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АНГЛИЙСКИЙ ЯЗЫК ДЛЯ СТУДЕНТОВ ЭКОНОМИЧЕСКИХ НАПРАВЛЕНИЙ  
ГЛОССАРИЙ С УПРАЖНЕНИЯМИ ЧАСТЬ III

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УПРАВЛЕНИЕ КАЧЕСТВОМ (ОБЩИЙ ПРОФИЛЬ)

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ТРАНСПОРТИРОВКИ И РЕАЛИЗАЦИИ)

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ТОРГОВЛЕ

СУДЕБНАЯ ЭКОНОМИЧЕСКАЯ ЭКСПЕРТИЗА

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Пособие состоит из нескольких сборников (частей), каждый из которых адресован обучающимся по разным профильным программам. Часть III данного пособия включает задания для следующих профилей: «Управление качеством (общий профиль).» «Товароведение и экспертиза товаров (на этапе хранения, транспортировки и реализации).» «Товароведение и экспертиза товаров во внутренней и внешней торговле.» «Судебная экономическая экспертиза.». Каждый раздел пособия содержит две части: краткий глоссарий по конкретной специализации студентов и упражнения на освоение и закрепление профессиональной лексики. Пособие снабжено ключами в виде отдельного приложения, что позволяет использовать его как для аудиторной, так и для самостоятельной работы. Пособие предназначено для студентов, обучающихся по направлениям подготовки «Товароведение» и «Управление качеством», «Экономическая безопасность», а также для студентов, в учебные планы которых включен курс делового английского языка

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## CHAPTER I.

### MERCHANDISING AND EXPERT EXAMINATION OF GOODS. ТОВАРОВЕДЕНИЕ И ЭКСПЕРТИЗА ТОВАРОВ

#### 1.1. GLOSSARY

absorption merchandiser	витрина с абсорбционной холодильной машиной
adhesive	склеивающее вещество
affiliate	филиал, отделение
Agreement on valuation	Соглашение ВТО по(таможенной) оценке
aisle	проход
article	предмет, вещь; товар
assembling	сборка
assorted merchandise	разнообразные товары
assortment	ассортимент, сортимент, выбор товаров (совокупность предлагаемых магазином товаров)
assortment selection	подбор ассортимента
automated storage system	автоматизированная система хранения
ballast	устойчивость
bale	тюк, рулон, кипа
basic commodity	основной продукт
bay	отсек
be automated	быть автоматизированным
be short of stock	не иметь запаса; не иметь на складе
be out of stock	не иметь запаса; не иметь на складе
beam	балка, перекладина
blend	смесь
bolted pallet rack	болтовой стеллаж для поддонов
bottleneck commodity	дефицитный товар
bottom	основание
boxed commodity	продукт в ящичной упаковке
broad assortment	широкий ассортимент
bulk	объем, масса
bulk commodity	навалочный груз; бестарный груз; насыпной

bulk storage	груз
burden	хранение насыпного груза
cash commodity	накладные расходы
cantilever rack	товар, продаваемый за наличные; товар, ГОТОВЫЙ К ПОСТАВКЕ
cargo storage charge	консольный стеллаж
carriage	сбор за хранение груза
carry (a line of) merchandise	перевозка, транспортировка
carry stock	перевозить (партию) товаров
carton flow rack	хранить запасы, иметь в запасе
cater for	гравитационный полочный стеллаж
checking	обслуживать
chill merchandiser	проверка, контроль
commercial building	витрина для охлаждённых продуктов
commercial commodity acquisition program	здание промышленного назначения
commercial hub	программа закупок промышленных товаров
commodity	коммерческий центр
commodity advertising	товар, продукт
commodity bundles	товарная реклама
commodity distribution	ассортимент товаров
commodity card	товарное обращение
commodity channel index	список товаров
commodity class	индекс товарного канала
commodity classification	категория товаров
commodity coding	номенклатура товаров
commodity collateral	шифровка товаров, шифровка грузов
commodity command management information system	товарное обеспечение
commodity command standard system	управленческая информационная система командования специализированного снабжения
commodity contract	стандартная система командования специализированного снабжения
commodity control list	контракт на поставку товара
	номенклатура контролируемых предметов снабжения
	товарная структура продукции

commodity composition of output	товарная культура
commodity crop	товарное обращение; товарооборот
commodity circulation	товарная задолженность
commodity debt	дефицит товаров
commodity deficiency	товарная скидка
commodity discount	товаровед
commodity expert	движение товаров
commodity flow	срочные сделки с товарами; товарные фьючерсы
commodity future	промышленные товары
commodity goods	категория товаров
commodity heading	указатель товаров
commodity index	товарное производство
commodity production	соответствие
compliance	проводить исследование
conduct survey	груз, партия
consignment	отчет по консигнации, консигнационный счет, консигнационный отчет
consignment account	транспортная накладная
consignment note	консигнационная продажа, продажа на консигнацию
consignment selling	консигнационный товар, консигнационный запас
consignment stock	расходные материалы
consumables	потребитель
consumer	потребительский вкус
consumer's choice	прогнозирование покупательского спроса
consumer demand	
forecasting	потребительские запросы
consumer wants	традиционный
conventional	перевозка, транспортировка, доставка
conveyance	рентабельный
cost-effective	издержки хранения
cost of storage	сквозное складирование
cross docking	ящик, контейнер
crat	повреждение при хранении

damage in storage	повреждение
damaging	специализированный склад
dedicated warehouse	поставлять, доставлять
deliver	ухудшаться
degrade	размер, измерение
dimension	торговец, предлагающий товары со скидкой;
discount merchandiser	торговец по сниженным ценам
display goods	выставлять товары
display merchandiser	прилавок-витрина
distribute	распространять, разносить
distribution	размещение, расположение
distribution center (DC)	дистрибьюторский центр
distribution point	пункт распространения
diversify the assortment	диверсифицировать ассортимент
domain	зона, территория
durability	срок службы
effects	товары
elaborate	разрабатывать, вырабатывать
encumbrance	затруднение, препятствие, помеха
end cost	конечная стоимость
enhance	увеличивать
expand the assortment	расширять ассортимент
expert on merchandise	товаровед
facilitate	способствовать
fardel	груз
fast-moving merchandise	ходовой товар
fee for storage	плата за хранение
finished commodity	готовая продукция
finished goods	готовая продукция, готовые изделия
first-class merchandise	товары высшего качества
first in first out (FIFO)	первым получен - первым выдан; расходование запасов в порядке получен
forklift	автопогрузчик, вилочный погрузчик
forklift truck	автопогрузчик
freight	груз,
freight receiver	грузополучатель передняя балка

front beam	выполнять, исполнять
fulfill	разнообразные товары
general merchandise	сеть магазинов смешанного ассортимента
general merchandise chain	розничный торговец товарами смешанного
general merchandise retailer	ассортимента
	оптовик с широким смешанным
general merchandise	ассортиментом
wholesaler	постепенный, последовательный
gradual	управлять, регулировать
handle	погрузочно-разгрузочное оборудование
handling equipment	перевозить
haul	продавать товары
hawk merchandise	сверхмощный промышленный стеллаж
heavy duty industrial rack	многоярусное хранение
high-bay storage	товары высшего качества
high-quality merchandise	товар, обеспечивающий высокую прибыль
high-ticket merchandise	рознице
	система подъема
hoist system	залог товара в обороте
hypothecation of a shifting	
stock of merchandise	внедрение, применение
implementation	в ассортименте
in assortment	транзитный товар
in-transit merchandise	индекс ассортиментных сдвигов в
index of shifts in	товарообороте
merchandise mix	индекс ассортиментных сдвигов
index of shifts in	
merchandise	отдельный блок
individual unit	теплоизолированная витрина
insulated merchandiser	международные товарные соглашения
international commodity	
agreements	внутригосударственный
interstate	опись, инвентаризация
inventory	складской учет
inventory control	витрина островного типа
island merchandiser	стандарт ИСО
ISO standard	МСФМ №15 (Международный стандарт по



ISPM-15 (International Standards For Phytosanitary Measures No. 15)	фитосанитарным нормам)
job lot	отдельная партия товара
Just In Time techniques (JIT)	точно в срок
keep in stock	держат на складе, хранят на складе
labelling	маркировка
lading	груз, фрахт
last in first out (LIFO)	метод оценки стоимости товара, при котором в первую очередь оцениваются товары, хранящиеся меньше всех
levy of duties	взимание пошлины
lift truck	погрузчик
line of goods	ассортимент (товаров), номенклатура товаров
line of merchandise	товарный ассортимент; серия изделий; сорт товара
loading dock	погрузочная площадка
load	груз, грузить
loan on merchandise	ссуда под залог товара
log merchandiser	система сортировки и раскряжёвки хлыстов
loose merchandise	неупакованные товары; товар россыпью
mass merchandiser	магазин массовой торговли; магазин активного сбыта
manufacturer	производитель
market demands	требования рынка
merchandising	товароведение
merchandise accounts	товарные операции
merchandise allowance	скидка дилеру за включение товара в номенклатуру
merchandise appeal	привлекательность товара
merchandise car	грузовой вагон для мелких отправок; товарный вагон для сборного груза
merchandise delivery index	индекс поставки товаров
merchandise department	грузовое управление
merchandising director	директор службы стимулирования сферы торговли
	товарные запасы в розничной торговле
	коммерческие запасы; товарные запасы;

merchandise inventories	список товаров
merchandise inventory	инвентаризация товарных запасов
merchandise inventory auditing	статистика товарных запасов
merchandise inventory and turnover statistics	товары на складе
merchandise in storage	товарная статья
merchandise item	ассортиментная группа товаров
merchandise line	товарные группы; товарная группа
merchandise lines	управление товарными запасами
merchandise management	руководство по торговле; справочник по товарам; товарный справочник
merchandise manual	торговая марка
merchandise mark	товарный рынок; рынок товаров
merchandise market	ассортимент товаров
merchandise mix	некондиционный товар
merchandise off condition	товары в кредит
merchandise on account	заказанные товары
merchandise on order	оплата товаров
merchandise payment	услуга по содействию торговле
merchandising service	общественная организация по защите прав потребителей
non-profit consumer advocacy group	узкий ассортимент
narrow assortment	оффшорный аутсорсинг
offshore outsourcing	перевод деятельности в офшорные зоны
offshoring	однопродуктовый поток
one-commodity flow	эксплуатировать, использовать, обслуживать
operate	эксплуатация
operation	эксплуатационный, производственный
operational	выполнение заказа, исполнение заказа
order fulfillment	заказывать товары
order merchandise	зарубежный
overseas	внешняя торговля
overseas trade	хранение просроченных грузов
overtime storage	витрина со встроенной холодильной машиной
packaged merchandiser	упаковка
packing	поддон
	обечайка, поддонный борт

pallet	ручная гидравлическая тележка
pallet collar	парк поддонов
pallet mover	рохла (устройство для подъема поддонов)
pallet pooling	перегрузочный модуль
pallet rack	сбор, комплектация
pick and place module	система безбумажного отбора заказов
picking	комплектовать по списку
pick to light	комплектовать по голосовым командам
pick-to-paper	размещать, помещать
pick-to-voice	расположение, расстановка
place	поставка продукции, доставка продукции
placement	товарная линия
product delivery	порча продуктов
product line	сбыт продукции
product spoiling	программируемый логический контроллер
production sale	(ПЛК)
programmable logic controller (PLC)	производить; изготавливать; вырабатывать
produce	представить документы
produce documents	предоставить доказательства
produce proofs	оценка продукта
product evaluation	ассортимент продуктов
product lineup	выпуск продукта
product release	защищать, сохранить
protect	защита, охрана
protection	покупать товары
purchase merchandise	железнодорожный путь
rail egress	железнодорожный узел
railway hub	стеллажная система
rack system	ряд товаров
range of products	коэффициент, показатель
ratio	сырье
raw materials	сырье
raw produce	задняя балка
rear beam	пополнять запасы
replenish stock	требование
requirement	холодильный склад
	охлаждение

refrigerated warehouse	точка розничной торговли
refrigeration	торговый стеллаж
retail outlet	розничный продавец
retail shelving	поисковая система
retailer	обратная логистика
retrieval systems	профилированный поддон
reverse logistics	санобработка
roll formed pallet	стеллаж
sanitation	грузить товары
shelving	отправлять, посылать
ship merchandise	распределение по ячейкам
ship out	запасные части
slotting	стандартная система классификации
spare parts	предметов снабжения одного вида
standard commodity	товары первой необходимости
classification system	массовые продукты питания
staple commodities	товары первой необходимости
staple foods	твердость
staple goods	запас, резерв
stiffness	пополнение запасов
stock	складирование
stock replenishment	емкостимость хранилища
stocking	хранилище, складское помещение, складской
storage capacity	комплекс
storage facility	срок годности при хранении
	хранилище
storage life	складское хранение
storage pits	материал, вещество, материя
storage warehouse	важный, значимый
stuff	существенная экономия средств
substantial	хранение в подземном хранилище
substantial savings	цепь поставок
subsurface storage	излишки
supply chain	вокзал
surplus	период, срок
terminus	перевалочный склад
timeframe	транспортное средство

transshipment warehouse	транспорт
transport vehicle	грузовик
transportation	обмен, мена, товарообмен, бартер
truck	передавать на хранение
truck	единичная нагрузка, штучный груз
turn in for storage	разгружать
unit load	верхняя стойка
unload	товар
upper rack	продавец
vendible product	запасы, управляемые поставщиком (ЗУП)
vendor	
Vendor-managed inventory (VMI)	многопрофильность
versatility	оформление торгового места
visual merchandising	склад, хранилище
warehousing	товары
wares	оптовый продавец
wholesaler	

## PART 1.2. EXERCISES

### Ex. 1. Form the nouns from the verbs.

verb	noun
1. fulfill	
2. operate	
3. protect	
4. distribute	
5. require	
6. load	
7. ship	

### Ex. 2. Form the verbs from the nouns.

noun	verb
1. receiver	
2. carriage	
3. assembling	
4. operation	
5. storage	
6. replenishment	
7. implementation	
8. handling	

### Ex. 3. Form the nouns (a person) from the verbs.

verb	noun (a person)
1. import	
2. manufacture	
3. export	
4. distribute	
5. merchandise	
6. wholesale	
7. vend	
8. consume	

**Ex. 4. Make phrases by matching the words from the two columns. Translate word combinations into Russian.**

- |               |                |
|---------------|----------------|
| 1. order      | a. belt        |
| 2. inventory  | b. system      |
| 3. rack       | c. capacity    |
| 4. individual | d. fulfillment |
| 5. storage    | e. jack        |
| 6. conveyor   | f. control     |
| 7. pallet     | g. unit        |

**Ex. 5. Match the words with their translation.**

- |                   |                                      |
|-------------------|--------------------------------------|
| 1. inventory      | a. рентабельный                      |
| 2. refrigeration  | b. ухудшаться                        |
| 3. warehousing    | c. транспорт                         |
| 4. cost-effective | d. склад, хранилище                  |
| 5. forklift       | e. стеллаж                           |
| 6. transportation | f. охлаждение                        |
| 7. shelving       | g. опись, инвентаризация             |
| 8. degrade        | h. автопогрузчик, вилочный погрузчик |

**Ex. 6. Use the words given in capitals to form a word that fits in the space.**

Warehousing Elements

Whether the purpose is strictly storage or storage plus order 1 \_\_\_\_\_, warehouses use specific elements

**FULFILL**

that help manufacturers, 2 \_\_\_\_\_, and retailers

**DISTRIBUTE**

monitor inventory and store it safely. An overview of basic

elements includes: 3 \_\_\_\_\_ and rack systems that offer

**SHELF**

maximum storage capacity and easy product access.

A climate control system for the product being stored. This is particularly important for frozen products or those requiring

4 \_\_\_\_\_, including certain pharmaceutical or

**REFRIGIRATOR**

laboratory products, and others that degrade if exposed to too much

heat. Inventory control software that tells the product owner – who isn't

necessarily the building owner – where all individual units are in

the system at all times.

5 \_\_\_\_\_ that can move products from point

**EQUIP**

A to point B – forklifts, pallet jacks, bins that hold products

for orders, and conveyor belts, for example.

6 \_\_\_\_\_ supplies for order

**SHIP**

fulfillment.

People who load products into a warehouse and others (“pickers”) who

fill orders in a true distribution center, plus those who manage the facility and operation.

Security to protect stored products.

Access to cost-effective 7 \_\_\_\_\_ to bring products in or **TRANSPORT** move them out as orders are fulfilled. That often means easy access to interstates, rail lines, or airports.

(<https://www.shopify.com/encyclopedia/warehousing>)

**Ex. 7. Use the words from the list to complete the gaps in the text.**

<b>Warehouses</b>	<b>loading docks</b>	<b>cranes and forklifts</b>
<b>stored goods</b>	<b>plain buildings</b>	<b>trucks</b>
<b>placed</b>	<b>commercial building</b>	<b>designed</b>

#### Warehouse

A warehouse is a \_\_\_\_\_1\_\_\_\_\_ for storage of goods. \_\_\_\_\_2\_\_\_\_\_ are used by manufacturers, importers, exporters, wholesalers, transport businesses, customs, etc. They are usually large \_\_\_\_\_3\_\_\_\_\_ in industrial areas of cities, towns and villages.

They usually have \_\_\_\_\_4\_\_\_\_\_ to load and unload goods from \_\_\_\_\_5\_\_\_\_\_. Sometimes warehouses are \_\_\_\_\_6\_\_\_\_\_ for the loading and unloading of goods directly from railways, airports, or seaports. They often have \_\_\_\_\_7\_\_\_\_\_ for moving goods, which are usually \_\_\_\_\_8\_\_\_\_\_ on ISO standard pallets loaded into pallet racks. \_\_\_\_\_9\_\_\_\_\_ can include any raw materials, packing materials, spare parts, components, or finished goods associated with agriculture, manufacturing and production.

(<https://en.wikipedia.org/wiki/Warehouse>)

**Ex. 8. Replace Russian words and phrases with their English equivalents. Retell the text in English.**

#### History of warehouse

The origins of the warehouse are difficult to pinpoint. Early civilizations relied on \_\_\_\_\_1\_\_\_\_\_ (**хранилище**) rather than large structures to \_\_\_\_\_2\_\_\_\_\_ (**защитить**) seeds and \_\_\_\_\_3\_\_\_\_\_ (**излишки**) food. Sociologists like Alain Testart have argued that these early storage techniques were essential to the evolution of societies.



Some of the earliest examples of warehouses that resemble the buildings of today are Roman horrea. These were rectangular buildings, built of stone, with a raised ground floor and overhanging roof to keep the walls cool and dry. Roman horrea were typically used to \_\_\_\_\_4\_\_\_\_\_ (**хранить**) grain, but other \_\_\_\_\_5\_\_\_\_\_ (**расходные материалы**) such as olive oil, wine, clothing and even marble were also stored inside.

Though horrea were built throughout the Roman empire, some of the most studied examples are found in or around Rome, particularly at Ostia, a harbor city that served ancient Rome. The Horrea Galbae, a \_\_\_\_\_6\_\_\_\_\_ (**складской комплекс**) in the southern part of ancient Rome, demonstrates that these buildings could be \_\_\_\_\_7\_\_\_\_\_ (**значимый**), even by modern standards. The horrea complex contained 140 rooms on the ground floor alone, covering an area of some 225,000 square feet (21,000 m<sup>2</sup>).[4] As a point of reference, less than half of U.S. warehouses today are larger than 100,000 square feet (9290 m<sup>2</sup>).

As attested by legislation concerning the \_\_\_\_\_8\_\_\_\_\_ (**взимание пошлины**), medieval merchants across Europe commonly kept goods in household storerooms, often on the ground floor or one or more storeys below the ground. However, \_\_\_\_\_9\_\_\_\_\_ (**специализированные склады**) could be found around ports and other \_\_\_\_\_10\_\_\_\_\_ (**коммерческие центры**) to facilitate \_\_\_\_\_11\_\_\_\_\_ (**внешняя торговля**). Examples of these buildings include the Venetian fondaci, which combined a palace, warehouse, market and living quarters for lodging travelers. A number of representative medieval warehouses can also be seen in King's Lynn, U.K., where a complex of buildings, including dwelling-houses, shops, countinghouses and warehouses, once served the Hanseatic League.

During the industrial revolution the function of warehouses evolved and became more specialised. Some warehouses from the period are even considered architecturally significant, such as Manchester's cotton warehouses. Always a building of function, in the past few decades they have adapted to mechanisation, technological innovation and changes in \_\_\_\_\_12\_\_\_\_\_ (**цепь поставок**) methods.

