

8. Успех фирмы – в создании дружной квалифицированной команды, а поэтому на руководящие посты необходимо воспитывать и назначать умных людей. Не жалейте денег на их образование.

9. Если вы руководитель, чаще прислушивайтесь к предложениям сотрудников, видящих производственный процесс изнутри.

10. Сотрудники всегда должны помогать друг другу. Это показатель слаженности команды!

CHECK YOUR KNOWLEDGE

1. Which of the following is better to have a manager or a leader when trying to achieve business success?
a. Manager
b. Leader
c. A combination of management and leadership

2. Principles of scientific business management were … and people were trained to follow them.
a. Made out
b. Took out
c. Worked out

3. **The head of overall operations in business administration is usually referred to as the …**
a. SEO
b. CEO
c. HR

4. **A ….industrialist, Henry Fayol, wrote in 1960 a classic definition of the manager's role.**
a. German
b. British
c. French

5. **The principle …. might well be resisted in more collectivist cultures, and in countries where rewards and promotion are expected to come with age and experience.**
a. Of loyalty
b. Pay-for-performance
c. Pay-and-performance

6. According to the rational model, there is a sequence of four steps involved in rational decision making. Which of the following is the correct sequence?
a. Defining the problem, generating all possible solutions, choosing the best solution, and implementing it effectively.
b. Defining the problem, choosing the best solution, generating all possible solutions, and implementing the best solution effectively.
b. Generating all possible solutions, choosing the best solution,
c. defining the problem, and implementing the best solution effectively.

7. Customer satisfaction:

a. Is the philosophy of continually seeking ways to improve processes

b. Occurs when a customer's expectations regarding a service or product have been met or exceeded.

c. Involves changing organisational culture and encouraging an atmosphere of teamwork

8. Which of the following is not a step in the decision-making process?

a. Evaluate and choose an alternative

b. Identify the problem

c. Seek expert assistance

9. Before deciding strategies, the planners have to look at the company's present performance, and at any external factors which might affect its future. To do this, it carries out an analysis, sometimes called a …..analysis.

a. SWOT

b. SWAN

c. SWAT

10. MBO programs continually ….what should be done in an organization to achieve organizational goals.

a. Contribute

b. Liaise

c. Emphasize

11. Why is leadership an important part of achieving business success?

a. It allows you to provide motivation, direction and inspiration to your team.

b. Leadership is a good idea in theory but I don't believe it is an integral part to achieving business success.

c. It allows you to manipulate and control people and situations, giving you an advantage over your competition.

12. Look at this introduction to a meeting. What does the chairwoman mean by the phrase in bold?
OK, so, is everybody here? Who are we waiting for? Hmmm … well, I think we'll have to make a start without them. We've got **a lot to get through** this afternoon.
a. discuss all the points
b. assess our position
c. many things to deal with

13. Transactional leaders …
a. give their subordinates the direction, support, and confidence to fulfill their role expectations
b. encourage subordinates to go well beyond their original commitments and expectations
c. change the relationship of the subordinate and the organization.

14. Modern theories of leadership suggest that:
a. Successful leadership indicates a combination of particular inherited attributes and several specialised skills gained through time and experience.
b. Leaders are born not made.
c. Leadership is a temporary role that anyone can perform.

15. HR departments are responsible for……
a. quality of products
b. drafting and fulfilling training programmes
c. TQM

SUMMARY

In this textbook, you learned the following:

#	GENERAL OUTCOMES	SPECIFIC OUTCOMES
1	To speak, listen and watch to explore ,extend, clarify and reflect on your thoughts, ideas and experience	❖-examine others' ideas in discussion to extend your own understanding ❖-ask relevant questions calling for elaboration, clarification and respond to questions ❖- evaluate the integrity of information presented
2	To communicate information and ideas effectively and to respond personally and critically	❖-participate in conversation, small groups and whole-group discussion, debate, using a range of strategies that contribute to effective talk ❖-adapt vocabulary, sentence structure and rate of speech to the speaking occasion ❖-give and follow instructions and respond to questions
3	To select , read and view with understanding a range of literature, information, media and visual texts	❖-select texts that address your learning needs and range of special interests ❖-read widely ❖-demonstrate and understanding that information texts are constructed for particular purposes
4	To interact and respect, considering the situation, audience and purpose	❖-demonstrate active listening ❖-demonstrate an awareness of the power of spoken language ❖-demonstrate an awareness that spoken language has different conventions in different situations and cultures
5	To interpret, select and combine information using a variety of strategies, resources and technologies	❖-select from a wide range sources appropriate to their purposes. ❖-use the electronic network ❖-develop approaches and strategies to conduct your research