<https://en.wikipedia.org/wiki/Warehouse>

**Ex. 9. Choose from the sentences A-G the one which fits each gap (1-7).**

Display of goods for sale

These displayed goods for the home trade. This would be finished goods- such as the latest cotton blouses or fashion items. Their street frontage was impressive, so they took the styles of Italianate Palazzos.

Richard Cobden's construction in Manchester's Mosley Street was the first palazzo warehouse. There were already seven warehouses on Portland Street when they

commenced building the elaborate Watts Warehouse of 1855, but four more were opened before it was finished. It was this type of warehouse that inspired the Germans in Düsseldorf and Munich to name their prestigious department stores Warenhäuser. \_\_\_\_\_1\_\_\_\_\_.

#### Overseas warehouses

These catered for the overseas trade. They became the meeting places for overseas wholesale buyers where printed and plain cloth could be discussed and ordered. Trade in cloth in Manchester was conducted by many nationalities.

Behrens Warehouse is on the corner of Oxford Street and Portland Street. It was built for Louis Behrens & Son by P Nunn in 1860. \_\_\_\_\_2\_\_\_\_\_ The Behrens family were prominent in banking and in the social life of the German Community in Manchester.

#### Packing warehouses

The main purpose of packing warehouses was the picking, checking, labelling and packing of goods for export. \_\_\_\_\_3\_\_\_\_\_.

#### Railway warehouses

Warehouses were built close to the major stations in railway hubs. \_\_\_\_\_4\_\_\_\_\_. There was an important group of warehouses around London Road station (now Piccadilly station). In the 1890s the Great Northern Railway Company's warehouse was completed on Deansgate: this was the last major railway warehouse to be built.

The London Warehouse Picadilly was one of four warehouses built by the Manchester, Sheffield and Lincolnshire Railway in about 1865 to service the new London Road Station. It had its own branch to the Ashton Canal. This warehouse was built of brick with stone detailing. It had cast iron columns with wrought iron beams.

#### Canal warehouses

A canal warehouse is a commercial building principally associated with the expansions of canals from 1761 to 1896. This type of warehouse derived from coastal predecessors, had unique features: it had internal water filled canal arms that entered the building, it was multistorey with canal access at one level and road and even rail egress at another, and has a hoist system powered by a water wheel or at later stages steam. \_\_\_\_\_5\_\_\_\_\_. It has been demolished, but two later warehouses at Castlefield have been restored. The later Portland Basin warehouse, was built in 1834 by the architect, David Bellhouse. \_\_\_\_\_6\_\_\_\_\_.

David Bellhouse, was responsible for designing the first railway warehouse at Liverpool Road railway station in 1830, and the features of the canal warehouse were incorporated into a transshipment warehouse for this new form of transport.

\_\_\_\_\_7\_\_\_\_\_. This was built in 1896 over the Manchester and Salford Junction Canal, it had road access on two levels, rail lines entering on two levels and a transshipment floor of 26,730 m<sup>2</sup>. All these warehouse types can trace their origins back to the canal warehouses which were used for trans-shipment and storage. Castlefield warehouses are of this type- and important as they were built at the terminus of the Bridgewater Canal in 1761.

- A. The packing warehouses: Asia House, India House and Velvet House along Whitworth Street were some of the tallest buildings of their time.
- B. The last canal warehouse was the Great Northern Railway Company Warehouse massive warehouse off Deansgate in Manchester
- C. The first railway warehouse to be built was opposite the passenger platform at the terminus of the Liverpool and Manchester Railway.
- D. It was this type of warehouse that inspired the Germans in Düsseldorf and Munich to name their prestigious department stores Warenhäuser.
- E. It has three shipping arms, and continued to be used as a storage warehouse after its serving canal became disused.
- F. It is a four storey predominantly red brick build with 23 bays along Portland Street and 9 along Oxford Street.
- G. Canal warehouses were transshipment warehouses, holding goods until they could be shipped out to their next recipient. The first true canal warehouse was the Dukes Warehouse, at the Bridgewater Canal Basin in Castlefield, Manchester built in 1761.

<https://en.wikipedia.org/wiki/Warehouse>

**Ex. 10. Replace Russian words and phrases with their English equivalents. Retell the text in English.**

Automation and optimization

Some warehouses are completely \_\_\_\_\_1\_\_\_\_\_ (автоматизированы), and require only operators to work and \_\_\_\_\_2\_\_\_\_\_ (управлять) all the task. Pallets and product move on a system of automated conveyors, cranes and automated storage and \_\_\_\_\_3\_\_\_\_\_ (поисковые системы) coordinated by \_\_\_\_\_4\_\_\_\_\_ (программируемые логические контроллеры) and computers running logistics automation software. These systems are often installed in \_\_\_\_\_5\_\_\_\_\_ (холодильные склады) where temperatures are kept very cold to keep product from spoiling, especially in electronics warehouse where they require specific temperature to avoid \_\_\_\_\_6\_\_\_\_\_ (повреждение) the parts, and also where land is expensive, as automated storage systems can use vertical space efficiently. These \_\_\_\_\_7\_\_\_\_\_ (многоярусного хранения) areas are

often more than 10 meters (33 feet) high, with some over 20 meters (65 feet) high. Automated storage systems can be built up to 40m high.

For a warehouse to function efficiently, the facility must be properly slotted. Slotting addresses which storage medium a product is picked from (pallet rack or carton flow), and how they are picked (pick-to-light, pick-to-voice, or pick-to-paper). With a proper \_\_\_\_\_8\_\_\_\_\_ (**распределение по ячейкам**), a warehouse can improve its inventory rotation requirements—such as first in first out (FIFO) and last in, first out (LIFO)—control labor costs and increase productivity.

Pallet racks are commonly used to organize a warehouse. It is important to know the \_\_\_\_\_9\_\_\_\_\_ (**размеры**) of racking and the number of bays needed as well as the dimensions of the product to be stored. Clearance should be accounted for if using a forklift or \_\_\_\_\_10\_\_\_\_\_ (**ручная гидравлическая тележка**) to move inventory.

<https://en.wikipedia.org/wiki/Warehouse>

**Ex. 11. Match the words with the definitions.**

1). carton flow rack

2). first in first out (FIFO)

3). last in first out (LIFO )

4). pallet mover

5). pick to light

6). pick-to-voice

7). programmable logic controller (PLC)

a). is a flexible approach to the movement and handling of large loads, it was originally developed for movement of aircraft pallets in 1994.

b). is an industrial digital computer which has been ruggedised and adapted for the control of manufacturing processes, such as assembly lines, or robotic devices, or any activity that requires high reliability control and ease of programming and process fault diagnosis.

c). method of inventory valuation based on the assumption that the goods purchased most recently (the last in) are sold or used first (the first out).

d). rack is one of the many places in the material handling world where gravity is used to assist in the transportation of products. Carton flow utilizes a slightly declined array of rollers or skate wheels to provide an efficient, steady supply of product to an employee picking product for various applications.

e). System is designed to electronically assisting staff when collecting items from picking areas. The operator simply scans the barcode of contract and picking amounts to be displayed directly on the screen at the appropriate place. When the operator takes the right amount and select the submit button, the information is transmitted electronically to the database, resulting in a direct and inventory tracking their movements.

f). method of inventory valuation based on the assumption that goods are sold or used in the same chronological order in which they are bought.

g). ensures an ergonomic and efficient pick sequence. With the need to handle wireless data terminals and paper lists eliminated, the order picker can focus entirely on retrieving the required items.

<http://www.businessdictionary.com/definition/first-in-first-out-FIFO.html>

**Ex. 12. Use the words from the list to complete the gaps in the text.**

**offshore outsourcing**

**production sale**

**timeframe**

**product delivery pallet racking**

**warehouse retail shelving**

**consumer distribution center (DC)**

**forklift trucks**

**display**

**timeframe vendor**

**end cost**

Modern trends

Modern warehouses commonly use a system of wide aisle \_\_\_\_\_ **1** \_\_\_\_\_ to store goods which can be loaded and unloaded using \_\_\_\_\_ **2** \_\_\_\_\_.

Traditional warehousing has declined since the last decades of the 20th century, with the gradual introduction of Just In Time techniques. The JIT system promotes \_\_\_\_\_ **3** \_\_\_\_\_ directly from suppliers to \_\_\_\_\_ **4** \_\_\_\_\_ without the use of warehouses. However, with the gradual implementation of \_\_\_\_\_ **5** \_\_\_\_\_ and offshoring in about the same time period, the distance between the manufacturer and the retailer (or the parts manufacturer and the industrial plant) grew considerably in many domains, necessitating at least one warehouse per country or per region in any typical supply chain for a given range of products.

Recent retailing trends have led to the development of warehouse-style retail stores. These high-ceiling buildings \_\_\_\_\_ **6** \_\_\_\_\_ retail goods on tall, heavy duty industrial racks rather than conventional \_\_\_\_\_ **7** \_\_\_\_\_. Typically, items ready for sale are on the bottom of the racks, and crated or palletized inventory is in the upper rack. Essentially, the same building serves as both warehouse and retail store.

Another trend relates to Vendor-managed inventory (VMI). This gives the \_\_\_\_\_ **8** \_\_\_\_\_ the control to maintain the level of stock in the store. This method has its own issue that the vendor gains access to the \_\_\_\_\_ **9** \_\_\_\_\_.

Large exporters and manufacturers use warehouses as distribution points for developing retail outlets in a particular region or country. This concept reduces \_\_\_\_\_**10**\_\_\_\_\_ to the consumer and enhances the \_\_\_\_\_**11**\_\_\_\_\_ ratio.

Cross docking is a specialised type of \_\_\_\_\_**12**\_\_\_\_\_ in that little or no inventory is stored and product is received, processed (if needed) and shipped within a short \_\_\_\_\_**13**\_\_\_\_\_. As in warehousing, there are different types of cross docks.

Reverse logistics is another type of warehousing that has become popular for environmental reasons. The term refers to items that are going from the end user back to the distributor or manufacturer.

(<https://en.wikipedia.org/wiki/Warehouse>)

**Ex. 13. Match the definitions with the words.**

1. Heavy-duty shelving where pallets rest on a front and rear beam.
  2. High-density pallet storage where pallets are loaded from the rear and flow forward to a picking position. Powered by gravity, inclined shelves with heavy-duty skate wheel track let product flow forward.
  3. Storage density with easy selectivity. Pallet loads are placed on a series of nesting carts fed forward by gravity on rigid structural steel rail. As a pallet is loaded from the front, it pushes the pallet behind it back one position. To unload, select front pallet and the pallet behind comes to the picking position, automatically.
  4. Extremely dense storage of pallets on rails that run the depth of the rack system. A common entry and exit loading point requires the forklift operators to drive into the racking system for pallet placement.
  5. Similar to Drive-in storage where pallets are stored on rails that run the depth of the rack system, however, there are separate loading and unloading aisles. Drivers are still required to enter the racking system to place pallets.
  6. Gravity powered system which uses small wheels or conveyor lanes to move cartons through the pallet rack to a picking position. Separate loading and unloading aisles allow product to flow forward and rotate automatically.
- 
- a). Drive-Thru – LIFO | Static
  - b). Pallet Rack – LIFO | Static
  - c). Drive-In – FIFO | Static
  - d). Push Back – LIFO | Gravity
  - e). Pallet Flow – FIFO | Gravity
  - f). Carton Flow – FIFO | Gravity

(<http://www.unarcorack.com/appwizard/warehouse-storage-overview/>)

**Ex. 14. Replace Russian words and phrases with their English equivalents. Retell the text in English.**

What is a pallet?

A pallet is a horizontal platform, typically affixed to a superstructure and a bottom deck which allows it to be lifted and moved by material 1 (погрузочно-разгрузочное оборудование) such as 2 (погрузчики) and conveyors as well as to be placed in appropriate storage systems and 3 (транспортные средства).

The pallet provides the base for 4 (сборка), storing, handling and transporting materials and products. Additionally, a pallet provides protection to the product on it.

The pallet is the most common base for the 5 (штучный груз), which is a system which includes the pallet, goods stacked atop it, as well as the stretch wrap, 6 (склеивающее вещество), 7 (поддонный борт), or other means of unit load stabilization.

The history of pallets has been integral to the development of modern logistics. Additional refinements were added to pallet design and management during World War 2. For example, pallet reuse in the supply chain became increasingly practiced. The 8 (парк поддонов) concept began to be seriously discussed during this time and has evolved into a key strategy for pallet suppliers.

What materials are used for pallets?

Pallets are made from various types of materials. The 9 (деревянный поддон) dominates the marketplace, followed by plastic pallets, paper pallets, wood composite pallets and metal pallets.

Wood pallets offer a great combination of weight, stiffness, 10 (срок службы) and cost, not to mention a widespread pallet recycling infrastructure. Custom pallet sizes can be easily fabricated from timber components. Plastic pallets typically are more expensive than wood pallets for comparable applications but are valued for such attributes as extreme durability, the precision of manufacture, and ease of 11 (санобработка).

Other important buying considerations include pallet weight, and considerations for export pallets, such as ISPM-15 12 (соответствие) or exemption for international shipping.

<https://www.thebalance.com/what-is-a-pallet-2877860>

**Ex. 15. Complete the sentences with the correct form of the word.**

## Types of Warehouses

The warehouse is the most common type of \_\_\_\_\_1\_\_\_\_\_ (**store**) though other forms do exist (e.g., storage tanks, computer server farms). Some warehouses are massive structures that simultaneously support the \_\_\_\_\_2\_\_\_\_\_ (**load**) of numerous in-bound trucks and railroad cars containing suppliers' products while at the same time loading multiple trucks for shipment to customers.

### Private Warehouse

This type of warehouse \_\_\_\_\_3\_\_\_\_\_ (**own**) and operated by channel suppliers and resellers and used in their own distribution activity. For instance, a major retail chain may have several \_\_\_\_\_4\_\_\_\_\_ (**region**) warehouses \_\_\_\_\_5\_\_\_\_\_ (**supply**) their stores or a wholesaler will operate a warehouse at which it receives and distributes products.

### Public Warehouse

The public warehouse is essentially space that can be leased to solve short-term \_\_\_\_\_6\_\_\_\_\_ (**distribute**) needs. Retailers that operate their own private warehouses may occasionally seek additional storage space if their facilities have reached capacity or if they are making a special, large purchase of products. For example, retailers may order extra merchandise to prepare for in-store sales or order a large volume of a product that is offered at a low \_\_\_\_\_7\_\_\_\_\_ (**promote**) price by a supplier.

### Automated Warehouse

With advances in computer and robotics technology many warehouses now have automated capabilities. The level of \_\_\_\_\_8\_\_\_\_\_ (**automate**) ranges from a small conveyor belt transporting products in a small area all the way up to a fully automated facility where only a few people are needed to handle storage activity for thousands of pounds/kilograms of product. In fact, many warehouses use machines to handle nearly all physical distribution \_\_\_\_\_9\_\_\_\_\_ (**active**) such as moving product-filled pallets (i.e., platforms that hold large amounts of product) around buildings that may be several stories tall and the length of two or more football fields.

### Climate-Controlled Warehouse

Warehouses handle storage of many types of products including those that need special \_\_\_\_\_10\_\_\_\_\_ (**handle**) conditions such as \_\_\_\_\_11\_\_\_\_\_ (**freeze**) for storing frozen products, humidity-controlled environments for delicate products, such as produce or flowers, and dirt-free facilities for handling highly sensitive computer products.

### Distribution Center

There are some warehouses where product storage is considered a very temporary activity. These warehouses serve as points in the distribution system at which



products are received from many \_\_\_\_\_12\_\_\_\_\_ (**supply**)and quickly shipped out to many customers. In some cases, such as with distribution centers handling \_\_\_\_\_13\_\_\_\_\_ (**perish**) food (e.g., produce), most of the product enters in the early morning and is distributed by the end of the day.

(<http://www.knowthis.com/managing-product-movement/types-of-warehouses>)

### **Ex. 16. Choose the best alternative.**

## **What Types of Inventory Should Be Kept in a Warehouse?**

by Cindy Phillips

### How to Organize the Storage of Inventory in a Warehouse

\_\_\_\_\_1\_\_\_\_\_ consists of products or goods in excess of what is needed or used at the moment. Both retailers and \_\_\_\_\_2\_\_\_\_\_ stock inventory to prevent disruptions in production and sales. While some operations have the capability to stock inventory on site, many utilize \_\_\_\_\_3\_\_\_\_\_. When the need arises for backup, the product is transported or distributed from the off-site location.

#### Raw Materials

Manufacturing \_\_\_\_\_4\_\_\_\_\_use warehouses to store raw materials that will eventually be used in production. By housing a supply of raw materials, the manufacturer can easily accommodate fluctuations in production based on incoming orders. For example, if a manufacturer suddenly receives a large \_\_\_\_\_5\_\_\_\_\_for a product, a delivery date is forecast based on how long processing the order will take. Without backup inventory, raw materials would have to be ordered and received before production could begin. Raw materials may be commodity items, such as chemicals, minerals, or grains, or it can refer to items such as nuts, bolts, wheels or ball bearings. Basically any items that are purchased from an outside \_\_\_\_\_6\_\_\_\_\_ for use in production are tagged as raw materials.

#### MRO Inventory

Machinery in large manufacturing facilities must be serviced and repaired on a regular basis. If a machine malfunctions due to a worn-out part, production is stopped until the part can be replaced. An inventory of spare parts may be kept in a warehouse so that a minimal amount of production time is lost. Spare parts, along with other items necessary to keep production flowing, are categorized as MRO inventory, meaning they are used in the maintenance, repair or operation of the production process. For example, oils or lubricants used to service machinery are a part of the production process but are not a part of the actual \_\_\_\_\_7\_\_\_\_\_.

## Merchandise

\_\_\_\_\_8\_\_\_\_\_ run the risk of lost sales and dissatisfied customers when a product is unavailable. A warehouse holding backup inventory allows a retailer to continually \_\_\_\_\_9\_\_\_\_\_merchandise on the shelves of the store. Warehousing merchandise also means items can be purchased in bulk, which typically translates to costs savings. Retailers who offer online purchasing can \_\_\_\_\_10\_\_\_\_\_ orders directly from warehoused inventory. Maintaining proper amounts of inventory, known as inventory control, minimizes the need to back order when customers want a product. The result is a streamlined selling or shipping process and more satisfied customers.

## Finished Product

Though some manufacturers create products based on customer orders, others run production continually so that a product is always available. Once the goods have been produced and inspected, they are transported off-site to make room for the next batch of products coming off the production line. This supply of warehoused inventory is used to fill customer orders quickly. Since the product is readily available, it can be processed and \_\_\_\_\_11\_\_\_\_\_ directly from the warehouse.

1. a. inventory b. merchandise c. consignment d. commodity
2. a. consume b. consumers c. manufacture d. manufacturers
3. a. inventory b. warehouses c. production d. product
4. a. commodities b. goods c. facility d. facilities
5. a. delivery b. order c. placement d. output
6. a. vendor b. consumer c. customer d. freight receiver
7. a. promotion b. finished product c. operation d. warehouse
8. a. consumers b. customers c. retailers d. freight receivers
9. a. replenish b. deliver c. satisfy d. complete
10. a. satisfy b. replenish c. make d. fulfill
11. a. shipping b. shipped c. ship d. shipment

[\(http://smallbusiness.chron.com/\)](http://smallbusiness.chron.com/)

**Ex. 17. Make phrases by matching the words from the two columns. Translate word combinations into Russian.**

1. target a. product lines
2. product b. adjustments
3. multiple c. support
4. implementation d. the delivery

- |                  |                 |
|------------------|-----------------|
| 5. make          | e. the order    |
| 6. product       | f. line manager |
| 7. place         | g. a profit     |
| 8. arrange       | h. audience     |
| 9. merchandising | i. coordinator  |

**Ex. 18. Match the words with their translation.**

- |                           |  |
|---------------------------|--|
| 1. retail outlet          | a. услуга по содействию торговле                 |
| 2. substantial savings    | b. директор службы стимулирования сферы торговли |
| 3. merchandising service  | c. существенная экономия                         |
| 4. stock replenishment    | d. выпуск продукта                               |
| 5. branded goods          | e. ассортимент продуктов                         |
| 6. merchandising director | f. пункт розничной продажи                       |
| 7. product evaluation     | g. проводить исследование                        |
| 8. market demands         | h. оформление торгового места                    |
| 9. conduct surveys        | i. требования рынка                              |
| 10. product lineup        | j. пополнение запасов                            |
| 11. product release       | k. оценка продукта                               |
| 12. visual merchandising  | l. брендовые товары                              |

**Ex. 19. Match the words with the definitions.**

1. commodity contract
2. Commodity codes
3. consignment account
4. consignment note
5. consumer demand
6. merchandise allowance
7. merchandise inventory
8. merchandise mix
9. staple commodities

- a. demand for goods and services that comes from individual people rather than from companies.
- b. any basic food or a raw material that is important in a country's economy.
- c. the current asset which reports the cost of a retailer's, wholesaler's, or distributor's goods purchased to be resold, which have not yet been sold as of the balance sheet date.
- d. an account for goods that is sent to a person or company that is not the owner but is responsible for selling them or returning them to the owner if they are not sold.
- e. the combination of goods that a business decides to sell in order to increase its profits.
- f. a document containing particulars of goods for shipment and which provides proof that the consignment has been received by the carrier for delivery.
- g. An agreement to buy or sell a commodity for a fixed price on a certain date. Buyers use these contracts to avoid the risk of a sudden spike in prices. Sellers use these contracts to lock in a certain price.
- h. sales promotion incentive scheme under which a manufacturer or distributor reduces the wholesale price of a good as a compensation for a retailer's special promotional efforts.
- i. standard classification codes for products and services used to detail where money is spent within a company.