6	To respond personality to a range of texts	❖-respond to some of the material you read or view by questioning, connecting, evaluating and extending ❖-express and support points of view about texts and issues, themes and situations within texts, citing appropriate evidence
7	To respond critically to a range of texts, applying your understanding of the English language, form and genre	❖-critically evaluate information presented in print and media texts ❖-describe how specific text and genre characteristics contribute to meaning and effect ❖-analyse and evaluate a text in terms of its form, structure and content ❖-recognize how your own ideas and receptions are frames by what you red and view
8	To use writing to explore clarify and reflect on your thoughts, experiences and learnings; to use your imagination	❖-use a range of strategies in writing to -consider others' perspectives -reflect on problems and responses to problems - reflect on your growth as language learners and language users

APPENDIX



How to write a review (instruction)

The review includes a detailed description of the research, substantiated comments, if in the course of reading revealed shortcomings and recommended rating.

BACKGROUND. In this first section of the Summary, get the reader's interests with a sentence or two explaining the need for the review.

LITERATURE. List the documents you included in the review. For example: 31 original investigations, one monograph, five reviews, four popular articles, one manuscript.

FINDINGS. Write several sentences here to outline the main findings of the documents you reviewed. Give data and interpret magnitudes of effects. Use plain language and no abbreviations.

CONCLUSIONS. This section of the Summary should need only a sentence or two. Try to include a conclusion of practical significance.

FURTHER RESEARCH. Indicate what you think now needs to be done. The summary must consist of less than 300 words. Be as economical with words as possible, but do not compromise grammar.



How to write an abstract (instruction)

The format of your abstract will depend on the work being abstracted. An abstract of a scientific research paper will contain elements not found in an abstract of a literature article, and vice versa. However, all abstracts share several mandatory components, and there are also some optional parts that you can decide to include or not. When preparing to draft your abstract, keep the following **key process elements** in mind:

- **Reason for writing:** What is the importance of the research? Why would a reader be interested in the larger work?

- **Problem:** What problem does this work attempt to solve? What is the scope of the project? What is the main argument/thesis/claim?
- **Methodology:** An abstract of a scientific work may include specific models or approaches used in the larger study. Other abstracts may describe the types of evidence used in the research.
- **Results:** Again, an abstract of a scientific work may include specific data that indicates the results of the project. Other abstracts may discuss the findings in a more general way.
- **Implications:** What changes should be implemented as a result of the findings of the work? How does this work add to the body of knowledge on the topic?



How to write a summary

Preparing to Write: To write a good summary it is important to thoroughly understand the material you are working with. Here are some preliminary steps in writing a summary.

1. Skim the text, noting in your mind the subheadings. If there are no subheadings, try to divide the text into sections. Consider why you have been assigned the text. Try to determine what type of text you are dealing with. This can help you identify important information.

2. Read the text, highlighting important information and taking notes.

3. In your own words, write down the main points of each section.

4. Write down the key support points for the main topic, but do not include minor detail.

5. Go through the process again, making changes as appropriate.

Three main requirements in a summary writing:

1. The summary should cover the original as a whole.

2. The material should be presented in a neutral fashion.

3. The summary should be a condensed version of the material, presented in your own words.

4. Do not include anything that does not appear in the original.

5. Do not include your own comments or evaluation.



How to Write a Complaint Letter

1. **Keep in mind that most errors are unintentional**

and realize that most businesses and organizations want to address and clear up complaints quickly in order to have satisfied customers or members.

2. **Address your letter to a specific person**

Letters addressed to "Dear Sir" or "To Whom it May Concern" are not as effective and will likely not reach the right person. Call ahead and ask for the name of the manager and his or her administrative assistant. Writing to the assistant may ensure your letter reaches the manager.

3. **Begin your letter on a positive tone**

Consider how you'd react if an angry customer approaches you and shouts obscenities versus someone who smiles who begins the conversion with compliments.

4. **Be brief**

Keep your complaint letter to one page, and write short paragraphs rather than long ones.

5. **Be honest and straightforward**

Include sufficient detail to back up your claim and to show that you have thoroughly researched the subject. However, omit irrelevant details.