**Ex. 20. Use the words given in capitals to form a word that fits the space in the same line.**

In the supply chain, merchandising is the practice of making products in retail outlets available to consumers, 1 \_\_\_\_\_ **PRIME** by stocking shelves and displays. While this used to be done exclusively by the stores' 2 \_\_\_\_\_, many retailers have **EMPLOY** found substantial savings in requiring it to be done by the manufacturer, vendor, or wholesaler that 3 \_\_\_\_\_ **PROVISION** the products to the retail store. In the United Kingdom there are a number of organizations that supply merchandising services to support retail outlets with general stock 4 \_\_\_\_\_ and **REPLENISH** merchandising support in new stores. By doing this, retail stores have been able to substantially reduce the number of employees

needed to run the store. While 5 \_\_\_\_\_ shelves and **STOCK** building displays is often done when the product is delivered, it is increasingly a separate activity from delivering the product. In grocery stores, for example, almost all products delivered directly to the store from a manufacturer or 6 \_\_\_\_\_ **WHOLESALE** will be stocked by the manufacturer's/wholesaler's employee who is a full-time 7 \_\_\_\_\_. Product categories **MERCHANDISE** where this is common are Beverage (all types, alcoholic and non-alcoholic), 8 \_\_\_\_\_ baked goods (bread and pastries), **PACKAGE** magazines and books, and health and beauty products. For major food manufacturers in the beverage and baked goods industries, their merchandisers are often the single largest employee group within the company. For nationwide 9 \_\_\_\_\_ **BRAND** goods manufacturers such as The Coca-Cola Company and PepsiCo, their 10 \_\_\_\_\_ merchandiser work forces number **RESPECT** in the thousands.

(<https://en.wikipedia.org/wiki/Merchandising>)

**Ex. 21. Complete the text with the words from the list.**

- a) merchandising    b) potential    c) negotiates    d) shipment**  
**e) lines    f) deadline    g) stock    h) evaluating    i) vary    j) reducing**  
**k) acquiring    l) attending    m) department    n) poorly    o) demands**

A merchandising director is a key player in the retail industry. He is responsible for \_\_\_\_ 1 \_\_\_\_ products from manufacturers that will eventually be sold by his company as part of its product \_\_\_\_ 2 \_\_\_\_\_. The requirements for being a successful \_\_\_\_ 3 \_\_\_\_ director often include product knowledge, negotiating skills, and the ability to correctly gauge current and future market \_\_\_\_ 4 \_\_\_\_\_.

The initial process the merchandising director is responsible for involves selecting the most appropriate line of products to sell. This can be done by \_\_\_\_ 5 \_\_\_\_ trade shows to view new or improved merchandise on the market, conducting surveys with current customers to determine needs, or \_\_\_\_ 6 \_\_\_\_ current sales trends to identify items in the current product lineup with consistently strong results. This is

a key step in the merchandising process, primarily because a \_\_\_ 7 \_\_\_ chosen product can ultimately lead to low sales and excess merchandise that cannot be moved while still making a profit.

Once the \_\_\_ 8 \_\_\_ products have been identified, the merchandising director then needs to select a viable source from which to obtain the product. The marketing director may choose to buy the merchandise directly from the manufacturer, offering a potential advantage when it comes to \_\_\_ 9 \_\_\_ cost and allowing for custom product adjustments. He may also work through a middle man who \_\_\_ 10 \_\_\_ with the manufacturers on behalf of several buyers, often providing a larger price discount due to the higher volumes being purchased at a time.

After the merchandising director selects the best manufacturer or distributor, he must then work directly with them to establish a suitable price. The price of the merchandise will often \_\_\_ 11 \_\_\_ greatly, depending on the size of the order being placed and customizations being requested, if any. While initial orders tend to be larger than others in order to build up \_\_\_ 12 \_\_\_ stock, subsequent orders are typically designed to replenish current stock and will usually involve smaller quantities. A merchandising director will often establish a contract with the manufacturer or distributor which provides a set price for both the larger initial \_\_\_ 13 \_\_\_ as well as smaller subsequent orders.

The merchandising director is then responsible for placing the order based on the current needs of his company, with projected market demand playing a key factor in the decision-making process. He would also be in charge of setting the appropriate shipping \_\_\_ 14 \_\_\_ for the merchandise, ensuring the company will have ample time to sell the product based on any seasonal trends that may affect it. The typical delay between the initial purchase negotiations and the delivery of the final product is what drives the merchandising director to purchase items intended for use one or more seasons into the future, as opposed to relying solely on current market trends.

Once the merchandise arrives, the merchandising director is in charge of arranging the delivery of the product to the retail storefront. He will often work with the marketing \_\_\_ 15 \_\_\_ to create advertising campaigns for significant product releases. At times, he may also work with the financial aspects of the product, helping to determine the best-selling price based on the purchase price and desired profit margin.

(<http://www.wisegeek.com/what-does-a-merchandising-director-do>)

**Ex. 22. Read the text. Explain the meaning of the underlined words. Retell the text in English.**

There are at least four different visual merchandiser jobs available: **designer**, **implementation coordinator**, **supervisor** and **manager**. **Visual merchandising** involves the tasks that control how a store or product is displayed. This industry is commonly found in **retail organizations** and any setting where materials are displayed for potential purchasers. The display of a product involves the creation of a setting, the appropriate use of space and the use of color and accessories to help the purchaser identify the product. In many organizations, the different visual merchandiser jobs are located in the merchandising or sales department.

In order for **applicants** to qualify for the range of visual merchandiser jobs, most employers require a minimum two-year college program in design or the **visual arts**. The ability to combine colors, textures and accessories, along with an understanding of style and visual appeal, are critical in this job. Candidates without formal training might need to provide a **portfolio** of their work in the visual arts to demonstrate their skills to potential employers.

As a designer, the primary responsibilities of a **visual merchandiser** include creating the template for product arrangement, identifying the **target audience** for the product and obtaining approval for the overall design. This process typically involves a series of meetings with the client or the **product line manager** to discuss sales targets and the overall marketing campaign. Excellent communication and brainstorming skills are required in this role.

The **implementation coordinator** is responsible for the actual setup and execution of the designer's plan. He or she must ensure that all of the required items are available, review the planning document and set up the actual **product display**. In many organizations, he or she is responsible for a physical area and travels to the stores or locations to ensure that displays are set up correctly. This role might include working with local store staff members to demonstrate how to clean and maintain the display.

A supervisor in visual merchandising is responsible for the coordination of **multiple product lines**. He or she works with the designer, implementer and client to ensure that the full product plan is properly implemented and supported. Additional responsibilities include **human resources**, **accounting** and **overall administration**.

In different visual merchandiser jobs, there are a range of expectations. A manager is responsible for the overall project plan and execution. Working with a team of **support staff** members, the manager creates the implementation plan, coordinates communication with the client and works to ensure that the entire process is smooth and helps to meet **sales targets**.

( <http://www.wisegeek.com/what-are-the-different-visual-merchandiser-jobs.htm>)

**Ex. 23. Change the words in brackets into the correct form.**

Merchandise inventory is an \_\_\_ 1 \_\_\_ (**account**) term referring to the sellable goods a company has on hand and can sell to consumers. Sometimes referred to as just inventory, it is considered to be a type of asset. For retail companies that sell merchandise, merchandise inventory appears on the business's balance sheet. It is an \_\_\_ 2 \_\_\_ (**assess**) of the total value of the physical merchandise a company has on hand and available for sale.

A balance sheet is essentially a \_\_\_ 3 \_\_\_ (**sum**) of the financial picture of a company at a certain date and time. Along with assets, including merchandise inventory, a balance includes the company's \_\_\_ 4 \_\_\_ (**liable**) and the total worth, also known as net worth, of the company. Investors use information from a balance sheet like merchandise inventory to make an assessment of the value and financial \_\_\_ 5 \_\_\_ (**stable**) of a company.

Keeping track of merchandise inventory is an important part of loss \_\_\_ 6 \_\_\_ (**prevent**). Reducing loss of inventory can include increasing company security, sales floor \_\_\_ 7 \_\_\_ (**supervise**), and regular inventory of company merchandise by an independent inventory company. Increasing company security to reduce loss of inventory involves supervision of inventory from when it is received to when it leaves the store in a sale. By leaving no movement of the merchandise \_\_\_ 8 \_\_\_ (**account**) for, a company can reduce losses and may be able to identify and eliminate the source of losses when they occur.

(<http://www.wisegeek.com/what-is-merchandise-inventory.htm>)

**Ex. 24. Complete the text with the words from the list. Retell the text.**

- a) equations    b) earnings    c) tend    d) current    e) charts  
f) trade    g) phenomena    h) Manual    i) entity    j) access

The technical analysis of commodities typically consists of examining \_\_\_ 1 \_\_\_ that contain market trading information. This can include the volume of trade, past prices and any other \_\_\_ 2 \_\_\_ seen in the market. Traders use these figures and mathematical \_\_\_ 3 \_\_\_ to make estimates about the value of a market \_\_\_ 4 \_\_\_. The figures are constantly updated, usually via computer, so that all decisions that traders make are based on \_\_\_ 5 \_\_\_ information. Technical analysis of commodities does not include analysis of factors outside of market activity.

Many traders have \_\_\_ 6 \_\_\_ to computer screens that display technical information. Several of these systems are programmed so that they will automatically update when new data is available. This allows traders to make fast decisions with relevant information. \_\_\_ 7 \_\_\_ systems of tracking and analyzing the information also continue to be popular among traders.



Traders who engage in the technical analysis of commodities \_\_\_ 8 \_\_\_ to believe that any information that is needed to make trading decisions can be found in market activity. They will not use other research or publications such as company \_\_\_ 9 \_\_\_ reports to make a decision. There is a wide array of charts and equations that can be used for technical analysis of commodities. A trader will use the information that is suited to the nature of the entity, and particularly whether it is a long-term or short-term \_\_\_ 10\_\_\_.

(<http://www.wisegeek.com/what-is-involved-in-the-technical-analysis>)

**Ex. 25. Complete the text with the words from the list.**

- a) interior   b) layout   c) increased   d) flexibility   e) renovations  
f) decision   g) bottom line   h) impact   i) retail

Merchandising can increase the amount of customers who notice and enter your store. With \_\_\_ 1 \_\_\_ traffic may come increased sales and success. Merchandising should start outside, where customers first see the store and make the \_\_\_ 2 \_\_\_ decision whether to come in and shop or not. Bright signage and manicured grounds, a clean parking lot and well-kept \_\_\_ 3 \_\_\_ structure are all factors that help shoppers to determine if a trip inside is warranted or if the store does not look like somewhere they would prefer to be. What happens once you get them inside is up to your \_\_\_ 4 \_\_\_ merchandising, product line and pricing.

Effective merchandising can have a clear and definite positive effect on retail sales and the \_\_\_ 5 \_\_\_, which is, after all, the goal of any business approach. Pricing, displays, product packaging and arrangement, sale signs and promotional marketing can all drive sales upward while improving the shopping experience for your customers. Good merchandising can help you to get more out of the same retail space without expansion or \_\_\_ 6 \_\_\_. Your customers will begin to associate your attractive merchandising with your store and it may also \_\_\_ 7 \_\_\_ where they go to shop on a regular basis.

Proper merchandising may require the rearrangement of aisles, shelves, display fixtures and the general \_\_\_ 8 \_\_\_ of the interior retail space. Interior spaces should flow more easily while directing the consumer to important sale items and significant displays. An effective retail space brings with it the advantage of \_\_\_ 9 \_\_\_ and more usable space. It will also help to create an environment that can handle more people, more efficiently and makes the overall shopping experience less of a chore. Bottlenecks and awkward corners have no place in a properly designed retail space, where wide aisles and unobstructed sight lines are preferable.

(<http://smallbusiness.chron.com/advantages-disadvantages-merchandising>)

**Ex. 26. Match the words to make collocations.**

- |                |                |
|----------------|----------------|
| a) small       | 1. feasible    |
| b) customer    | 2. project     |
| c) loyal       | 3. business    |
| d) financially | 4. money       |
| e) undertake   | 5. revenue     |
| f) generate    | 6. merchandise |
| g) extra       | 7. base        |
| h) promote     | 8. customer    |

**Ex. 27. Choose the best alternative.**

Various types of food market \_\_\_ 1 \_\_\_ include assessments of global food commodity markets, wholesale food companies, and retail grocers. A food market analysis typically examines various issues that may \_\_\_ 2 \_\_\_ the price and availability of food within a specific marketplace. Restaurants and quick-serve restaurant chains collectively comprise a \_\_\_ 3 \_\_\_ food market. Other segments within food market research include \_\_\_ 4 \_\_\_ foods and frozen foods. Pet food products and livestock feed are two additional areas that may fall within the scope of a food market assessment.

A global food market analysis may take a look at growers, distribution channels, and both short and long range weather predictions, usually noting areas of weakness or strength. The \_\_\_ 5 \_\_\_ of shortages, or an overabundance of a particular commodity, like rice for example, may have far-reaching impacts around the globe. Since many companies make large purchases of commodities for food manufacturers, these enterprises often conduct an industry analysis. In reviewing the analysis, a company may decide to \_\_\_ 6 \_\_\_ to a different staple ingredient, if faced with a higher risk of inflationary pressures. Supply chain stability is often a key aspect of analyzing the global food market, and events like floods or droughts can have a significant impact on commodity supplies.

Wholesalers comprise the next link in the food-market chain. In a wholesale food market analysis, major food manufacturers may \_\_\_ 7 \_\_\_ intense scrutiny by various analysts, including stock analysts, competitors, and large restaurant chains that buy huge quantities of bulk ingredients. A food market analysis for the wholesale market may include detailed information on the largest businesses that operate in this \_\_\_ 8 \_\_\_. For example, if a major fast food restaurant chain adds a new menu item, such as a premium fruit drink that uses food pulp from a particular fruit, that information would likely be noted in a food market analysis. This might

happen due to the large increase in \_\_\_ 9 \_\_\_ that would suddenly ensue, due to just one company's order.

At the retail level, analysts typically scrutinize several different sectors in food markets. Retail food market analysis includes \_\_\_ 10 \_\_\_ of grocers, restaurants, and specialty food items. Some grocery food analysts break out these specialty foods into distinct categories like frozen foods, beverages, or organic foods. A specialty food market analyst may take an assessment of the size and projected growth of the organic foods segment, for example.

Stock analysts, environmentalists, and government officials may watch pet and \_\_\_ 11 \_\_\_ food markets. The latter often receives the scrutiny that typically accompanies products within a food chain that are destined for eventual human consumption. Those in the agricultural industry may review recent reports on livestock feed markets, which are often linked to the \_\_\_ 12 \_\_\_ commodities market. Food market analyses provide capital markets with predictive information, which then influences the prices of food, livestock and pet feed.

(<http://www.wisegeek.com/>)

1. a) analysis b) analysts c) analyse
2. a) result b) arise c) impact
3. a) sizably b) sizable c) size
4. a) exclusive b) specialty c) up-market
5. a) ratifications b) ramifications c) recommendations
6. a) concentrate b) focus c) switch
7. a) underlay b) undertake c) undergo
8. a) sector b) section c) segmentation
9. a) demand b) supply c) order
10. a) appraise b) assessment c) value
11. a) bank stock b) fresh stock c) livestock
12. a) commodious b) commodities c) commodate

**Ex. 28. Read the article. Translate the article into Russian. Summarize each tip in English.**

## **7 Tips to Create Winning Window Displays**

JANE PORTER

JUNE 25, 2012

Your window displays are like billboards for your store. They can be the make-or-break factor in whether a customer enters your shop or walks on by.

Yet too often, small retailers create windows that are boring, cluttered or poorly lit. "If you just put some thought in it, it doesn't cost much," says Noelle Nicks, who oversees visual merchandising for Cole Hardware's four stores in San Francisco. Although she has never spent more than \$100 on a single design, her windows rarely fail to get attention. Her displays have included a farmers market with light bulb carrots and radishes and a beach setting complete with real sand.

Nicks and other design experts offer these seven tips on how to create affordable window displays that will lure customers into your store.

1. Tell a story. When Valentine's Day rolls around, you might be tempted to grab every red item off your shelves and cram them in your display. That's too simplistic. "Start with a theme first," Nicks says. "Then plug in the pieces." One Valentine's Day, she chose the theme, "how to mend a broken heart," painting a black jagged line down a giant plywood heart and attaching hinges, chains and other hardware. For Halloween, she hung more than a dozen types of brooms against an orange backdrop with the words, "Which broom?" across the glass beneath them. The display not only played on the traditional witch-on-a-broomstick theme, but it also showcased the store's large broom selection.

2. Think in visual planes. Before arranging a display, Nicks runs a line of blue tape across the window to mark eye level from the street. That isn't something you can simply estimate from inside a window because the floor often isn't at street level. "You want to concentrate the key pieces where the tape is," Nicks says. At the same time, you may not want to keep everything at eye level. Susan Jamieson, a Richmond, Va., interior designer, suggests suspending items from the ceiling or lowering them close to the floor, while maintaining a focal point at eye level.

3. Surprise customers. If you want to get noticed, avoid the predictable. Debbe Hamada, owner of Tilde, a Portland, Ore., gift shop, likes to incorporate unexpected, whimsical objects in her windows. She has used large papier-mâché acorns, forest animals cut from foam board, and giant locket made of muslin and heavy chains to catch customers' attention. "People come by to look at the window. We get a lot of people [who] take pictures," she says. "It also brings them into the store."

4. Use bold shapes and colors. You don't have to be crafty to be good at window design. It's all about bold colors and shapes. In her next window display, Hamada plans to hang giant fuchsia and grey puffs of tissue paper around a few display tables of jewelry--something customers can see from a distance, even though the showcased products are tiny. "Two out of every 10 people come in because they've seen something colorful in our windows," says Hamada, who usually spends less than \$30 on a window arrangement.

5. Keep it clean. You don't want to clutter your windows with an assortment of products. "We've found that less product fits with a better quality product,"

Hamada says, "as opposed to a discount window where you might see a whole bunch of stuff crammed in." That said, you might consider using mass quantities of a single product, says Jon Schallert, a marketing consultant in Longmont, Colo. "A single or a double of anything is not going to get someone's attention. But if you put a dozen of something out, it's going to get anyone to look." A Christmas tree made of tennis balls, for example, is bound to draw more attention than a lone canister of them.

6. Update your displays. You want to change your windows as often as possible, but it doesn't have to be a costly, time-consuming effort. Schallert suggests printing a dozen large photographs that represent your store--images of your products or customers using them, for example--and rotating one or two of them in your window every few weeks. At the very least, update your displays every one to two months, says Linda Cahan, a West Linn, Ore.-based retail design consultant. "The more often you change your windows, the more people will look at your store."

7. Use lighting to stand out. Window lighting shouldn't be an afterthought. "You can really draw a customer in if you just have the correct angle of light on your product," says Schallert, who advises against hanging lights directly above a product to avoid creating shadows. Instead, use lighting to highlight focal points. Cahan recommends investing in a few spotlights you leave on after you close for the night. "If you are the only place with your lights on, you will be the only store people see," she says. "You will be like a beacon of visual stimulation."

<https://www.entrepreneur.com/article/223677>)

**Ex. 29. Scan the text. Summarize each paragraph.**

## **How to Start a Warehousing Business**

by Rick Suttle

Entrepreneurs have many available opportunities when starting a small warehouse business. Many small businesses or independent contractors do not have the space for storing their products. Their options may be huge warehouse facilities, which are extremely expensive, or impractical self-storage units. To keep costs down when starting a warehousing business, you must determine what types of products you want to store, such as paper products, books or electronics, to determine the building size you need.

### **Start-Up Information**

The average warehouse business costs between \$10,000 and \$50,000 to set up. You will want to obtain some initial background information about the warehousing industry before starting your venture. Start by searching the yellow pages or other business listings in your area for warehousing companies. Visit their

websites to determine what services they offer, and the types of customers they serve. Call warehousing companies outside your city as they are more likely to discuss various issues they face or pitfalls to avoid when getting started. Visit these warehouses so you can better understand how the operations work. Target small businesses who may need warehousing services, such as small book distributors. Create your own niche in the market by differentiating your services from competitors.

### Licensing and Equipment

Register for a DBA, or "doing business," if you want to use a fictitious name for your warehousing business. Obtain the forms for your DBA through your local county or city administration office. Typically, the application fee costs between \$25 and \$50. Most of your investment will go towards specific equipment, including shelving units, forklifts, storage units like freezers or refrigerators if you carry perishable items, shelving, crates and computer and inventory software. This software helps you to keep track of items in storage, and when these units enter or exit the warehouse. You may also need a truck if you get into the distribution side of the business, delivering products for clients locally.

### Employees

Hire employees experienced in logistics if you offer distribution services. Logistics professionals arrange shipping and track products to their final destination points. They also oversee items that enter the facility, as they need to track when products first arrive at the warehouse, as these are the items that are usually shipped first. As a warehouse owner, an experienced shipping and receiving person can help check items in as they arrive. This person can also set up specific locations in the warehouse for storing each client's items. Most warehouses label certain sections with letters "A" to "Z," for example. Locations are usually recorded on computers. Hire employees to physically lift items and operate forklifts in your warehouse facility, as well.

### Obtaining Customers

Sign up with the International Warehouse Logistics Association. They will list you as a local warehouse, which can help you generate leads for your business. Advertise in trade publications like "The Bookseller" in which your clients are most likely to read. Call on small businesses in your area that sell the products you stock. Present your services to them, explaining the key benefits you can offer. Selling points can include freeing up space in their showroom and inventory tracking. Leave a brochure and business card with all business owners. Create a web site so you can promote it through search engines and the local online yellow pages.

[\(http://smallbusiness.chron.com/\)](http://smallbusiness.chron.com/)

**Ex.30. Read the article. Translate the article into Russian. Summarize each rule in English.**

## **Must Follow Rules for Retail Merchandising**

By Matthew Hudson

Updated August 07, 2016

Merchandising a store can be a challenging task, if only because many retailers don't know exactly what "merchandising" means. If we can't pinpoint a definition, how can we expect to succeed at merchandising our stores and turning a profit?

While merchandising can be defined using many different terms and strategies, the five rules below are foundational to mastering the art of merchandising and should be followed by all retailers.

1. Merchandise has to be offered in the way customers want to buy.

Great merchandising is having what the customer wants to buy, at the time they want to buy it, at the price they want to pay for it, and in a way they want to purchase it. The way in which customers want to purchase products has changed dramatically, from the peddler in the town square to the one-click purchase on Amazon. And they're not even buying specialty items on Amazon, they're buying every-day basics, like garbage bags and Keurig K-cups.

How do customers want to buy your products? Figure it out, because whether they buy your products depends on how they can buy your products.

2. Pricing merchandise must be done through experimentation.

Merchandising a store correctly deals so much with pricing, but there aren't set formulas. The basic rule is that the higher the price, the slower the rate of sale. However, this rule may not be true for your store, and you need to experiment to find out whether it is.

If you buy something for \$5.00, you need to sell it at \$5.99 to turn a profit. But if the initial markup (IMU) is \$9.99, would that really affect the rate of the sale? You won't know unless you experiment. Pricing doesn't have to be difficult, you just need to be willing to test the waters to figure out what customers are willing to pay.

3. Retailers should offer three categories of merchandise.

Think of your merchandise as it would exist on a bell curve. On the right side of the curve lives expensive, prestigious merchandise that makes up 10% of your store's products. Every store needs these products (even if customers don't always buy them) because they "wow" customers. On the left side of the curve lives the promotional merchandise, which also makes up 10% of your store's products.

Every retail store needs these products (even if they don't generate a lot of profit) because they also "wow" customers. In the middle of the curve lives your bread-and-butter merchandise—the products that generate the most profit.

Now, although most of your profit comes from the middle merchandise, customers talk mostly about the left and right-side products. This is why retailers who remove the high and low-end products are making a huge mistake—they're removing the products that generate word-of-mouth advertising for their business.

In fashion, the high and low-end merchandise are referred to as the throw-away merchandise. Retailers don't necessarily sell it, but this merchandise makes everything else look good.

Don't get rid of products just because they don't turn a ton of profit—evaluate how those products make your store the right experience for your customer.

4. A retailer's merchandise should last three months.

Why? Because seasons are three months long. This may change if you're a big store like Sam's who needs only about two weeks worth of merchandise at any given time. But if you're a specialty retailer, you should carry three months worth. In terms of how much merchandise you need to turn a profit, you need to understand the open to thrive strategy.

5. Merchandise should fit the lifestyle of your tribe.

While merchandising has everything to do with the products you sell, it has even more to do with the customer who is buying the product. And it's not just the demographics that are important, it's the psychographics—what I call lifestyle marketing. Think about Tommy Bahamas. They don't necessarily market towards a specific demographic or age, they market towards a lifestyle: the kinds of ideals, philosophies, and life experiences wanted by their "tribe."

(<https://www.thebalance.com/>)

**Ex.31. Read the article. Underline key words. Translate the article into Russian.**

### **Classification of Goods and Services**

Class Headings for Nice Classification, 11th edition, Version 2017 (For applications filed from 1 January 2017 to 31 December 2017)

Class 1

Chemicals used in industry, science and photography, as well as in agriculture, horticulture and forestry; unprocessed artificial resins, unprocessed plastics; manures; fire extinguishing compositions; tempering and soldering preparations; chemical substances for preserving foodstuffs; tanning substances; adhesives used in industry



## Class 2

Paints, varnishes, lacquers; preservatives against rust and against deterioration of wood; colorants; mordants; raw natural resins; metals in foil and powder form for use in painting, decorating, printing and art

Class 3 Bleaching preparations and other substances for laundry use; cleaning, polishing, scouring and abrasive preparations; non-medicated soaps; perfumery, essential oils, non-medicated cosmetics, non-medicated hair lotions; non-medicated dentifrices

Class 4 Industrial oils and greases; lubricants; dust absorbing, wetting and binding compositions; fuels (including motor spirit) and illuminants; candles and wicks for lighting

Class 5 Pharmaceuticals, medical and veterinary preparations; sanitary preparations for medical purposes; dietetic food and substances adapted for medical or veterinary use, food for babies; dietary supplements for humans and animals; plasters, materials for dressings; material for stopping teeth, dental wax; disinfectants; preparations for destroying vermin; fungicides, herbicides

Class 6 Common metals and their alloys, ores; metal materials for building and construction; transportable buildings of metal; non-electric cables and wires of common metal; small items of metal hardware; metal containers for storage or transport; safes

Class 7 Machines and machine tools; motors and engines (except for land vehicles); machine coupling and transmission components (except for land vehicles); agricultural implements other than hand-operated; incubators for eggs; automatic vending machines

Class 8 Hand tools and implements (hand-operated); cutlery; side arms; razors

Class 9 Scientific, nautical, surveying, photographic, cinematographic, optical, weighing, measuring, signalling, checking (supervision), life-saving and teaching apparatus and instruments; apparatus and instruments for conducting, switching, transforming, accumulating, regulating or controlling electricity; apparatus for recording, transmission or reproduction of sound or images; magnetic data carriers, recording discs; compact discs, DVDs and other digital recording media; mechanisms for coin-operated apparatus; cash registers, calculating machines, data processing equipment, computers; computer software; fire-extinguishing apparatus

Class 10 Surgical, medical, dental and veterinary apparatus and instruments; artificial limbs, eyes and teeth; orthopaedic articles; suture materials; therapeutic and assistive devices adapted for the disabled; massage apparatus; apparatus, devices and articles for nursing infants; sexual activity apparatus, devices and articles

Class 11 Apparatus for lighting, heating, steam generating, cooking, refrigerating, drying, ventilating, water supply and sanitary purposes

Class 12 Vehicles; apparatus for locomotion by land, air or water

- Class 13 Firearms; ammunition and projectiles; explosives; fireworks
- Class 14 Precious metals and their alloys; jewellery, precious and semi-precious stones; horological and chronometric instruments
- Class 15 Musical instruments
- Class 16 Paper and cardboard; printed matter; bookbinding material; photographs; stationery and office requisites, except furniture; adhesives for stationery or household purposes; artists' and drawing materials; paintbrushes; instructional and teaching materials; plastic sheets, films and bags for wrapping and packaging; printers' type, printing blocks
- Class 17 Unprocessed and semi-processed rubber, gutta-percha, gum, asbestos, mica and substitutes for all these materials; plastics and resins in extruded form for use in manufacture; packing, stopping and insulating materials; flexible pipes, tubes and hoses, not of metal
- Class 18 Leather and imitations of leather; animal skins and hides; luggage and carrying bags; umbrellas and parasols; walking sticks; whips, harness and saddlery; collars, leashes and clothing for animals
- Class 19 Building materials (non-metallic); non-metallic rigid pipes for building; asphalt, pitch and bitumen; non-metallic transportable buildings; monuments, not of metal
- Class 20 Furniture, mirrors, picture frames; containers, not of metal, for storage or transport; unworked or semi-worked bone, horn, whalebone or mother-of-pearl; shells; meerschaum; yellow amber
- Class 21 Household or kitchen utensils and containers; combs and sponges; brushes, except paintbrushes; brush-making materials; articles for cleaning purposes; unworked or semi-worked glass, except building glass; glassware, porcelain and earthenware
- Class 22 Ropes and string; nets; tents and tarpaulins; awnings of textile or synthetic materials; sails; sacks for the transport and storage of materials in bulk; padding, cushioning and stuffing materials, except of paper, cardboard, rubber or plastics; raw fibrous textile materials and substitutes therefor
- Class 23 Yarns and threads, for textile use
- Class 24 Textiles and substitutes for textiles; household linen; curtains of textile or plastic
- Class 25 Clothing, footwear, headgear
- Class 26 Lace and embroidery, ribbons and braid; buttons, hooks and eyes, pins and needles; artificial flowers; hair decorations; false hair
- Class 27 Carpets, rugs, mats and matting, linoleum and other materials for covering existing floors; wall hangings (non-textile)

- Class 28 Games, toys and playthings; video game apparatus; gymnastic and sporting articles; decorations for Christmas trees
- Class 29 Meat, fish, poultry and game; meat extracts; preserved, frozen, dried and cooked fruits and vegetables; jellies, jams, compotes; eggs; milk and milk products; edible oils and fats
- Class 30 Coffee, tea, cocoa and artificial coffee; rice; tapioca and sago; flour and preparations made from cereals; bread, pastries and confectionery; edible ices; sugar, honey, treacle; yeast, baking-powder; salt; mustard; vinegar, sauces (condiments); spices; ice
- Class 31 Raw and unprocessed agricultural, aquacultural, horticultural and forestry products; raw and unprocessed grains and seeds; fresh fruits and vegetables, fresh herbs; natural plants and flowers; bulbs, seedlings and seeds for planting; live animals; foodstuffs and beverages for animals; malt
- Class 32 Beers; mineral and aerated waters and other non-alcoholic beverages; fruit beverages and fruit juices; syrups and other preparations for making beverages
- Class 33 Alcoholic beverages (except beers)
- Class 34 Tobacco; smokers' articles; matches
- Class 35 Advertising; business management; business administration; office functions
- Class 36 Insurance; financial affairs; monetary affairs; real estate affairs
- Class 37 Building construction; repair; installation services
- Class 38 Telecommunications
- Class 39 Transport; packaging and storage of goods; travel arrangement
- Class 40 Treatment of materials
- Class 41 Education; providing of training; entertainment; sporting and cultural activities
- Class 42 Scientific and technological services and research and design relating thereto; industrial analysis and research services; design and development of computer hardware and software
- Class 43 Services for providing food and drink; temporary accommodation
- Class 44 Medical services; veterinary services; hygienic and beauty care for human beings or animals; agriculture, horticulture and forestry services
- Class 45 Legal services; security services for the physical protection of tangible property and individuals; personal and social services rendered by others to meet the needs of individuals

(<https://www.ipos.gov.sg>)

## **Ex.32. Read and translate the article. Discuss the differences between merchandising and stocking**

### **Differences Between Merchandising & Stocking**

by Chris Joseph

Merchandising and stocking are essential tasks in virtually any retail business. Effective merchandising techniques prevent a haphazard arrangement of goods that can hinder sales, while efficient stocking procedures ensure the merchandise is always available for customer purchase. While the merchandising and stocking functions are closely related, there are also some key differences between the two.

#### Merchandising Identification

Merchandising is a retail marketing process entailing the visual displaying of goods as well as product selection. Merchandising involves determining the proper product mix for the store, the shelf position of each item and creating and building attractive displays and signage. Merchandising also includes the creation of special promotions and pricing. When done effectively, merchandising serves as a type of "silent salesperson," as it draws customers to merchandise and displays, often leading to purchases.

#### Stocking Identification

Stocking is the process of filling the store's shelves and displays with merchandise for sale, commonly referred to as "stock." Stocking can also refer to the process of replenishing and storing goods in the store's backroom or warehouse. Store employees known as stock clerks are responsible for keeping the shelves full in their particular departments and reordering merchandise when supplies run low. In larger retail establishments, stock replenishment occurs with the aid of an automated inventory management system.

#### Relationship

Store management's merchandising policies and practices largely determine the stocking needs of a retail establishment. For example, in a clothing store, if management decides to run a sale on a new line of summer fashions along with creating a special display, store personnel will likely need to order extra merchandise and ensure the display remains fully stocked during the promotional period. If grocery store management decides to carry a new product, stockers need to place the item in the appropriate shelf location.

#### Job Duties

From an employment perspective, stocking duties are more physical in nature while the merchandising role requires more analytical and creative abilities. Stockers spend much of their time transporting and lifting merchandise while in

the process of filling shelves and building displays. The merchandising role requires the analysis of sales data and trends, such as when determining what items to carry or to put on sale. Creative ability is helpful for thinking of innovative and profitable ways to display products.

(<http://smallbusiness.chron.com>)

**Ex. 33. Read and translate the article into English.**

**MORGAN STANLEY: No Matter What, Wall Street's Controversial Warehousing Businesses Are Getting Hit**

Wall Street can cry if it wants, but its warehousing business is about to change, says a Morgan Stanley note out this morning.

They're talking about the business that has been making headlines for the past few weeks. The New York Times accused Goldman Sachs of costing Americans \$5 billion a year by making their aluminum warehouse clients endure long wait times to receive deliveries of the metal.

The bank owns the Detroit-based Metro International Trade Services, a warehouse company which is a part of the London Metals Exchange (LME) system. Goldman, for its part, defended the business in a Factsheet released last month. It's been a boon to the bank in a world of low interest rates and low demand for commodities.

The problem, says Morgan Stanley, aside from the discomfort of many clients, is that this has started to impact the price of aluminum:

A large concentration of metal in a limited number of warehouses created a situation in which buyers of metal were forced to wait for unusually long periods for access. As a result, anyone wanting immediate delivery of material needed to pay a premium based on location availability. These premiums have been elevated to extreme levels, in the case of aluminium, since the beginning of 2012, as competition for immediate delivery of metal became increasingly severe... However, the implicit subsidies of the location premiums have shielded producers from the prevailing price signal to cut output. Consequently, our prediction of lower premiums would pressure marginal producers in those metals most affected by this phenomenon, namely, aluminium but also zinc.

So regulators are stepping in, and according to Morgan Stanley, they may actually win this one. On July 1st, the LME made its first "serious attempt" at fixing this problem by "by linking load-out rates directly with load-in rates in those warehouse locations with queues of greater than 100 days, so called Affected Warehouses."

In short, if you bring something into the warehouse, you have to push something out ASAP. This policy would officially be implemented in April of 2014, but the LME is taking measures to prep Affected Warehouses immediately by instituting a "calculation period." Think of it as a load in, load out practice run.

According to Morgan Stanley, this whole debacle may not all be said and done for another two years. In the meantime, there will be a few short-term kinks while new regulations set in — warehouses may increase their prices, and the price of aluminum could increase as well.

Ultimately, though, the bank thinks this could set things right in terms of the dislocation of aluminum prices as wait times will no longer shield producers from real market demand. Banks that own these warehouses (like Goldman, of course) will see their location premiums fall, making the business less profitable.

<http://www.businessinsider.com8>

### **Ex. 34. Read and translate the article. Discuss the advantages of Do-It Display Strips**

#### **Merchandising made easy with Do-It Display Strips**

Do-It® Display Strips form part of Pyrotec PackMedia's merchandising solution, which includes the Do-It® Hang Tabs.

Display strips work well in any retail environment, large or small. In larger stores such as Pick 'n Pay or Shoprite, display strips assist in cross-merchandising where, for example, you are able to hang your sachets of tomato paste alongside your pasta. In smaller stores such as Pick 'n Pay Local/Express and OK Minimark, retail space is limited but with your display strips, you are able to save shelf space by hanging smaller, lightweight products with hang tabs onto your display strip.

Our display strips are offered in roll form with three hooks between two perforations. This allows you to adjust the display strip to multiple lengths to suit your merchandising needs.

Add a printed header card to your display strip and increase the success of your promotion with targeted messages at points of sale. These printed header cards will stand out in the aisle, get your product noticed and ultimately sold.

Get in touch with us today, to find out how the Do-It® Display Strips can improve your merchandising.

<http://www.bizcommunity.com>

## **Ex. 35. Read and retell the case.**

### **Mini-storage fire at Hong Kong industrial building prompts debate on declaring stored goods**

Calls made for all goods kept in storage facilities to be disclosed in interest of fire safety

Experts are divided on whether mini-storage customers should be asked to declare what goods they store given the potential fire safety hazards at such facilities in the aftermath of the deadly Ngau Tau Kok fire.

Fire Services Department Staffs General Association chairman Nip Yuen-fung said self regulation was too weak as they depended on customers complying with guidelines that mini-storage operators set.

“They may have guidelines which state no dangerous goods can be stored in the cubicles, but if all it says is if you breach it they’ll end your contract, then the regulatory oversight is quite weak,” said Nip on RTHK’s City Forum.

What sparked deadly blaze? Probe begins as Ngau Tau Kok fire rages more than 100 hours after igniting

“Right now, every time they want to carry out inspection, they need to get the storage owner to come and unlock [the cubicle], to see what’s been stored inside.

The fire at Amoycan Industrial Centre killed two firefighters and took 108 hours to tame. The 200 storage cubicles divided by metal sheets posed a challenge for firefighters, who had to tear them down in order to gain access to the units to battle the blaze, which in many cases stored unidentified and possibly toxic contents.

The department revealed yesterday that different categories of dangerous goods had been stored in the building.

“I could have flammable materials or even chemicals inside, but you have to be able to check that I’ve actually stored these materials before ending the contract,” he said. Nip said it would be better if tenants had to declare what was being stored.

But Chinese Manufacturers’ Association president Eddy Li Sau-hung, who is a landlord at an industrial building, said it would be infeasible for operators and owners to make these requirements as they did not have the rights or enforcement powers.

“It is infeasible for the landlord or operator to have to conduct security checks every time. You can put a hundred things on a contract but if they customer doesn’t care, what can you do?” said Li, adding that it would be better for the government to take on the task.

Town Planning Board member Lawrence Poon Wing-cheung suggested a licensing system be put in place, which gave an operator and customer the keys to open a

room and essentially sharing the responsibility. Ex-fire chief Anthony Lam Chun Man said the law should require operators to conduct risk assessments.

Shop owners and residents continued to supply firemen at the scene with food and drinks yesterday.

Cha chaan teng owner Ms Chan said she gave about 40 lunch boxes with drinks to firemen on the first two days of the fire. She stopped on the third day after firemen said they got more than they needed.

“This is just a small way to show our appreciation. As a community, I feel that we should really try to help,” she said.

[\(http://www.scmp.com/news/\)](http://www.scmp.com/news/)

### **Ex. 36. Read and translate the article.**

A **food safety management system** is a program comprised of interrelated procedures, activities, and recommended equipment used to ensure food does not harm human health. These programs are often run by top managers in the restaurant and food manufacturing businesses. They are designed to ensure that consumers are kept safe from food borne illness and that facilities can pass required health inspections.

An important part of any food safety management system is a set of food safety guidelines or policies. An organization that produces food, whether it is by manufacture or in restaurant management, must define a food safety policy statement. This statement will detail the general intentions and goals of management to work towards food safety. It will underscore the organization’s commitment to an effective food safety management system.