6. **Maintain a firm but respectful tone, and avoid aggressive, accusing language**

Keep your complaint letter concise and professional.

7. **Send only photocopies of receipts and other documents, and retain all originals**

Keep a copy of the complaint letter for your records.

8. **Get other signatures**

In many cases, you can increase the effectiveness of your letter by getting several others to sign it with you. This is particularly the case when trying to influence or change legislation, denouncing material from the media, and so forth.

9. **Do not threaten!**

If a company has repeatedly given you bad service and refuses to correct the situation and you feel that your only recourse is to pursue legal action, voice your feelings in a tactful but firm way. However, don't threaten legal action unless you are willing to follow through with it.

10. **Avoid making generalizations**

about the company or organization if your complaint letter focuses on a single individual.

11. **Use tact, and be direct, but respectful**

If you need to make a complaint to or about people that you will still have contact with on a regular basis, your complaint needs to accomplish its purpose without destroying the relationship.

12. **Include your contact information**

Include your name, address, phone number, and e-mail address, if desired, so that the person(s) can reach you to discuss any questions or concerns.

13. **If a first letter does not bring action, assume a stronger but still respectful tone in the next one.**

If two or three letters do not resolve the problem, send one to the president or CEO of the company or entity. In each case, be firm but polite.



ACRONYMS (Logistics)

AA Always Afloat (In some ports the ship aground when approaching, or at berth)
ACROSS Accelerated Commercial Release Operations Support System, the system which allows importers or customs brokers to transmit data to Canada Customs and Revenue Agency electronically using EDI (Electronic Data Interchange)
A.T.A Actual time of arrival
A.T.D Actual time of departure
ATLAS Assessment Tool for Laboratory Service
B/L "Bill of Lading."
B2B Business-to-business. The process of delivering products or services from one company to another.

B2C Business-to-consumer. The process of delivering products or services from a company to a consumer.
CADEX Customs Automated Data Exchange, a computer system that allows customs brokers to obtain information directly from Canada Customs and Revenue Agency computers.
CBD Community-based distributor or distribution
CSCMP Council of Supply Chain Management Professionals
DAR daily activity register
DTTU delivery truck topping-up (inventory control system)
FEFO first-to-expire, first-out
FIFO first-in, first-out
FPLM Family Planning Logistics Management
FPTWG Family Planning Technical Working Group
GIS geographic information system
GMP good manufacturing practice
ICC inventory control card
ICS inventory control system
IEC information, education, and communication
ILS inventory logistics (control) system
INN international non-proprietary name
ISO International Organization for Standardization
IUD intrauterine device issue voucher
JIT - just-in-time
LIAT Logistics Indicator Assessment Tool
LMIS logistics management information system
LMU Logistics Management Unit
LSAT Logistics System Assessment Tool
LTL - less than truckload
M&E monitoring and evaluation
MAPE mean absolute percent error
MIS management information system
NGO nongovernmental organization
OJT on-the-job training
RIRV requisition, issue and receipt voucher
RIV requisition and issue voucher
SDP service delivery point
SKU stock keeping unit

SMART specific, measurable, attainable, realistic, and timely
SOH stock on hand
SOP standard operating procedures
TMS transport management system
VMI vendor managed inventory
WBD workplace-based distribution



ACRONYMS (Business Administration)

CEO - Chief Executive Officer is the highest ranking executive in a company whose main responsibilities include developing and implementing high-level strategies, making major corporate decisions, managing the overall operations and resources of a company, and acting as the main point of communication between the board of directors and the corporate operations.

CFT - Customer first team is the policy of one company to meet and exceed the customers' expectations with product quality, value-added services and on-time delivery

INSEAD is a graduate business school with campuses in Europe (Fontainebleau, France), Asia (Singapore), and the Middle East (Abu Dhabi). INSEAD offers various academic programs including a full-time Master of Business Administration (MBA) program, Executive MBA (EMBA) program, a Master in Finance program, a PhD in management program, and a variety of executive education programs.

JIT - Just-in-time manufacturing is a production model in which items are created to meet demand, not created in surplus or in advance of need.

HR -Human Resources is the company department charged with finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs.

MBA - Master of Business Administration - a graduate degree achieved at a university or college that provides theoretical and practical training to help graduates gain a better understanding of general business management functions.