Food safety standards are also important in a food safety management system. The ISO 2200 is an internationally recognized set of standards. In the US, food safety regulations focused on the entire food industry are managed by the Food and Drug Administration. Local standards are also set by a county’s local health department, which performs inspections two to four times each year to ensure food is handled safely.

Health inspectors visit restaurants and food manufacturing facilities to enforce local food safety laws and educate workers on proper ways to handle food. They place the highest importance on procedures that reduce the chance that food borne illness will spread to consumers. Regular hand washing, proper cooking and cooling procedures, and sanitation of dishes and utensils are checked.

They will also look to be sure food storage containers are dated and that thermometers are properly calibrated. The facility will be checked for cleanliness and potentially hazardous foods. Seafood is especially scrutinized, because it has a



high potential for bacterial contamination. Inspectors will look over every aspect of food safety management.

Restaurant owners must understand local health codes to ensure public safety. One way to demonstrate this knowledge is through food safety certification. Restaurant managers can be certified through any one of many food safety management education companies. This knowledge is also important because health inspectors will quiz managers and employees to ensure they have a thorough understanding of food safety procedures.

Management and staff must be regularly trained for proper food safety practices. Employees need to show they know how to handle food safely. A health inspector can shut down a restaurant if he or she is unsatisfied with employees' level of knowledge on how to work safely with food.

<http://www.wisegeek.com/what-is-food-safety-management.htm>

**Ex. 37. Read and summarise the article.**

### **Good merchandising - basic tips for success**

Good merchandising often comes down to “common sense and good housekeeping”, according to Numark’s retail services manager Steve Voyse. But how do pharmacists, often confined largely to the dispensary, know the best way to lay out their merchandise?

#### **Product placement**

“The main thing is to have the right products in the right places,” Mr Voyse says. He advises “creating some theatre” in-store.

A common mistake is trying to cram too much stock into one area, says Mr Voyse. This can lead to products slipping behind other products or facing the customer side-on which can make it hard for the customer to find what they are looking for. Brand leaders can warrant two or three of the same product displayed in a row, he adds.

“Gondola ends are great hotspots and should be used to their full potential, with strong products double- or triple-faced. They are often full of rubbish with pharmacists losing out on impulse buys,” he explains.

At Numark, members are offered data on top selling lines, collected by electronic point of sale (EPoS) systems. The better performing products in each category are identified, and information is provided about which products are moving up or down the “best sellers” list, allowing for new or discontinued products, current advertising campaigns and seasonality.

#### **Space allocation**

Numark's merchandising service works out space allocation according to core ranges, provides planograms and can use an individual store's EPoS to provide a bespoke service. This data may surprise pharmacists.

"Fifteen years ago hair care and baby care products were the biggest sellers in pharmacy," explains Mr Voyse. "These sectors have been lost to the grocers. But many people are still over-allocating these products and under-allocating P and GSL products in their merchandising."

He adds that pharmacists could learn a lot from a trip to their local supermarket or other large multiple, seeing how gondola ends are designated to promotions, for example.

### Tricks of the trade

#### A good shop front

Raj Nutan, pharmacy business manager at the National Pharmacy Association says: "In a typical pharmacy, 20 per cent of turnover comes from front of shop sales. A good front shop encourages new customers and can extend prescription business."

Mr Nutan also advises pharmacists to look into their shops from the outside to see what potential customers can see from the street. Any visible shelving is a prime target for offers such as "buy one get one free", as long as these attractions are changed regularly. Such tactics, using gondola ends, are often used by large multiples to entice customers into a store, he says.

Pharmacists who do not have much time for merchandising may consider delegating this task to the more senior pharmacy staff.

Merchandising forms one of the elements in the NPA's "Essential Retail Skills" course for counter assistants.

Raj Nutan, pharmacy business manager at the National Pharmacy Association, agrees that independents can learn merchandising tricks from the larger operators.

**Cross-merchandising** A sales technique often used by the multiples is "cross merchandising" to encourage impulse buys — for example, displaying analgesics alongside feminine care, in addition to having them in the counter medicines section.

For pharmacies in particular, "flagging" on shelves can be useful, to show that larger pack sizes of analgesics or restricted products are available behind the counter, for example.

**Seasonality** Certain products can also be promoted depending on the time of year, such as nicotine replacement therapy at New Year, or this month as the smoking ban comes into effect.

Other ideas include "back to school" promotions at the end of the summer or weight loss products after Christmas.

Knowing your customer According to Mr Nutan the key to good merchandising is simply understanding what your customers want. “There is no point in devoting six modules to baby care if your main customers are young professionals,” he says.

“The launch of the patient survey (Pharmaceutical Journal 2007;278:338) could be an ideal opportunity to find out whether customers like the products you stock,” Mr Nutan suggests.

Health care must form a key part of the stock since consumers are likely to come to the pharmacy for first aid, vitamins, minerals and supplements, family planning items and foot care. Toiletries and makeup sales should be driven by demographics and margins, he adds.

Analyse your sales According to Mr Nutan, EPoS in any pharmacy allows profitability per shelf to be worked out. Larger operators calculate their productivity per square meter. While Mr Nutan appreciates that community pharmacies often keep “favourite” products for their regular customers, he does not see the need to use shelf space for these if they are not profitable.

(<http://www.pharmaceutical-journal.com>)

### **Ex. 38. Read and retell the case.**

#### **How do I become a food service director?**

An individual can follow one of several paths in order to become a food service director. For example, someone can work his or her way up from cook, server, beverage preparer, or counter attendant. While restaurant experience is important, food service directors are increasingly required to have a two- or four-year degree in a field such as restaurant and hospitality management or food service management, however. When trying to become a food service director, a person can often set himself or herself apart from other candidates by completing internships and other types of specialized training. Certain business skills and personality traits that will help him or her succeed at managing food service typically are needed as well.

Completing a practical training program is one way for someone to become a food service director. Such a program could be limited to on-the-job training, or it might entail a special program that normally offers two components: classroom work and practical experience. Typical courses might include nutrition, sanitation, and food safety, along with customer satisfaction and other human resource topics. Many aspiring food service directors also study personnel management, along with learning computer and other technical skills.

Someone might also pursue an academic degree in order to become a food service director. Many community colleges, for instance, offer an associate’s degree or

other form of certification in this field. For more advanced training, one might obtain a bachelor's degree in institutional food service management or restaurant and hospitality management. In the U.S., several graduate programs are also available in these fields. In addition to traditional classroom training, a practical internship can help someone become a food service director as well.

In most areas, a business owner first needs to acquire a business license, along with a food and beverage preparation license. To become a food service director in the U.S., he or she might also obtain voluntary certification as a Foodservice Management Professional (FMP). After achieving a certain level of practical experience and passing a written exam, a food service worker is awarded the FMP certification by the National Restaurant Association Educational Foundation.

Some personal qualifications needed to become a food service director include leadership ability and good customer relations skills. Good people skills in general are usually necessary in order for someone to market and promote his or her business. Flexibility is often cited as a necessary trait as well, as advancement in the field might require relocation in order to pursue other opportunities, such as opening one's own franchise.

By: K. Testa, 31 March 2017

<http://www.wisegeek.com>

**Ex.39. Read the article. Underline key words. Render the article using the key words.**

### **7 problems occurring in the warehouse management that a WMS can solve**

January 24, 2014 Categories: SCM

Correlation of picking and shipping processes for timely order delivery, etc.

The problem: "We are in the expedition area, where the cargo units are formed and checked before delivery. The floor area is full of pallets that have been waiting for hours to be loaded, while other customer orders packages are waiting to be packaged, marked and labeled because of the lack of page. Because of the excess of pallets and packages, the demarcation line between the routes disappeared, and there is an increased probability for goods that have already been checked, to migrate from one route to another.

Why this situation? One of the main causes is: "the warehouse doesn't process orders deliveries based on priority".

What can be done?"

An effective solution is to synchronize picking and shipping activities based on transport routes (route starting time, allocated customers, etc). In this case, the

implementation of the “Advanced Wave Planning” WMS option allows grouping multiple commands in a “wave/ batch” and launching their picking according to the daily schedule of routing trucks. Sometimes, “Advanced Wave Planning” function is included in the dispatcher module of WMS that provides complete information on all operations of a warehouse , monitoring all stages of orders processing, the activity of commercial workers, and so on.

Efficient management of inbound processes (dock management, receiving and put away)

The problem: “We are in the reception area of the warehouse. In every dock reception area a vehicle is waiting for someone to start the reception. Inside or outside of the warehouse yard other vehicles are waiting their unloading. These operations repeat daily and the reception operations that are not finished during the day are transferred to the night shift.

The floor of the reception area is completely covered by goods and stack pallets are hard to identify. In order to solve the situation two other fork lift truck operators were asked but the approval of the requests from the CFO is not coming. In the absence of a response, the warehouse manager decides to extend the reception zone in an area where there are already stored pallets with hundreds of articles, some of which already have damaged packaging. The area is isolated by a plastic strip where there is a “hanging” handwritten placard that says “Goods in reception process”.

What is to be done?”

There are several operations that are valid regardless of the warehouse automation degree:

a) Delivery notification from the supplier (day schedule) in order for the reception documents to be prepared by operators (open Purchase Order or ASN or Inbound Delivery)

b) Proper labeling, packaging, documentation of goods by the supplier (register supplier nonconformities vs. delivery conditions stipulated in the contract or standard delivery agreement). For example, the quantitative reception time increases in the following situations:

- individual items are delivered in a large box, although they could send it in cases according to the purchase order because the amount was expressed in units of packaging;

- delivering the same product from many lot numbers, etc.

c) Ensure the availability of personnel, pallets for receiving articles and handling equipment.

d) Assign proper storage cells for received items.

If the above measures are not sufficient, the high volume of reception activities recommends implementing a WMS system that will enable:

- using barcode technology to monitor quantitative reception of goods (real vs script)
- alert (beep) in case of non-compliance
- automatic drafting of reception documents

After confirming the correct reception, the WMS performs automatic allocation of storage cells by issuing an “inventory transfer document” to move products in the storage or picking area, depending on the stock level of each product. In order to minimize travel times, in the absence of urgent action, the Putaway process can be delayed until the accumulation of a large batch of merchandise.

Expanding the warehouse reception area is considered a wrong action and may signal an inefficient system reception system or an insufficient reception space. Whatever the cause, the manager’s decision to allocate an additional storage space for unreceived goods is wrong because non-inventoried products stored outside the reception area (or other special areas such as the quarantine) encourage fraud or theft.

The problem: In the storage area of the warehouse there are pallets with goods on the access paths. The operator of the fork lift truck receives a picking order for a pallet stored on a higher level of the storage rack. In order to access it, he takes the pallet that it obstructing and moves it a few feet back on the floor. Also, in the first location of warehouse there are pallets with a thick layer of dust on them, which suggests their wrong positioning.

The dust suggests that the object hasn’t been touched for months. The fact that this dusty pallet occupies a position designed for products with high turnover speed, needs a fast slotting/re-slotting strategy analysis. The way in which the pallet stored on the access path was acted upon (moving it a few feet on the floor) confirms the absence of clear and strict rules of space allocation that finally allowed the manifestation of some form of indiscipline.

Therefore, an analysis of the stock movement reports and the reevaluation of the re-slotting strategy is needed. For a complete approach of the problem, the “rules engine” for “Task management” must be evaluated, since it is possible to see the operator picking packages and not pallets with the forklift truck.

Correct selection of the picking method

The problem: The picking operators make too many trips to collect the same items that are found frequently in customer orders. It is necessary, for example, to change the picking method from Pick and Pass to Wave Picking or from Single Order to Batch Order according to the situation of the open orders, handling equipment and delivery schedule. It is possible to use several methods of picking? Who decides the method selection rules and how can the performance of the changes be evaluated?

warehouse management systemThe selection of the picking method is based on many criteria, one of the most important being the profile of the customer orders

(total orders, handled product characteristics, number of lines per order, the average quantity per command line, number of lines collected per SKU, SKU number picked, the picking mode).

For the assessment of the performance of a picking method or the warehouse productivity Task Management and Workforce Supervisor modules are very useful for determining the execution of the operation cycles. A modern warehouse may have a zone that serves the Web customers (items picking zone) or areas serving traditional retail customers, distributors, manufacturers, where the picking is done by boxes/cartons and (or) pallets. The operations flow differs from day to day and during the same day, from hour to hour. Picking methods differ from one area to another, and so does the allocation of resources. In these situations the WMS Task Management module is particularly useful in allocating tasks/resources (people, equipment) in order to increase the efficiency of the warehouse. To calculate the productivity, to generate compared analysis (methods, equipment) the WMS can be configured (by rules engine) to allow gathering the execution times of warehouse activities and to determine the shortest process execution cycles.

The accuracy of the physical inventory without stopping the warehouse activity, etc.

Inventory Accuracy is one of the main criteria for assessing the performance of a warehouse.

The problem: The Customer Service Department informs the Purchasing and Logistics Department that order fill rate is about 75%. The Purchasing Department analyzes the book inventory level and considers that future sales are covered by the stock. The Logistics Manager collects and analyzes information from the picking lists submitted by operators. An analysis of the stock in the warehouse clearly reflects differences between book and physical inventories.

The discrepancies causes are multiple, but they could be avoided both by monitoring more efficiently the internal operations and by realizing cyclical inventory processes.

What is to be done?

The solution: Implement a regular routine procedure in WMS based on a Cycle counting function which you use to count a limited amount of stock, according to date or bin.

Because cyclical inventory operations are secondary in relation to others activities of the operators (receiving, putaway, picking, packing, shipping) an automatic procedure in WMS for periodic inventory lists is the solution of the problem.

The inventory cycle counting plan is included in the set of rules of the “task management” module and issues partial inventory lists (product number, stock, locations, etc.) that are made according to the number of articles, the class of inventory turnover (A, B, C) and number of days needed to complete the inventory of each class. Periodic inventory lists can be generated and stored in the database

being automatically launched by the Supervisor Workforce operator or retrieved by the operator when there are no other tasks in the warehouse system. The differences between the stock records and the physical stock are exported into the ERP system.

## II Effective labor management

A few mentions of the Labor Management importance in WMS system:

1. The workforce represents approximately 45% of the operational costs of a warehouse (there is great pressure on reducing the operating costs of the warehouse).
2. Reductions in labor costs per unit handled (% Decrease in warehouse Labor cost per unit handled vs. last year) is the 2nd important performance indicator in the selection of a best in class warehouse.

That's why are therefore preferred WMS with Labor Management functionality, WMS with Labor Tracking or WMS with Task Management (manager).

The problem: The Customer Service Department informs the warehouse manager about the worrying increase in the number of nonconforming supplies (missing goods or incorrect quantities, damaged packaging, errors in documents shipping, the timeliness of delivery, etc.). Who is guilty? Can the warehouse manager undertake an analysis of the activity of each employee in the warehouse?

One of the most common problems of WMS that operate on written documents is lost or wandering picking lists.

An analysis of the errors in the paper-based picking system is never a complete one. Some causes may be mentioned:

- lack of picking lists, especially when using the Pick and Pass method (a picker assigned to a storage area) when the original order list is divided into picking sections.
- monitoring processes, (putaway, picking, reception, etc.) rather than each person's activity.
- data collection and processing are very difficult.

In paper-based picking, most times in case of repeated mistakes, it is used the collective penalty, a practice that discourages all workers to be efficiently.

This is because many WMS systems do not allow warehouse manager assessment of the individual worker in the warehouse, such as:

- Number of orders
- Number of order lines
- Average number of lines received, picked, etc.
- Pick quantity per minute / hour / day / month
- The date and time of each order delivery or shipping



- Reception, Putaway, Picking and Delivery discrepancies
- Hourly intervals between deliveries
- Monitoring performance drivers by integrating WMS TMS systems, etc.

The solution is: WMS with Labor and Productivity Tracking function for evaluating individual productivity of employees and establishing proper procedures for penalty or incentive and reward. Implementing performance monitoring option of warehouse operators involves the introduction of bar codes or RFID, allocation of individual tasks and confirmation by the operator at each stage of the internal operations cycle.

All lists on the internal operations of the warehouse are stored electronically for viewing, printing or analysis.

The problem: The alternating periods of peak activity and relaxation during the working day.

Warehouse operators tasks are very complex and the job description is provided for the main and secondary activities. For example, the main task of a picker is to pick the assigned orders, but it may have allocated secondary activities like re-slotting, partial inventory, picking area replenishment or other routine tasks. Secondary planning activities are done outside the peak period of activity, but the maintenance of a balance between efficient tasks and resources (people, equipment) is very difficult. Most often secondary tasks are neglected, the operator invoking, without the possibility of being thoroughly contradicted, the reason of time.

What can be done?

Warehouse manager may design rules engines for allocating tasks per operators related to relocation, inventory cycle counting, picking areas replenishment and other related processes depending on the degree of the operators task loading.

Improved productivity is one of the primary benefits of a WMS, and task management is the core functionality that drives labor efficiencies.

Practitioners in the world today say: “If a WMS does not have task management, then it is not, by definition, a warehouse management system”.

(<http://www.seniorerp.ro>)

**Ex. 40. Read and render the article.**

### **Challenges Facing Visual Merchandisers**

Why are Visual Merchandisers facing challenges?

A good visual merchandising display strategy can result in increased sales, increased staff productivity and reduced shrinkage which eventually lead to increased profit. However, getting visual merchandising right can be a mammoth task for most retail organisation.

The constant development of new products, scarcity of display space allocation and the constant change in consumer preference all add to the challenging environment for visual merchandisers.

What are the challenges that Visual Merchandisers face?

The dynamic characteristics of the target market is one of the greatest challenges that visual merchandisers face. The changing and volatility of consumer behaviour makes it increasingly difficult for them to maintain consistency.

Below is an outline of a few of the challenges facing visual merchandisers:

- Too much new merchandise - New products are being produced every single day and week. This is a nightmare for visual merchandisers who are responsible for finding display space for all new merchandise on the shop floor.
- Limited Display Space - Retailers, whether small or big are grappling with the outpouring of new products and SKU's. It is very difficult to manage limited shelf space with a huge range of items such as cosmetics, skincare, soaps or detergents.
- Loss prevention and theft - Theft occurs in stores and supermarkets even in broad daylight. This is a common problem facing retail establishments and even those equipped with security cameras and tracking devices still fall victim to this. Therefore, merchandisers have to ensure that their display also take into consideration the security of the products.
- Supplier demand - Competing suppliers want their goods displayed in the most prominent position in the store. Large products require a considerable amount of space and needs good circulation space that enables customer view from all angles. It is difficult to create flexibility with large merchandise such as furniture, electric appliances and home improvement tools.
- Conflicting interests of top management, visual merchandisers and staff. The majority of the time the decision as to where products are displayed is predetermined by top management and the supplier, not by the visual merchandiser. Sometimes, what the visual merchandiser sees as appropriate could be difficult for the sales staff to implement. These conflicting interests result in lack of coordination and cooperation.

How to Resolve Visual Merchandisers Challenges

The following steps when implemented can help bring relief to visual merchandisers:

1. Make effective use of a planogram to address the challenge of constant new product flow into the market.

2. Study your target market very well to determine their product preference.
3. Group products according to make, model and size to enable easy display.
4. Ensure high value products are given priority in the display process.
5. Create an illusion of display with less products that appear to be a lot.
6. Display less amount of each product especially slow moving products to ensure you display the maximum amount of product possible.

<http://ezinearticles.com>

#### **Ex. 41. Read and retell the case.**

### **How Walmart Could Solve Its Inventory Problem And Improve Earnings**

In April, Walmart executives acknowledged it has an inventory management problem: the company lost \$3 billion in 2013 sales due to out of stock merchandise while its inventory grew at a faster rate than its sales. Even though the company cited poor weather, higher than expected tax rates, and an economically challenged customer base as its chief challenges, the inventory problem certainly contributed to its lower earnings for the quarter ending April 30.

While I advocated a change in technology and processes to improve its inventory management in April (Walmart's Out Of Stock Problem: Only Half The Story?), the comments posted by thoughtful Walmart employees after the fact revealed store back rooms are out of control. A combination of poor procedures and too few payroll hours allocated to managing the space make it almost impossible to find product when needed. While Walmart hopes to solve the problem by adding payroll hours back into the stores, there is a technology that could help the company manage what it has in its back rooms much better. Given that Walmart was an early adopter of the technology, it's surprising they haven't given it another look. That technology is Radio Frequency Identification (RFID).

RFID chips come in a variety of flavors. A form of these chips power the devices used for automated tolls. They are also implanted in the necks of dogs and cats so they can be scanned and identified if they get lost and picked up by a stranger. Different types of RFID tags are used for different applications, but the most basic are passive tags that require relatively close proximity to be read.

Walmart itself implemented the technology in its supply chain back in 2003. Linda Dillman, then CIO of the retailer, issued the now-infamous mandate to its top 100 suppliers requiring that all cases and pallets be RFID-tagged within eighteen months. The rest of its suppliers were expected to do the same by the end of 2006. By early 2009, the project was abandoned. The reason was pretty obvious

to retail observers: It solved no discernible problem. Other simpler technologies, specifically bar codes, served the same purpose more or less. The argument for RFID was that it didn't require line-of-sight to be read. Unfortunately, radio frequencies don't pass through liquids and metal well, so you couldn't get the kind of reliable read rate originally anticipated. So we were back to square one, requiring line-of-sight. RFID was DOA.

Since that time other retailers, most notably Macy's, have experimented with item-level RFID for apparel and footwear. Early pilots have achieved some excellent results. My opinion has always been that full benefits of RFID would only come when you could achieve full coverage in a store. Otherwise, I couldn't see how a financial auditor would approve the counts.

However, yesterday I had a briefing with a company named Impinj Inc, a maker of RFID chips and readers, that triggered a whole set of new thoughts. Reader technologies have come a long way (translation: they've gotten a LOT cheaper). Impinj, in particular makes a reader called Speedway xArray that allows for wide-area monitoring (approximately 40-foot-diameter read coverage) and provides continuous reporting of what's in its "sights." From a pure technology standpoint, this is exactly what retailers have needed to make RFID effective. Tag prices have already come down to reasonable levels for most products, especially apparel. Smaller footprint stores could achieve full coverage in the store at a very reasonable price point and ultimately eliminate the need for physical inventories (an incredibly costly exercise). This in itself is a HUGE opportunity, but I also saw a pretty big application for the back rooms of large-box retailers like Walmart.

I don't think fixed readers would completely solve Walmart's back room problem. After all, there's a lot of metal in those rooms. But supplement them with one or two hand-held devices, and you could get a really good sense of what's available in the room, whether or not it has been entered into the company's receiving system. If Walmart made this investment along with bringing some payroll back into the store to work the system, I believe it could get its back rooms and inventory management under control within a year. The company would get a major bang for its payroll buck.

I've focused a lot on Walmart's problem in this piece, but I wanted to emphasize again the incredible value that specialty retailers would accrue from now-affordable full in-store coverage. One of retail's dirty little secrets is the amount of money spent each year on taking store physical inventories. This includes preparing the store, making sure receiving cut-offs are clean, tidying up the back room, and the cost of actually counting the merchandise (typically performed by outside companies) and reconciling counts. The cost is all the more frustrating when we consider that these counts are rarely 100% accurate. They're likely close in aggregate financial value, but by item, not so much.

I've waited a decade for the hype about RFID to subside and the benefits to kick in. I always knew those benefits would be higher for apparel than for cans of peas. And I knew they were tied not to tag costs, but to reader costs. It appears the day

is finally here. The tags can be de-activated before they leave stores/distribution centers to alleviate privacy concerns. This is one opportunity retailers have to both satisfy their customers and shareholders. Improved inventory visibility and accuracy coupled with reduced inventory investment is a winning formula no matter how you look at it.

[\(https://www.forbes.com/sites/ \)](https://www.forbes.com/sites/)

#### **Ex. 42. Read and retell the article.**

#### **‘Poor storage facilities for tomatoes is our biggest problem’**

Mu’azu Datti Umar is the Chairman, Kano State Tomato Farmers Association who, in this interview, says funding is not the priority of his association now but having a tomato processing industry that can be buying their produce in bulk to avoid losses encountered during harvest and storage. Excerpts:

What are the developments achieved by your association?

First of all, making the farmers to agree and come together under one umbrella is a remarkable achievement in a conservative setting like ours. Similarly, we have recorded a greater percentage of accepting the modern technological advancement in the agricultural sector in terms of improved seeds, scientific methodologies of agricultural practices and agricultural mechanisation. But the greatest achievement so far recorded is the ability of farmers to come together as farmers and also as marketers of their own produce. This has been one of the major pluses the association is proud of since its inception.

How would you describe the tomato farmer’s involvement in mechanised agricultural practices?

We can only thank God and stakeholders in the business of tomato production in the state, for giving us the chance to be part of the global tomato production communities. We have jointly partnered with various agricultural establishments in accessing some mechanised methodologies of tomato production. And as I have said, operating in a conservative setting has initially served as a barrier to accepting some of these processes. However, we have succeeded in convincing our members to accept the improved seeds and also we have used our farm lands as demonstrative site for them to see how the improved variety seeds fared. This has convinced most of the farmers to embrace the improved seeds and that has increased the capacity of tomato production in the state.

Poor preservation has been a major problem faced by tomato farmers in this axis. What would you say the association has done to tackle that problem?

Globally, the best preserving method of tomato is through packaging as tomato paste, but down here the only way of preserving tomato is through drying which is

very expensive to do and that has really slowed down tomato production in this area. The association cannot erect a tomato processing company, it is too expensive for us to do that. It has to be done by either government or by other strong private investment. To be honest, this issue of poor storage facilities has been our major headache as farmers. Had we had an alternative, we could have dumped tomato farming for other better things. This is because we have been operating on lost and I know you know how it feels to see your goods perishing when you can make do with little assistance to save the situation.

In recent attempts to save the situation there was this proposal of establishing a cargo hub at Malam Aminu Kano International Airport with facilities for handling perishable products for export. Are you aware of this attempt?

For long we have been part and parcel of such attempts but the irony of it all is that nothing seems to come out of it. It is really disheartening to see that most of these things are there on paper but when it comes to implementation, the answer is always zero. Take, for example, the proposed Dangote Tomato Company at Kadawa slated to commence operation two years ago but up till this moment that I speak to you, the company has not started working. Ironically, tomato farmers were made to increase production last year with the hope that the company will commence operation but we ended up counting our losses instead of our anticipated gains. If such happenings will continue to be our portion then I am afraid when the company is finally commissioned there will not be a single tomato farmer that could produce because he or she has been forced out of business.

As an association, did you ever access any agricultural fund from either the government or the private firms?

You see, unlike other institutions, our major problem is not funding.

What we really want is an enabling business environment where we will be able to sell our produce in good time without much ado. If we can have such business settings, then our problem I can say will be over for good. Therefore, the issue of accessing fund is not our priority in as much as the funds will not enable us to build processing company or its equivalent to save the business.

[https://www.dailytrust.com. \)](https://www.dailytrust.com.)

#### **Ex.43. Explain in English underlined words and phrases.**

- 1. СОВМЕЩЕННЫЙ МЕРЧАНДАЙЗИНГ** – это способ организации деятельности мерчандайзера, при котором обслуживаются товары нескольких компаний в одном магазине. Это более экономичный для заказчика вариант, чем стационарный мерчандайзинг, но он позволяет эффективно обслуживать большее количество SKU ( Stock Keeping Unit – единица складского учета), чем визитный мерчандайзинг.

Резонное замечание – как можно обслуживать, например, несколько брендов молока в одной точке, если в задачи мерчандайзинга входит получение **максимальной доли полки** для каждого? Верно, **конкурирующие товары** при совмещённом мерчандайзинге не обслуживаются. Если вы хотите, чтобы мерчандайзер занимался исключительно вашим товаром, закажите **эксклюзивный мерчандайзинг**.

Большим плюсом совмещённого мерчандайзинга является постоянное присутствие сотрудника в магазине. Он может оперативно произвести необходимые действия в **форс-мажорных ситуациях**, проконсультировать покупателя, склоняя его выбор в пользу обслуживаемого товара, избежать ситуации, когда товара нет ни на полке, ни **на складе**.

2. Главная особенность СТАЦИОНАРНОГО МЕРЧАНДАЙЗИНГА – специалист всегда находится в магазине, в отличие от более экономичного **визитного мерчандайзинга**.

Чем занимается стационарный мерчандайзер?

- Следит за **сроками годности**, при необходимости **списывает** и обновляет продукцию.
- Контролирует **остатки товара**, дополняет содержимое полок со склада, **составляет заказ** на склад.
- Заботится о внешнем виде товара, **целостности** и чистоте упаковки.
- Аккуратно расставляет продукцию **в соответствии со стандартами мерчандайзинга**, чтобы ровненькие ряды привлекали покупателей.
- Рассказывает покупателям о товаре, помогает определиться с выбором торговой марки.
- Меняет **ценники** и следит, чтобы они всегда были рядом с товаром.
- При необходимости, **размещает рекламные материалы**.

3. **ПЕРЕКРЕСТНЫЙ МЕРЧАНДАЙЗИНГ** – совместная **выкладка товаров**, которые обычно покупают вместе. Например, крем и губка для обуви или средство для снятия макияжа и крем для лица.

Виды перекрёстного мерчандайзинга:

1. Популярный товар + **импульсивная покупка** Все регулярно покупают средства для мытья полов, сантехники. Рядом с ними разумно разместить **ассортимент** салфеток и щётки.
2. Тематическое зонирование  
Чтобы покупателю было удобно **ориентироваться в магазине**, **товары одной категории** размещаются рядом. Например, канцелярия, игрушки, спортивный инвентарь.

3. Ассоциативная промо зона

Этот способ основан на законах визуального мерчандайзинга. Создаётся дополнительное место продажи, снабжённое ассоциативным «маячком». Например, шезлонг под ярким зонтом на искусственном газоне наводит на мысли о дачном отдыхе. Здесь уместно выставить мангалы, шампуры, средство для розжига.

4. Ситуативная промо зона

В течении года проходит множество праздников, реагируя на которые можно повысить продажи. Например, дополнительное место для товаров к 8 марта, Новому году или 1 сентября.

Законы перекрёстного мерчандайзинга:

1. Разделите товары на основные (целевого спроса) и дополнительные (импульсного спроса). Основные должны быть хорошо видны, привлекать внимание – на них мы привлекаем покупателей.
2. Перекрёстный мерчандайзинг призван помочь покупателю, а не помешать ему. Размещайте рядом товары, которые действительно подходят друг другу.
3. Используйте воображение. Поставьте себя на место покупателя: что ему нужно, например, для приготовления мяса? Если тут же разместить смесь для приготовления мяса, вероятность приобретения выше, чем если оставить её в отделе специй.

4. ВИЗУАЛЬНЫЙ МЕРЧАНДАЙЗИНГ – комплекс мероприятий по организации пространства магазина и размещению товара с целью повышения продаж. Это и планировка магазина, и специальные принципы выкладки, освещение, музыка и основные цвета, использованные в торговом зале.

Зачем заказывать визуальный мерчандайзинг?

- Для создания особой расслабляющей, комфортной атмосферы в магазине.
- Для удобства покупателей – грамотного зонирования, осуществления навигации по торговому залу.
- Для формирования эффективной планограммы выкладки товара по стандартам мерчандайзинга.
- Для спецификации зон в магазине и стимулирования продаж при помощи оформления.

Что входит в услугу визуальный мерчандайзинг?

1. Организация пространства магазина
2. Дизайн и изготовление POS-материалов (Point of sale )



3. Формирование стандартов выкладки товара совместно с менеджером магазина
4. Подбор торгового оборудования и грамотного освещения
5. Цветовое и тематическое решение торгового зала

5. Говорят, не существует второй возможности произвести первое впечатление. Чтобы первое впечатление от вашего товара в магазине было максимально позитивным, закажите технический мерчендайзинг у профессионалов.

**ТЕХНИЧЕСКИЙ МЕРЧАНДАЙЗИНГ** — необходимый этап выкладки товара в магазине, если торговая марка не была представлена ранее или требуется создание нового места продажи. Важно использовать специальное оборудование, грамотно его собрать и установить, вмонтировать освещение, разместить промо материалы и выполнить стартовую выкладку.

Чем занимаются специалисты по техническому мерчендайзингу?

- Транспортировка, монтаж, демонтаж и утилизация торгового оборудования.
- Установка и настройка осветительных приборов.
- Выкладка товара в соответствии с планограммой заказчика.
- Аудит и обслуживание (ремонт) оборудования в магазинах.
- Фотоотчёт.

6. **ВИЗИТНЫЙ (МОБИЛЬНЫЙ) МЕРЧАНДАЙЗИНГ** – принцип работы мерчендайзера, при котором он на протяжении рабочего дня сменяет несколько магазинов, согласно графику. Это не значит, что он делает свою работу плохо или не до конца! Контракт по каждому клиенту в каждом магазине отрабатывается в полном объёме, но при небольшом количестве SKU эта работа не занимает стандартных 8 часов. При таких условиях за день мерчендайзер может посетить несколько магазинов.

Визитный мерчендайзинг отлично подойдёт компаниям, которые поставляют товары в сетевые универсамы: «Пятёрочка», «Магнит», «Полушка» и другие. **Товарная матрица** в гипермаркетах обычно не позволяет качественно «обработать» товар в сжатые сроки, поэтому для крупных магазинов используется стационарный мерчендайзинг.

Что делает сотрудник в рамках визитного мерчендайзинга?

- Размещает продукцию согласно планограмме,

- следит за **товарными запасами**, составляет рекомендованный заказ,
- при необходимости меняет **упаковку** товара (для non-food),
- устанавливает **ценники** и промо-материалы,
- стремится к увеличению количества фейсов и доли полки обслуживаемого товара,
- мониторит конкурентов.

**7. ЭКСКЛЮЗИВНЫЙ МЕРЧАНДАЙЗИНГ** – предложение для клиентов, для которых не подходят условия **категорийного мерчандайзинга**. В рамках эксклюзивного мерчандайзинга специалист работает только с продукцией определённой компании и знает о ней всё.

Пожалуй, единственным минусом эксклюзивного мерчандайзинга является его **высокая стоимость** и необходимость плотно **сотрудничать** с мерчандайзерами, предоставляя им максимум информации о продукте, вплоть до посещения производственных цехов.

Особенности эксклюзивного мерчандайзинга:

1. **Всё время работы в магазине специалист уделяет** обслуживанию одной компании или торговой марки.
2. **Мерчандайзер полностью осведомлён** о специфике товара, его **позиционировании** и целях продвижения бренда, чтобы эффективно выполнять поставленные задачи.
3. Мерчандайзер руководствуется в работе в первую очередь пожеланиями клиента, ищет способы реализовать клиентскую матрицу, даже если она **не полностью соответствует стандартам сети**.

**8. КАТЕГОРИЙНЫЙ МЕРЧАНДАЙЗИНГ** - работа с несколькими брендами товаров одной категории в одном магазине. Категорийный, в отличие от **совмещённого мерчандайзинга**, **ограничен рамками одного отдела**. Получается, что один мерчандайзер работает с конкурирующими брендами. Это возможно, если выкладка осуществляется жёстко по магазинам.

Категорийный мерчандайзинг кажется очень простым занятием – просто делай, что скажут, но и в нём много подводных камней.

Чем занимается специалист по категорийному мерчандайзингу?

- Контроль ассортимента: **обязательное наличие** минимального для секции количества позиций.

- **Отслеживание запасов:** необходимые позиции должны присутствовать постоянно, **с учётом возможных накладок с доставкой, порчи продукции.**
- Весь ассортимент склада должен быть представлен в зале.
- Доля полки и количество SKU каждой торговой марки должны соответствовать планограмме магазина.

Преимущества категорийного мерчендайзинга:

- **уменьшение расходов** на мерчендайзинг,
- отсутствие борьбы за полочное пространство,
- **прозрачность взаимоотношений** между брендами и магазином.

Типичные ошибки в категорийном мерчендайзинге:

- Стандарты выкладки, принятые по сети, не подходят для некоторых магазинов.
- **Персонал магазина не заинтересован** в соблюдении стандартов выкладки.

(<http://www.nord-star.spb.ru/stat-merch>)

#### Ex.44. Read and translate the article. Discuss the main points.

Временный запрет Роспотребнадзора сейчас особенно актуален. В это время года россияне потребляют в основном импортные овощи и фрукты: наши фермеры еще не приступили к массовой уборке урожая. И все же никакого дефицита или заметного роста цен на рынке овощей не предвидится.

На это есть несколько причин: прежде всего основной поток огурцов и помидоров в Россию поступает из Турции и Израиля, а не из Европы, где возникла инфекция. К тому же у российских оптовых поставщиков есть запасы продукции: новые технологии позволяют хранить овощи и фрукты месяц-полтора и более. Продукция помещается в специальную тару или хранится в помещении с заданным температурно-влажностным режимом. Иногда растительные продукты покрывают специальным составом, который предотвращает порчу, снижает темпы созревания.

Наконец, сегодня у нас есть крупные агропредприятия, которые выращивают растительную продукцию, например, наиболее потребляемые овощи, вроде огурцов и помидоров, круглый год. Ну а в сезон, который вот-вот начнется, российский производитель в значительной степени вытесняет иностранного. Влияет на это целый ряд факторов, например стоимость перевозок. Да, в России выращивание овощей обходится дороже из-за менее благоприятных климатических условий, недостаточно широкого распространения передовых агротехнологий, стагнации системы потребительской кооперации (когда

крупные кооперативы выкупают продукцию у населения — основного производителя овощей и картофеля). И все же сегодня выгоднее перевозить имеющие более высокую себестоимость овощи из близлежащих районов, например из Тулы, нежели дешевые, но из той же Турции. Что касается фруктов, то география импорта здесь гораздо шире: помимо Европы это Средняя Азия, Израиль, Африка, частично Латинская Америка, так что возможный запрет на европейскую продукцию в случае распространения инфекции также можно было бы компенсировать.

Юрий Сидоренко, заведующий кафедрой "Товароведение и основы пищевых производств" Московского государственного университета пищевых производств.

<http://www.kommersant.ru/doc/1646730>

**Ex.45. Read the text. Underline and translate key words. Discuss the factors influencing assortment building.**

### **Факторы формирования ассортимента**

Выбор того или иного направления требует знания факторов, влияющих на формирование ассортимента. Различают общие и специфические факторы формирования ассортимента.

Общими факторами, влияющими на формирование промышленного торгового ассортимента, являются спрос и рентабельность. Спрос — определяющий фактор формирования ассортимента; в свою очередь, он зависит от сегмента потребителей.

Рентабельность производства и реализации определяется себестоимостью, издержками производства и обращения, на размеры которых оказывают определенное влияние государственные меры по поддержке отечественных изготовителей (льготное налогообложение, таможенные тарифы и др.). Так, формирование ассортимента алкогольной продукции за последние годы в значительной степени определяется мерами по государственному регулированию ее производства и реализации.

Специфическими факторами формирования промышленного ассортимента являются сырьевая и материально-техническая база производства, (достижения научно-технического прогресса, торгового ассортимента — производственные возможности изготовителей, специализация (класс и тип) торговой организации, каналы распределения, методы стимулирования сбыта

и формирования спроса, материально-техническая база торговой организации.

Сырьевая база производственных организаций определяется наличием природных ресурсов, состоянием добывающей и перерабатывающей промышленности, выпускающей сырье, полуфабрикаты и комплектующие изделия, а также затратами на производство и доставку сырья. Недостаточность или трудоемкость добычи, сбора или выращивания отдельных % видов сырья приводит к сокращению ассортимента соответствующих товаров.

Достижения научно-технического прогресса — мощный стимул обновления ассортимента потребительских товаров. Разработка принципиально новых товаров, не имевших ранее аналогов, а также товаров повышенного качества возможна в основном благодаря развитию науки, техники и технологии. Например, с помощью таких прогрессивных технологий, как асептическая стерилизация, сублимационная сушка, появились принципиально новые виды консервированных продуктов. Открытие полупроводников произвело революцию в ассортименте радиотехнических товаров.

Специализация торговой организации относится к наиболее значимым факторам формирования ассортимента товаров. Она определяется при создании, или лицензировании, или аттестации организации. Руководство организации принимает решение о специализации, от которой зависит ее последующая деятельность, в том числе и формирование торгового ассортимента.

В период перехода к рыночным отношениям многие торговые организации, испытывая большие финансовые трудности, вносили изменения в свою ассортиментную политику путем включения в торговый ассортимент несвойственных товаров, не меняя при этом своего профиля. Многие специализированные магазины стали перепрофилироваться в магазины со смешанным ассортиментом. Однако, как показал опыт последних лет, большого успеха многим из них это не принесло. На современном этапе наблюдается тенденция возврата к специализации торговых организаций и формированию соответствующего ассортимента.

Каналы распределения товаров также имеют значение при формировании торгового ассортимента. Отлаженная система поставок через приемлемые для торговли каналы распределения, ритмичность доставки в нужные сроки и в необходимом объеме облегчают работу по формированию торгового ассортимента, обеспечивают предпочтение закупок товаров, для которых имеется налаженная система сбыта. Этим отличаются многие зарубежные или совместные формы, имеющие четко функционирующие каналы распределения товаров.