MBO - Management by objectives is a process of defining objectives within an organization so that management and employees

agree to the objectives and understand what they need to do in the organization in order to achieve them.

SBU – A strategic business unit is a fully functional and distinct unit of a business that develops its own strategic vision and direction.

SWOT - A tool that identifies the **s**trengths, **w**eaknesses, **o**pportunities and **t**hreats of an organization.

TQM - Total quality management consists of organization-wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high-quality products and services to customers.



Key Logistics Terms

Many of the terms in this book have a specific meaning for logistics; definitions in a dictionary may not be the same as the definitions we use. The key logistics terms used throughout the book are defined below.

Adaptability. Adaptability is a characteristic of all successful logistics systems. Logistics systems must be designed to be flexible and adapt to constantly changing circumstances, such as changes in demand for a product, or changes in funding policies for logistics activities.

Analysis. Converting data into information; should be in a format that is useful for decision-making.

Baseline. Basic information gathered before a program begins; it is used later as a comparison for assessing program impact data**.** Individual facts, statistics, and raw numbers information**.**

Brokerage company which provides customs clearance services to individuals and companies transporting goods across the border.

Carriage the business of transporting goods and materials; can be by rail, truck, ship or air.

Customer-driven used to describe a company's approach to business; processes and policies are aimed at meeting customer needs

Demand variability. This is the frequency of use for a specific product, at different periods of time. Because of their needs at a particular time of year, customers may have seasonal demand, high demand, or low demand.

Emergency order point (EOP). This is the level of stock that triggers an emergency order; it can be reached at any point during the review period. The EOP must be lower than the min.

Feedback. Presentation of information to decision makers or lower-level personnel, based on information received.

Global sourcing buying goods or parts from anywhere in the world, or finding inventory on-line in any one of a multinational company's warehouses

Goal A statement, usually general and abstract, of a desired state toward which a program is directed (usually not measurable).

Haulage carrying cargo or freight

Inco terms or **international commercial terms** are a series of international sales terms, published by International Chamber of Commerce (ICC) and widely used in international commercial transactions. They are used to divide transaction costs and responsibilities between buyer and seller and reflect state-of-the-art transportation practices

Inputs. Set of resources (e.g., funds, policies, personnel, facilities, supplies, etc.) required to implement a program/activity.

Indicator. Variable that measures a particular aspect of a program (input, process, output, outcome, impact), usually related to achievement of objectives.

Lead time. The time between when new stock is ordered and when it is received and available for use. Lead time can be calculated within the entire in-country system, from arrival in port to the end user, between specific levels of the system, or even the procurement lead time from when a product is ordered with the manufacturer until it arrives in port.

Lead time stock level. This is the level of stock used between the time new stock is ordered and when it is received and available for use. The lead time stock level is expressed in number of months of supply, or as a quantity.

M&E plan. Relates goals, objectives, and interventions to problems; shows how indicators and tools measure achievement of objectives

Max-min inventory control system. A max-min inventory control system is designed to ensure that the quantities in stock fall within an established range.

Max stock level/max quantity. The max stock level is the level of stock above which inventory levels should not rise, under normal conditions. *The max stock level is set as a number of months of stock* (for example, the max level may be set at four months of stock). It indicates how long supplies will last.

Min stock level/min quantity. This is the level of stock at which actions to replenish inventory should occur under normal conditions. As with the max, the *min stock level should be expressed in months of stock* (for example, the *min level* is one month of stock); it can then be converted to a quantity (for example, the *min quantity* is 30,000 units). The min stock level is fixed, whereas the quantity varies as consumption changes.

Material receiving and incoming inspection: This activity occurs during the unloading of vehicles and includes the visual inspection of delivered packages to ensure that products were not damaged during transport. It is also important during this activity that you verify the quantities of products received against the packing slip or shipping invoice. Report any discrepancy.

Monitoring. Routine collection and analysis of measurements or indicators to determine the ongoing progress toward objectives **e**valuation**.** Periodic comparison of objectives, with accomplishments, to determine how well the objectives were achieved.

Operations management. To ensure that transportation practices are aligned with policy, include the scheduled delivery planning, vehicle allocation, control over fuel consumption, and monitoring of performance in this activity.

Outsourcing. Which means to use outside resources and experts for to develop, expanded and...an organization. Outsourcing sometimes involves transferring employees and assets from one firm to another, but not always. Outsourcing is also the practice of handing over control of public services to for-profit corporations.