Методы стимулирования сбыта и формирования спроса, в частности рекламная поддержка товаров, в условиях насыщенного рынка также влияют на формирование торгового ассортимента, Торговые организации

освобождаются от дорогостоящих затрат на рекламу, за счет чего сокращаются издержки производства и возрастает прибыль.

Материально-техническая база торговой организации также может оказать определенное воздействие на формирование торгового ассортимента. Если у фирмы отсутствуют склады, обеспечивающие сохранность товаров в надлежащих условиях, или площади торгового зала для выкладки товаров сложного или развернутого ассортимента, то организация не должна и планировать формирование такого ассортимента. Например, нельзя включать в ассортимент скоропортящиеся или замороженные продукты питания при отсутствии холодильного оборудования.

Регулирование перечисленных выше факторов составляет суть управления ассортиментом и достигается посредством установления определенных нормативных требований.

<http://www.studfiles.ru/preview/5569103/page:7/#9>

#### **Ex.46. Read the text. Explain in English the ways of commodities' coding.**

Кодирование товара - это образование или присвоение кода классификационной группе или объекту классификации. Код - это знак или совокупность знаков, применяемых для обозначения классификационной группировки и (или) объекта классификации.

Цель кодирования - систематизация объектов и присвоение условного обозначения (кода), по которому можно найти и распознать любой товар среди множества других.

Присвоение кодов осуществляется на основе определенных правил и методов. Правило кодирования состоит в следующем: - код должен иметь определенную структуру построения; - код должен быть выражен с помощью различных, заранее обусловленных знаков; - код должен способствовать упорядочению объектов. Структура кода - условное обозначение состава и последовательности расположения знаков в нем. Структура кода состоит из таких элементов, как алфавит, основание, разряд и длина. Алфавит кода - система знаков, принятых для образования кода. В качестве алфавита для кодов наиболее часто применяют цифры, буквы или их сочетания, штрихи и пробелы. Основанием кода называется общее число знаков в его алфавите. Последовательность расположения знаков к коду определяется его разрядом. Разряд кода - позиция знаков в коде. Длина кода - число знаков в коде без учета пробелов.

Кодирование товаров и других объектов осуществляется несколькими способами. К ним относятся порядковый, серийно - порядковый, последовательный и параллельный способы.

1) порядковый - образование и присвоение кода из чисел натурального ряда. Примером порядкового метода может служить присвоение чисел (кодов) в журнале группы, темам в программе. Это самый простой и распространенный метод кодирования.

2) серийно - порядковый - образование и присвоение кода из чисел натурального ряда объектам классификации с определенными признаками. (Р-58- 11239- серия лососей, 60- серия осетров)

3) последовательное - образование и присвоение кода из чисел натурального ряда объектам классификации с использованием иерархического метода классификации.

4) параллельный - образование и присвоение кода из чисел натурального ряда с использованием кодов независимых группировок, полученных при фасетном методе классификации. (напр. вино: по поставщику; - по технологии производства; - по срокам выдержки; - по цвету;

(<http://infopedia.su/1x5841.html>)

**Ex.47. Read the text. Translate all the terms and key words. Explain in English what the responsibilities of a commodities expert are.**

**Товароведы**— специалисты, обеспечивающие продвижение товаров от изготовителей до потребителей с учетом ассортиментной, качественной, количественной и стоимостной характеристик товара, а также запросов потребителей.

Сам термин «товаровед» в буквальном смысле может быть истолкован как «знарок товара» или «субъект, знающий товар». Именно глубокое знание товаров отличает товароведов от других специалистов торговли, промышленности и сельского хозяйства.

Товароведы осуществляют профессиональную деятельность в тесном взаимодействии с технологами и маркетологами. Первые обеспечивают производство продукции, т. е. стоят на начальном этапе производства продукции, которая пока еще не является товаром. Переход продукции из сферы производства в сферу обращения означает, что она получила статус товара, из объекта технологической деятельности продукция, ставшая товаром, превратилась в объект товароведной деятельности.

Теоретические знания реализуются через определенные товароведные навыки, поэтому товаровед должен уметь:

- классифицировать, анализировать и обобщать результаты оценки товаров по различным признакам (назначению, надежности, составу и т. п.) для более полного удовлетворения спроса потребителей разных сегментов рынка, а также для создания потребительских предпочтений и обеспечения конкурентоспособности товаров;
- определять и анализировать показатели ассортимента для достижения рациональной ассортиментной политики организации с учетом направления развития и совершенствования товаров однородных групп;
- оценивать качество товаров путем выбора наиболее приемлемой номенклатуры свойств и показателей, определения фактических значений и сопоставления с регламентируемыми значениями;
- проводить диагностику дефектов, выявлять причины их возникновения для принятия решений о возможности (или не возможности) предъявления претензий и материальных исков виновным лицам, а также использования для пищевых, кормовых целей, промпереработки или уничтожения;
- идентифицировать товарные партии, рассчитывать и отбирать пробы в соответствии с установленными требованиями;
- определять приемочные и браковочные числа для проведения приемосдаточного и текущего контроля качества в соответствии с установленными требованиями;
- проводить измерения товаров и товарных партий для установления их количественных характеристик при учете на разных этапах товародвижения;
- учитывать формирующие факторы для прогнозирования качества и конкурентоспособности товаров, а также для оценки возможности изготовителя выпускать товары, уровень качества которых соответствует потребностям конкретного сегмента рынка; регулировать факторы, влияющие на сохраняемость товаров при хранении и подготовке к реализации;
- осуществлять контроль за созданием и поддержанием климатического и санитарно-гигиенического режимов хранения, размещением товаров;
- участвовать в выборе наиболее приемлемых видов торгового оборудования для хранения, подготовки к продаже и реализации с учетом особенностей товаров или товарных групп, для которых это оборудование будет предназначено;
- разрабатывать и осуществлять мероприятия по предотвращению и снижению потерь;



- обеспечивать подготовку товаров к реализации для формирования надлежащего качества и количества, улучшения товарного вида и предупреждения реализации товаров, не соответствующих по качеству установленным требованиям;
- работать с товарно-сопроводительными документами для определения и/или проверки всех характеристик товарной партии, изготовителя и поставщика, других сведений, необходимых для дальнейшей работы с товаром;
- выявлять с помощью различных средств основополагающую, коммерческую и потребительскую информацию для наиболее полного ознакомления с товаром и создания потребительских предпочтений, что позволяет стимулировать сбыт товаров;
- идентифицировать товар с помощью маркировки разных видов, расшифровывать информационные знаки на маркировке и товарно-сопроводительных документах для предоставления потребителям достаточной и достоверной информации;
- работать с конкретными товарами — идентифицировать и относить их к определенной ассортиментной группе и виду, оценивать качество, обеспечивать сохранение товаров на всем пути их движения к потребителю.

Должностные обязанности товароведа регламентируются в «Тарифно-квалификационных характеристиках (требованиях) по общеотраслевым должностям служащих».

(<http://lektsii.org/3-109235.html>)

**Ex. 48. Read the text. Replace italicized words for their English equivalents. Use the glossary.**

### **Система Pick to light**

Система Pick to light - это *система безбумажного отбора заказов*, которая предназначена для повышения эффективности системы *управления складом* во всех типах *складских комплексов* и *дистрибутивных центров*. Это цифровая система отбора, которая исключает использование бумажных документов и позволяет контролировать все *передвижения товаров* электронным способом. Информация относительно всех заказов в пределах компании передается в электронном виде в WMS-систему и сборщик получает *конкретные задания* по операциям с помощью световых модулей, размещенных возле каждой *ячейки хранения*. Световые модули указывают место и *количество товара*, которое необходимо отобрать.

Система Pick to light позволяет проводить **операции отбора, сортировки и инвентаризации**. Такую систему можно использовать в дистрибуции (в складах и дистрибутивных центрах любой направленности) и на **производстве** (на производственных складах и линиях сборки).

В отличие от Pick to light, **бумажный отбор** имеет ряд недостатков, которые замедляют работу и снижают ее эффективность. В бумажном методе отбора существует много дополнительных заданий для оператора кроме самого отбора. Сборщики тратят примерно 80% своего рабочего времени на множество других занятий кроме отбора. Например, время тратится на проверку документа, исправление ошибок, поиск **местонахождения** необходимой ячейки, бесполезное передвижение между **стеллажами** и ячейками. При бумажном отборе случаются такие ошибки: неправильный подсчет, неверно отобранное количество, отобран не тот товар, упущен товар при отборе.

Система Pick to light имеет ряд преимуществ в сравнении с бумажным методом отбора:

**Повышение продуктивности:** в среднем продуктивность повышается на 50% и больше, а в некоторых ситуациях до 200%;

**Сокращение количества** ошибок отбора в среднем на 70 – 90%;

Идеальная точность. Показатель точности 99,99%, так как ошибки фактически всегда могут быть устранены;

Ускорение **проведения операций**;

**Простота, надежность и гибкость операций**;

**Уменьшение рабочей нагрузки и требований при обучении**;

Уменьшение количества работников;

Настройка системы с учетом индивидуальных условий работы;

**Отслеживание состояния заказа** в реальном времени;

Отслеживание содержания каждой ячейки в реальном времени;

Короткий период окупаемости;

Главные составляющие системы Pick to light – это световые модули, которые размещаются возле каждой ячейки хранения. Именно эти модули управляют работой сборщиков, сообщают информацию необходимую для проведения операции.

Главные элементы модуля системы Pick to light – это дисплей и кнопка подтверждения. Дисплей отображает **количество единиц** для отбора, а большая, яркая кнопка подтверждения мигает, указывая ячейку из которой необходимо провести отбор. Различные комбинации света, цвета, звуков и

кнопок позволяют приспособляться к большому диапазону индивидуальных ситуаций.

Технические особенности световых модулей, которые обеспечивают **эффективность работы** всей системы Pick to light:

Гибкость установки (возможность установки, перемещения, добавления модулей в любое время, даже во время работы системы);

Отсутствие необходимости в **обслуживании**;

Низкая подверженность влиянию температуры воздуха в помещении (выдерживает диапазон температур -30 С / +50 С);

**Устойчивость** к воздействию воды (работает в помещении с высокой влажностью);

**Стойкость** к ударам и загрязнениям;

Различные комбинации света, цвета, звуков и кнопок;

Безбумажная система отбора Pick to light совместима с любой **системой управления складом** - WMS, что позволяет **удовлетворять любые потребности заказчика**.

(<http://www.ant-tech.ru/solutions/picktolight/>)

#### **Ex. 49. Read and translate the text.**

##### **Ответственное хранение товаров: основные особенности**

В современном бизнесе приходится постоянно решать большое количество проблем, которые не терпят отлагательства. Например, чтобы эффективно организовать торговый процесс, надо не только просчитать схемы закупок и поставок, но и создать надлежащие условия для хранения закупленных товаров на складе. При этом следует учитывать особенности хранения каждого отдельно взятого изделия, срок его годности (для пищевых продуктов) и т. п.

Для максимально эффективного решения этих проблем можно воспользоваться услугами фирм, специализирующихся на оказании такой услуги, как ответственное хранение разнообразных товаров.

Главное преимущество услуги склад ответственного хранения по сравнению с арендой складского помещения состоит в отсутствии необходимости платить за использование лишней площади. Величина оплаты определяется исключительно размерами груза и сложностью создания требуемых для него условий хранения.

Кроме того, при аренде обычного склада владельцу предприятия приходится решать проблемы с покупкой/арендой спецтехники (всевозможных погрузчиков и т. п.) и приемом на работу персонала, обладающего требуемой квалификацией для управления техникой, а также для взвешивания и упаковки грузов. Чтобы исключить необходимость решения всех этих проблем, достаточно подписать договор ответственного складского хранения со специализированной фирмой.

Согласно нормам ГК РФ, заключение договора хранения должно производиться в письменной форме, которая понятна обеим сторонам. После окончания срока хранения принадлежащих клиенту (поклажедателю) изделий он должен забрать свое имущество.

Владелец складского помещения в течение всего периода нахождения груза на хранении должен обеспечивать поклажедателю возможность контролировать его состояние целиком или частично (в виде образцов изделий, которые входят в его состав).

Помимо этого, фирма, оказывающая услуги ответственного хранения, обязана предоставить своему клиенту один из следующих документов, удостоверяющих факт принятия ей определенного груза:

квитанцию установленного образца;

простое или двойное складское свидетельство.

Исходя из всего сказанного выше, можно сделать вывод, что договор хранения представляет собой разновидность документации, которая служит гарантией оказания владельцу груза определенных услуг, обеспечивающих его сохранность в течение установленного в этом договоре срока.

(<http://expert.ru/2017/03/28/otvetstvennoe-hranenie-tovarov-osnovnyie-osobennosti/>)

**Ex. 50. Read the text. Underline key words. Translate the text into English.**

## **В АЭРОПОРТУ ЗАДЕРЖАНЫ 82 КОШЕЛЬКА**

**06.04.2017**

Сумки и кошельки на любой цвет и вкус гражданин Китая вез на самолёте из Пекина, по его словам, по просьбе одной из хабаровских предпринимательниц. Однако о необходимости задекларировать товары, очевидно, не предназначенные для личного пользования, мужчина не знал и не был предупрежден ожидающей товар хабаровчанкой. Должностными лицами таможенного поста Аэропорт Хабаровск Хабаровской таможни был пресечен ввоз незадекларированной коммерческой партии галантерейных товаров.

Как сообщила пресс-секретарь Хабаровской таможни Виктория Алёшина, 82 кошелька из искусственной кожи и 30 синтетических сумочек отправлены на товароведческую экспертизу с целью определения их рыночной стоимости. А в отношении отзывчивого, но неосведомленного о порядке перемещения товаров через таможенную границу гостя из Китая возбуждено дело об административном правонарушении по части 1 статьи 16.2 Кодекса об административных правонарушениях «Недекларирование товаров, подлежащих таможенному декларированию».

Каждый предприниматель знает, что все товары, ввозимые на территорию Евразийского экономического союза (ЕАЭС) для коммерческих целей, облагаются пошлиной, а товары, ввозимые на территорию ЕАЭС для личного пользования, при соблюдении стоимостных и весовых ограничений таковыми пошлинами не облагаются. Однако что только не придумывают предприимчивые граждане, желающие сэкономить. Так, коммерческие товары нередко выдаются за вещи для личного пользования, в расчете на то, что «повезет». Но стоит ли овчинка выделки?

Так, например, пошлина за ввезенные гражданином Китая 82 кошелька составила бы не более 4000 рублей, при условии, что мужчина заполнил бы пассажирскую таможенную декларацию и выбрал «красный коридор». А вот административная санкция за недекларирование товаров, ожидающая его теперь, составит от 50% до 200% стоимости аксессуаров с их конфискацией или без таковой.

Но вот еще один нюанс, часть товаров маркирована товарными знаками известных брендов, включенных в Роспатент, а вот давал ли правообладатель разрешение на ввоз таких товаров для коммерческих целей, покажет расследование. Хабаровской таможней в установленном порядке будет направлен запрос представителям правообладателей, чьи товарные знаки украшают ввезенную продукцию, с целью определения наличия признаков контрафактности.

В практике Хабаровской таможни был случай, когда ущерб от ввезенной для продажи на территорию России сумки с незаконным использованием товарного знака «CHANEL» правообладатель оценил более чем в 130 тысяч рублей. В данном случае предусмотрена административная ответственность. А вот если сумма ущерба, заявленная правообладателем, превышает 250 тысяч рублей, то лицо может быть подвергнуто уже уголовному преследованию.

Подготовил О.Глебов  
([https://toz.khv.ru/newspaper/est\\_problema/v\\_aeroportu](https://toz.khv.ru/newspaper/est_problema/v_aeroportu))

**Ex. 51. Read the article and translate it into English. Render the article.**

## **В пермские магазины поставляют фальсифицированную молочную продукцию**

Местный предприниматель не только подделывает продукцию известных производителей, но переупаковывает испорченные творог и молоко. Затем товары поставляют в торговые точки и даже детские сады.

Бывший сотрудник пермской компании, занимающейся производством и реализацией молочной продукции, рассказал о том, как на предприятии подделывают «молочку». По его словам, работники крупного предпринимателя наклеивают на упаковки обезличенных товаров этикетки известных производителей.

Там же, как пишет «АиФ-Прикамье», переупаковывают просроченную молочную продукцию.

- Склад работает в две смены. Днем - легально, а ночью переходит на подпольное производство. На смену выходят другие сотрудники – в основном гастарбайтеры-нелегалы. Ни у кого нет даже санитарных книжек. Весь просроченный товар, который вернули из магазинов, идет в дело. Сметану и творог сваливают в одну емкость, перемешивают и фасуют в новую тару, - сообщил бывший работник предприятия.

При этом часть такой продукции поставляют в детские сады, школы и больницы.

По информации издания, к расследованию дела подключился ОБЭП по Пермскому краю.

АНАСТАСИЯ АБРАМОВА

([www.permnews.ru/novosti/incidents/2017/03/22/v\\_permskie\\_magaziny](http://www.permnews.ru/novosti/incidents/2017/03/22/v_permskie_magaziny))

**Ex. 52. Read the article. What is the main idea of the article.**

## **В России планируют возродить систему ГОСТов.**

Каким образом введение единых стандартов может сказаться на модной индустрии

28 марта 2016, Инна Осинская

В сентябре прошлого года портал Profashion опубликовал информацию о том, что Роскачество (Общероссийская программа экспертной оценки качества отечественных товаров и услуг. – "Ведомости") планирует установить повышенные требования для продукции, претендующей на получение Российского знака качества. Оказалось, что новшество коснулось

не только еды и напитков, но и изделий легкой промышленности (одежды, обуви), которые производят в России. К 2020 г. число «стандартов» (то есть категорий товаров, подлежащих оценке) достигнет 80. Инициатор программы – уже упомянутое Роскачество, организация, созданная по распоряжению правительства в прошлом году. Она работает в сотрудничестве с профильными министерствами и ведомствами – Минпромторгом, Минсельхозом, Росстандартом и Роспотребнадзором.

«Подобные организации успешно работают в других странах: в Германии, Австрии, Финляндии, Латвии, Белоруссии, – рассказывает Илья Лоевский, заместитель руководителя Роскачества. – Поэтому при создании российского аналога учитывался опыт, в частности, немецкого института мониторинга качества Stiftung Warentest, существующего уже более 50 лет. Представьте, уровень доверия населения Германии к нему выше, чем к полиции или к церкви!»

В составе рабочей группы экспертов – представители Торгово-промышленной палаты РФ, а также ведущих сообществ потребителей, союзов производителей и торговых сетей – собственно организаций, которые и так на протяжении последних лет занимались разработкой стандартов качества продукции. Эксперты-оценщики уже начали мониторинг товаров и разработку единых стандартов качества.

Экономический кризис перетасовал все карты на модном рынке России.

Изменения коснулись и сегмента товаров, и сегмента услуг класса люкс.

В Роскачестве уверены, что подобной инициативы в нашей стране ждали давно как потребители, так и участники рынка. «Согласно опросу ВЦИОМа, проведенному по нашему заказу в прошлом году, маркировке ГОСТ доверяет 77% россиян, а значит, такие товары пользуются повышенным спросом. В то же время 82% россиян уверены в необходимости создания единой государственной системы, присваивающей Российский знак качества, – говорит Лоевский. – Мы намерены устанавливать высокие требования к характеристикам товаров. И начали с детской одежды и обуви».

Так, специалисты Роскачества уже разработали стандарты для детского трикотажного белья. И первые знаки качества уже вручены, в частности, производителям ползунков. «Мы провели всерное исследование 22 образцов по 23 параметрам качества и безопасности. Помимо функциональности обращали внимание и на дизайн, – рассказывает Елена Саратцева, заместитель руководителя Роскачества. – Например, мы установили, что размеры декоративных элементов на ползунках должны быть не более чем 4 x 4 см, ведь из-за крупных аппликаций и принтов уплотняется полотно, которое может натереть кожу ребенка». Еще одно обязательное условие соответствия качеству – стопроцентно натуральный состав. «У одного производителя на этикетке значился 100%-ный хлопок, а в реальности его содержание в ткани составило всего 53,9%», – добавляет Саратцева.