Outputs. Results obtained at the program level, direct products or deliverables of a program (e.g., number of people trained, M&E materials developed and available for use).

Outcomes. Results obtained at the population level following interventions (e.g., improved access and product availability, improved skills).

Pack size and units. Large pack sizes of products will require you to lower the max-min stock levels, and may impact the frequency of reporting/ordering. Imagine a liquid that is packaged in a 20 liter bottle, but a facility only uses 1 liter per month. In a forced ordering system, the facility would be ordering up to the max at the end of every reporting period, even though it takes a considerable amount of time to get through one unit.

Performance monitoring and costs. To monitor and control effective transport operations, it is essential that you define and apply key performance indicators (KPIs). For better resource planning, you should also include a complete set of indicators in the collection of all operational costs.

Put away. This process includes moving products from the unloading dock, or receiving area, after they are released for storage; and assigning them to their designated storage area (rack, shelf, floor, etc.). It is important that every product moved into or out of the racks, shelves, or any storage area is correctly recorded on the stock keeping records; an inventory control system helps you manage them. Whether the process is manual or automated, the best practice is to put away products the same day they are received.

Picking and packing. To fill shipping requests (or picking lists), products must be located, pulled from inventory, and prepared for shipment. In some cases, products need to be packed into shipment containers or palletized.

Pipeline. The entire chain of physical storage facilities and transportation links through which supplies move from the manufacturer to the user, including port facilities, central warehouse, regional warehouses, district warehouses, all SDPs, and transport vehicles, including community-based distribution networks.

- Like a water pipeline, the logistics system has ***tanks*** and ***physical pipes*** (the warehouses and means of transportation) that store and move ***water*** (the product) to the ***home*** (the SDP).

Quantitative. Measure that is objective and verifiable, usually a numeric value.

Qualitative. Measure that is subjective and descriptive usually based on an individual's perception or interpretation.

Review period/review period stock. This is the routine interval of time between assessments of stock levels to determine if additional stock is needed**.** This term is also called the order interval or resupply interval, but review period is preferred because in some max-min systems, a review does not always result in an order being placed.

Safety stock level. This is the additional buffer, cushion, or reserve stock kept on hand to protect against stock outs caused by delayed deliveries, markedly increased demand, or other unexpected events. The safety stock is expressed in number of months of supply, which can also be converted into a quantity.

Service delivery point. Any facility where users receive supplies related to services. Service delivery points (SDPs) are usually include mobile units, community-based distributors, laboratories, and posts.

Seasonal accessibility. Some facilities are difficult to access during the rainy season because of the poor road networks that support them.

Shipping. To guarantee good shipping accuracy, the list of products and their quantities must be checked against shipping orders, or requests, prior to preparing the required shipping documents and loading of the cargo for transport. To avoid damage during transit, products must be arranged and secured within the vehicle using the requirements and conditions for adequate loading and transport.

Storage space. You should consider storage capacity of facilities when determining the max-min stock levels.

Supply chain integration. A performance-improving approach that develops seamless linkages between the various staff, levels, and functions within a given supply chain in order to optimize customer service.

3PL. A '3PL' or third-party logistics provider; a supplier of outsourced logistics services that primarily uses its own assets and resources.

4PL A '4PL' or fourth-party logistics provider; a supplier of outsourced supply chain coordination and management services that generally does not own or operate the underlying logistical assets and resources.

Key Terms of business administration

Advertising. A communication publicly promoting some product or service.

Allocations. A system of dividing expenses and incomes among the various branches, departments, etc., of a business.

Business management. The activities associated with running a company, such as controlling, leading, monitoring, organizing, and planning.

Chartered accountants. In Britain an accountant who has passed the professionalexaminations of the Institute of Chartered Accountants in England and Wales, the Institute of Chartered Accountants of Scotland, or theInstitute of Chartered Accountants in Ireland CA

Delegate. To send or appoint (a person) as deputy or representative.

Domestic Sales Manager. Responsible for identifying and developing business opportunities and assisting company agents with technical and other sales support for the company's products.

Elitism. 1. Practice of or belief in rule by an elite. 2. Consciousness of or pride in belonging to a select or favored group.

Fiscal planning. Fiscal planning is business planning for an upcoming financial year.

Forecast. A prediction, as of coming events or conditions.

Invoice and Purchasing Department. A commercial document or bill presented to a buyer by a seller or service provider for payment within a stated time frame that indicates what has been purchased, in what amount and for what price. **Line Manager**. A manager who heads a revenue-generating department and is responsible for achieving an organization's main objectives.

Market share. The specific percentage of total industry sales of a particular product achieved by a single company in a given period of time.

Matrix management. Matrix management is the practice of managing individuals with more than one reporting line (in a matrix organization structure).

Management is a set of activities designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing environment.

Managers are individuals who initiate and oversee new projects, make decisions about the use of the organization's resources, and are concerned with planning, organizing, leading, and controlling the organization's activities so as to reach its objectives.

Pay-for-performance. Workplace relating to a system in which pay is based on how well someone does their job.

Personnel. A body of persons employed in an organization or place of work.

Policymaking. A person responsible for making policy, especially in government.

Production capacity. Volume of products that can be generated by a production plant or enterprise in a given period by using current resources.

P**roduction Development Manager Assembly.** A Product Development Manager is charged with developing and sustaining existing and new product lines.

Processing Manager. A business process manager evaluates, designs, executes, measures, monitors and controls business processes.

Public administration. The implementation of public policy, largely by the executive branch.

Public servant. A civil servant or public servant is a person in the public sector employed for a government department or agency.

Quality Control Manager. Quality control managers ensure that manufacturing production lines run smoothly and generate a consistently suitable output for their employers.

Refurbishment. To repair and make improvements to smth.

Retailer. The sale of goods to ultimate consumers, usually in small quantities

Sales revenue. The amount realized from selling goods or services in the normal operations of a company in a specified period.

Standards of living. Standard of living refers to the level of wealth, comfort, material goods and necessities available to a certain socioeconomic class in a certain geographic area.

Subordinate. Belonging to a lower order or rank.

Vice president. An officer next in rank to a president who serves as a deputy to thepresident or oversees a special division or function.

Verification. The process of research, examination, etc., required to prove orestablish authenticity or validity.

Zero defects. Quality control that strives for a perfect production process, resulting inflawless products.

The keys to the tests

"Logistics"

Questions	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Answers	c	a	b	c	a	c	b	c	b	c	b	a	c	a	c

"Business Administration"

Questions	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Answers	c	c	b	c	b	a	b	c	a	c	a	c	a	a	b

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Contents

Алғы сөз……		3
Icons used in the textbook……		5
Preface.....		5
Introduction to Logistics……..……		5
Objectives.....		6
1	Logistics…….	7
2	Main Logistics Targets……...	13
3	Logistics Fields……..	18
4	Logistics Cycle: Organizing Logistics System Activities……	24
5	Supply Chain Management ……..	29
6	Warehouse Layout and Operation……..	34
7	Inventory Control System and the E-chain.……	40
8	Duties and Responsibilities……..…	45
9	Logistics Automation Systems……..	52
10	Components……	57
11	Logistics Mode of Transportation……..	61
12	Checking for Quality: What to Look for in a Visual Inspection……	68
13	Transport Logistics is an Important Factor in the Development of Kazakhstan……	72
14	Five Elements of Transport Logistics of Kazakhstan…….	78
15	Improvement of Kazakhstan Logistics……..	85
Introduction to business administration……		89
Objectives……..		89
1	Getting an MBA degree in the UK and abroad..	90
2	Business management and public administration……	95
3	The work environment for an individual in business administration……..…	100
4	The manager's role……	106
5	Managing multinationals……..…..	109
6	Business Ethics……...	115
7	Total quality management (TQM)……..	119

8 Decision-making……. 128
9 Top management – planning and strategy…….. 132
10 Goal-setting (MBO)……..…. 138
11 The management of time……...…. 143
12 Meetings……..... 148
13 Leadership……..… 154
14 Focus on CEO of Coca-Cola…….…. 160
15 Managing human resources in Kazakhstan…… 165
Supplementary texts (Writing)……. 170
1 The logistics Information Pipeline…….. 170
2 Recent Trends in Logistics……. 172
3 Procurement Planning……. 173
Check your knowledge……... 175
Supplementary texts (Writing)……. 177
1 Global Careers……..... 177
2 Case Study – Boston Short-Term Rentals…….. 179
Check your knowledge……... 184
Summary……. 187
Appendix……..…... 189
Key Terms of business administration…… 200
Bibliography of logistics…… 203
Bibliography of business administration……. 204

Оқулық басылым

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