## CHAPTER II.

### QUALITY MANAGEMENT AT THE ENTERPRISE. УПРАВЛЕНИЕ КАЧЕСТВОМ НА ПРЕДПРИЯТИИ. QUALITY CONTROL (ОБЩИЙ ПРОФИЛЬ)

#### 2.1. GLOSSARY

abnormal operating conditions	ненормальные условия эксплуатации
abuse	1.неправильное употребление; 2.эксплуатаци с нарушениями правил
accept/reject criterion	критерий оценки годности
acceptable	годный к приемке, приемлемый, допустимый
acceptance (ACC)	приемка
acceptance check-out	приемочные испытания
acceptance certificate	акт приемки, приемочный акт
acceptive	годный к приемке
accident aftermath	последствия происшествия
accident/incident analysis	анализ аварий и происшествий
adaptive quality control	адаптивный контроль качества
adulteration/counterfeit	фальсификат
adjustment	1.регулировка, настройка, согласование, приведение в соответствие; 2.подгонка
Administration of Quality Supervision, Inspection and Quarantine	Администрация по надзору за качеством, инспекциям и карантину
admissibility	допустимость, возможность
advantage	преимущество, выгода
adverse conditions	неблагоприятные условия



ageing	старение, изнашивание
American Standards Association (ASA)	Американская ассоциация стандартов
American Society for Quality Control (ASQC)	Американское общество специалистов по контролю качества
amount of inspection	объем контроля
amount of protection	степень защиты
amount of wear	степень износа
amelioration	улучшение, повышение качества
analysis of defectives	анализ дефектных изделий
applicable	пригодный, соответствующий
appraisal	экспертиза, оценка (качества)
approval	одобрение, утверждение, рассмотрение
assembly	сборка, монтаж, сборная деталь/узел
assembly and check-out (ACO)	сборка и контроль
assessment	оценка
assistant quality controller	помощник инспектора по качеству
assurance	гарантия (качества)
audit	проверка, ревизия; внутренний анализ хозяйственной деятельности
bad quality	плохое качество
Balance Scorecard	сбалансированная система показателей
banking supervision	надзор за деятельностью банков
benchmark/output rating	оценка производительности; сравнение, сопоставление
benchmarking	сопоставительный анализ на основе эталонных показателей; эталонное испытание, передовая практика, методы труда; практические рекомендации; оптимальные методы, эффективная работа
best practice	лучшее качество, высший сорт
best quality	перестройка, реорганизация бизнес-процессов, реинжиниринг
business process	1. способность, 2. производительность, 3. пропускная способность
reengineering (BPR)	
capacity	причина браковки

cause for rejection	предосторожность, предупреждение,
caution	рекламация, рекламационный акт
certificate of compliance	свидетельство о соответствии установленным требованиям
certificate of damage	свидетельство о повреждении товара
certificate of fitness	удостоверение о пригодности к эксплуатации
certificate of quality	акт о качестве
certification	1.выдача свидетельства, 2.свидетельство, удостоверение подлинности
Certified Quality Manager (CQM)	менеджер по сертификации качества
certify	удостоверять, утверждать, заверять, разрешать
check-out error	ошибка, допущенная при проверке
Civil Code of the Russian Federation	Гражданский кодекс Российской Федерации
close control	жесткий контроль, тщательный контроль
Codex Alimentarius Commission	Комиссия по выработке свода правил производства и распространения пищевых продуктов
commercial standard	промышленный стандарт
company-wide quality	управление качеством на уровне компании
complain	подавать рекламацию или претензию, жаловаться
complaint	рекламация, претензия
comply with/meet the requirements	соответствовать требованиям
conditions of work/ labour conditions/ working environment/ conditions of employment	условия труда
conformity/conformance to consistent quality	соответствие чему-либо
construction supervision	однородное качество
Consumer Right Protection	надзор за ведением строительных работ Закон о защите прав потребителей Общество защиты прав потребителей

Law	качество, оговоренное контрактом
Consumer Rights Protection	интервал между проверками
Society	контрафакт
contract quality	авария, поломка
control cycle	ошибка вследствие недостаточной
counterfeit	квалификации
crack-up	аварийная бригада рабочих
craft error	критерий, признак
	критическая контрольная точка
crash crew	критический фактор
criterion	текущий контроль
critical control point	одобрение заказчика
crucial variable	повреждение, порча, разрушение, ущерб,
current check/control	потери, повреждать, портить
customer approval	дефект, недостаток, изъян, неисправность
damage	специалист по анализу неисправностей
	стоимость неисправности
defect	деградация, постепенное ухудшение качества
defect analyst	показатель качества
defect cost	преднамеренное нарушение
degradation	качество поставляемой продукции
	1. штрафная неустойка, 2. плата за простой
degree of merit	1. амортизация, изнашивание, 2. физический
deliberate violation	износ, 3. моральный износ, 4. обесценивание,
delivery quality	снижение продажной стоимости, 5. скидка на
demurrage	порчу товара
depreciation	1. ограничение допустимых условий
	эксплуатации, 2. отклонение от нормы
	обнаружение, выявление
	ухудшение качества, старение, износ
derating	диагностика, обнаружение ошибок или
	неисправностей
detection	руководитель отдела обеспечения
deterioration	технического обслуживания
diagnostics	1. неправильное использование, 2. нерабочее
	состояние
director of maintenance	руководитель отдела качества и надежности

engineering	
disuse	1.долговечность, срок службы, 2.прочность, износостойкость
director of quality-and-reliability	1.режим работы, 2.нагрузка,
durability	3.производительность, мощность, 5.обязанность, сфера деятельности
duty	экономически обоснованный уровень качества
economic quality	1.коэффициент полезного действия,
efficiency	2.эффективность, производительность
enhancement	улучшение, оздоровление; модернизация; расширение функциональности
error	1.ошибка, погрешность, 2.отклонение, расхождение, 3.недосмотр
estimation	оценивание, оценка
evaluation of control	оценка контроля
evaluation of quality	оценка качества
examiner	1.эксперт, 2.браковщик
exterior check	внешний осмотр
failure cost	стоимость отказа, р1.- издержки в следствие отказа
Failure Mode and Effect Analysis	анализ характера и последствий отказов
Federal Agency for Technical Regulating and Metrology	Росстандарт
Federal Service on Surveillance for Consumer Rights Protection and Welfare	Федеральная служба по надзору в сфере защиты прав потребителей и благополучия человека
Federal Service for Veterinary and Phytosanitary Surveillance (Rosselkhoznadzor)	Федеральная служба по ветеринарному и фитосанитарному надзору
federal standard	федеральный стандарт
field complaint	эксплуатационная рекламация
	анализ эксплуатационных рекламаций
	первый сорт
	высший сорт

field return analysis	орган санитарно-пищевого надзора
first quality	
first-rate quality	Продовольственная и сельскохозяйственная
food control authority	организация при ООН
Food and Agriculture	
Organization of the United	контроль качества пищевых продуктов
Nations (FAO)	Росприроднадзор России
food inspection	функциональный дефект, функциональная
F-RPN	недостаточность
functional defect	эксплуатационное качество
	проверка по принципу «годен-негоден»
functional quality	надлежащая сельскохозяйственная практика
go-no-go check	генетически модифицированные организмы
Good Agriculture Practice	(ГМО)
Genetically Modified	Правила организации производства и контроля
organisms (GMO)	качества лекарственных средств
Good Manufacturing Practice	доброкачественность
	анализ опасностей/угроз/степени
good quality	риска/эксплуатационной безопасности
hazard analysis	улучшение качества
	уровень входного качества (партии)
	область неприятия решения
improvement in quality	контроль качества на предприятии
incoming quality	низкое качество
indeterminate zone	исходный срок службы
industrial quality control	контроль качества продукции в процессе
inferior quality	изготовления
initial age	акт проверки, акт контроля
in-process product control	отдел технического контроля
	полный контроль
inspection certificate	промежуточный контроль
inspection department	Международная Организация по
integrated control	Стандартизации
intermediate control	
The International Organization	улучшение, постоянное пошаговое
for Standardization (ISO)	совершенствование качества
kaizen	качество хранения продукции

keeping quality	основной показатель производственной деятельности
key performance indicator	лабораторный анализ лабораторный контроль качество выгруженного товара
laboratory analysis	долговечность
laboratory testing/inspection	упреждающие и запаздывающие показатели
landed quality	технологической безопасности
lasting quality	стоимость ремонта в течение полного срока эксплуатации
leading and lagging process	эксплуатации
safety indicators	предельный уровень качества
life repair cost	предельный срок службы долгосрочная гарантия
limiting age	стандарт качества партии изделий
limiting quality	низкое качество
long-term warranty	контроль технического обслуживания
lot quality standard	1.сбой, неисправная работа, неправильное срабатывание; 2.ошибка; 3.временный отказ
low quality	оценка деятельности руководителей
maintenance control	контроль качества материалов
malfunction	критерий средней долговечности
managerial activity appraisal	среднее (усредненное) качество
material quality control	отвечать, удовлетворять условиям
mean life criterion	Национальный совет по качеству и надежности
mean quality	надежности
meet conditions	
National Council for Quality and Reliability (NCQR), Great Britain	несоответствие техническим условиям случайная ошибка
nonconformance	договор на эксплуатацию
occasional error	надзор за деятельностью полиции
operating agreement	контроль за движением заказов
oversight of police activities	воспринимаемое качество
order control	проверка работоспособности
perceived quality	качество работы
performance check	стандарт качества работы, уровень качества работы
performance quality	высшее качество

performance quality standard	стоимость профилактического осмотра или ремонта
premium quality	оценка качества изделия
prevention costs	качество продукции
product validation	технология (производства)
production quality	запрет на импорт/экспорт
process engineering	охрана окружающей среды
prohibition on imports/exports	1. типовые испытания; 2. проверка, оценка;
protection/conservation of environment	3. определение, характеристика
qualification	оценивать, квалифицировать
qualify	качественный
qualitative	1. качество, сорт; 2. свойство, качества,
quality	характерная особенность
quality assurance	гарантия качества
quality assurance director	руководитель отдела обеспечения качества
quality circle /Q-circle	кружок контроля качества
quality control	контроль качества
quality control department	отдел контроля качества (ОТК)
quality costs	затраты на обеспечение качества
quality function deployment (QFD)	структурирование функций
quality inspector/checker-inspector	контролер ОТК
quality management	качества/развертывание функции качества
Quality monitoring and Enhancement	общее руководство качеством, менеджмент качества, управление качеством
quality of conformance	Мониторинг и повышение качества
quality of distribution	степень соответствия
quality of item	свойство распределения
quality of manufacture	качество изделия
quality of sample	качество изготовления
	качество выборки
	качество обслуживания
	качество работы
	комитет по стандартам качества

quality of service	надзор за качеством работ
quality of work	надзор за системой организационного
quality standards committee	обеспечения качества
quality surveillance	изменение качества
quality system audit	ухудшение качества
	нерегулярные (случайные) проверки
quality variation	санация убыточного предприятия, банка;
quality weakness	финансовая помощь
random check	
readjustment/clearing	
up(финн); bailout(экон);	отзыв лицензии
financial restructuring;	
business rescue;	входной контроль
recall/withdrawal/revocation	допустимый уровень брака
of a licence	надежность
receipt control	консультант по вопросам надежности
reject allowance	руководство предприятием с учетом
reliability	обеспечения надежности изделий
reliability adviser	стандарт на надежность и качество
reliability conscious	снижение надежности
management	ремонтная база
reliability quality standard	рациональное управление ресурсами
reliability weakness	возвращать в рабочее состояние
repair depot	
resource management	обратный инжиниринг, обратное
restore to serviceable	конструирование, создание аналога изделия
conditions	анализ степени риска/оценка риска
reverse engineering	управление при допущении риска/контроль
	факторов риска
risk analysis/assessment	эксплуатационные качества; рабочая
risk management	характеристика
	инженер по технике безопасности
running quality	эксплуатационный износ
	работоспособное/исправное состояние
safety engineer	пригодность к эксплуатации, надежность в
service wear	работе
serviceable condition	инженер по эксплуатации



serviceability	сообщение о нарушении нормальной эксплуатации
service engineer	эксплуатационная оценка
service trouble report	методика «шести сигм», применяемая с целью минимизации вероятности возникновения дефектов в операционной деятельности
service validation	1.перечень, 2.pl.-технические условия, 3.техническая характеристика, описание, 4.детализация, спецификация, 5.деталь, подробность
Six Sigma Quality	нестабильное качество
specification	1.стандарт, эталон, норматив; 2.норма, образец, модель; 3.технические требования
spotty quality	Стандартная международная торговая классификация
standard	разработка стандартов
Standard International Trade Classification (SITC)	управление качеством статистическими методами
standards engineering	статистические методы контроля
statistical quality control(SQC)	установленные требования, требования нормативных актов, обязательные требования
statistical	ужесточение контроля
technology/techniques	сводные нормативы
statutory requirements	(внешние) условия хранения
strengthening/tightening of control	инженер по эксплуатации
summary standards	надзор за испытаниями
storage/operating ambient	ограничение поставок
superintendent engineer	надзор
supervision of tests	
supply restraint/allocations	технические условия, технические требования
surveillance activity/monitoring(контроль ), supervision (контроль ), surveillance (контроль )	жесткая норма
	1.допуск, допустимое отклонение, 2.выносливость
	всеобщий, полный контроль качества

technical specifications	комплексное и системное управление качеством
tight standards	в условиях эксплуатации
tolerance	неудовлетворительное качество
Total quality control (TQC)	оптимальное соотношение цены и качества
Total Quality Management (TQM)	1. ревизия, инспекция, проверка;
under service conditions	2. доказывание обоснованности
unsatisfactory quality	нарушение правил (напр. эксплуатации)
value for money	гарантия
verification	затраты на гарантийный ремонт
violation of rules	включаемый в гарантию, гарантируемый
warranty	1. потери, отходы, отбросы, 2. неисправимый брак, бракованный
warranty costs	изнашиваемость, истираемость
warranty-covered	износостойкость
waste	Всемирная организация здравоохранения (ВОЗ)
wearability	Организация по международной торговле (ВТО)
wearing quality	бездефектное качество
World Health Organization (WHO)	
World Trade Organization (WTO)	
zero-defect quality	

## PART 2.2. EXERCISES

### Ex. 1. Form the verbs from the nouns.

noun

verb

8. application
9. certificate
10. standard
11. quality

- 12.management
- 13.improvement
- 14.specification

**Ex. 2. Form the nouns from the verbs.**

	verb	noun
9.	consult	
10.	procede	
11.	commit	
12.	evaluate	
13.	assess	
14.	appraise	
15.	benchmark	
16.	assure	

**Ex. 3. Form the adjectives from the nouns.**

	Noun	adjective
9.	efficiency	
10.	accept	
11.	durability	
12.	cycle	
13.	caution	
14.	analysis	
15.	tolerance	
16.	conformance	

**Ex. 4. Read the text. Complete the sentences with the correct form of the word.**

Quality control is a process that is used to ensure a certain level of quality in a product or service. It might include whatever actions a business deems necessary to provide for the control and \_\_\_ 1\_\_\_ (verify) of certain characteristics of a product or service. Most often, it involves thoroughly \_\_\_ 2 \_\_\_ (exam) and testing the quality of products or the results of services. The basic goal of this process is to ensure that the products or services that are provided meet \_\_\_ 3 \_\_\_ (specify) requirements and characteristics, such as being dependable, satisfactory, safe and fiscally sound.

Companies that engage in quality control typically have a team of workers who focus on testing a certain number of products or \_\_\_ 4 \_\_\_(observe) services being

done. The products or services that are examined usually are chosen at random. The goal of the quality control team is to \_\_\_ 5 \_\_\_ (identify) products or services that do not meet a company's specified standards of quality. If a problem is identified, the job of a quality control team or professionals might involve stopping production or service until the problem has been corrected. Depending on the particular service or product as well as the type of problem identified, production or services might not cease entirely.

Usually, it is not the job of the quality control team or professionals to correct quality issues. Typically, other individuals are involved in the process of discovering the cause of quality issues and fixing them. After the problems are overcome and the proper quality has been achieved, the product or service continues production or \_\_\_ 6 \_\_\_ (implement) as usual.

Many types of businesses perform these types of quality checks. Manufacturers of food products, for example, often have \_\_\_ 7 \_\_\_ (employ) who test the finished products for taste and other qualities. Clothing manufacturers have workers inspect garments to ensure that they are properly sewn. Service-oriented companies often have \_\_\_ 8 \_\_\_ (represent) who observe the services being performed or who do follow-up checks to ensure that everything was done properly.

Quality control also might involve \_\_\_ 9 \_\_\_ (evaluate) people. If a company has employees who don't have adequate skills or training, have trouble understanding \_\_\_ 10 \_\_\_ (direct) or are misinformed, the quality of the company's products or services might be diminished. This is especially important for service-oriented companies, because the employees are the product that they provide to customers.

<http://www.wisegeek.org/what-is-quality-control.htm>

**Ex. 5. Use the words given in capitals to form a word that fits in the space.**

\_\_\_1\_\_\_ assessment involves a set of processes that show your product, service or system meets the \_\_\_ 2 \_\_\_ of a standard. CONFORM  
Undergoing the conformity assessment process has a number of benefits: It provides **consumers** and other stakeholders with added \_\_\_ 3 \_\_\_. REQUIRE  
It gives your **company** a \_\_\_ 4 \_\_\_ edge. CONFIDE  
It helps **regulators** ensure that health, safety or \_\_\_ 5 \_\_\_ ENVIRONMENT  
conditions are met. The main forms of conformity assessment are  
testing, \_\_\_ 6 \_\_\_, and inspection. CERTIFY

<http://www.iso.org/iso/home/>

**Ex. 6. Complete the sentences with the correct form of the word.**

## How to Address Quality Control for Retail Businesses

by Michelle Reynolds

To remain competitive, retail businesses must meet and exceed customers' \_\_\_ 1 \_\_\_ (**expect**). This effort can be enhanced by developing a reputation that values the concept of selling high-quality goods or services. Although products received by retail outlets are one step removed from the \_\_\_ 2 \_\_\_ (**manufacture**) process, retailers can incorporate systems at various points in business routines that will maximize attempts to sell quality products.

### Orders

As a retail business owner, you might \_\_\_ 3 \_\_\_ (**proactive**) evaluate inventory prior to ordering. For example, to give yourself an opportunity to avoid ordering \_\_\_ 4 \_\_\_ (**defect**) merchandise, visit local wholesalers with the intention of inspecting firsthand the items you might purchase. However, with the globalization of business, as well as options to purchase from Internet sellers, personal \_\_\_ 5 \_\_\_ (**inspect**) may prove difficult or impossible, so an alternative might be to request pre-order commodity samples. \_\_\_ 6 \_\_\_ (**Requisition**) samples from several vendors simultaneously provides a chance to compare merchandise and select the best.

### Shipments

Barring visits to vendors, you can inspect items upon \_\_\_ 7 \_\_\_ (**receive**) of shipments. Contracts with tradespeople could stipulate that any item received that is lacking in quality can be returned within a designated time period. Train your employees to be alert to shipped merchandise that may not meet your quality standards. Careful visual inspection can reveal \_\_\_ 8 \_\_\_ (**fault**) products that should be withheld from stocking for sales. You might designate a section of your warehouse for these items, organized by vendor to allow for a smoother return process.

### Merchandising

Displayed items for resale should be routinely examined for \_\_\_ 9 \_\_\_ (**perfect**) or poor quality. During the course of doing business, items might be \_\_\_ 10 \_\_\_ (**handle**) by customers and inadvertently broken. During store clean-up and dusting, staff members can be heedful of damaged merchandise and promptly remove it from stock. Tracking articles possessing \_\_\_ 11 \_\_\_ (**question**) quality and their associated vendors can help you \_\_\_ 12 \_\_\_ (**maintenance**) quality control. Over time, your documentation will readily indicate products that are repeatedly defective or that draw regular customer \_\_\_ 13 \_\_\_ (**complain**)).

### Policies

You can maintain control over product quality by backing up your visual \_\_\_ 14 \_\_\_ (**vigil**) with written policies. For instance, a business reputation that attests to adhering to quality control standards might be reflected in strong guidelines for customer returns and refunds, such as those that allow for \_\_\_ 15 \_\_\_ (**question**) money-back guarantees for damaged or faulty goods. Such a policy might also incorporate a brief customer survey related to the returned item to provide you with insight into product \_\_\_ 16 \_\_\_ (**perform**), which you can use for consideration in future orders.

(<http://yourbusiness.azcentral.com/address-quality-control-retail>)

**Ex. 7. Match the words with their translation.**

- |                |   |
|----------------|---|
| 1. durability  | a) обнаружение, выявление                                       |
| 2. detection   | b) нестабильный   |
| 3. reliability | c) экспертиза, оценка (качества)                                |
| 4. malfunction | d) соответствие чему-либо                                       |
| 5. spotty      | e) 1. допуск, допустимое отклонение, 2. выносливость            |
| 6. tolerance   | f) 1. долговечность, срок службы, 2. прочность, износостойкость |
| 7. conformance | g) сбой, неисправная работа                                     |
| 8. appraisal   | h) 1. штрафная неустойка, 2. плата за простой                   |
| 9. demurrage   | i) надежность   |

**Ex. 8. Match the definitions with the words.**

1. an amount, level, standard, etc. that you can use for judging how good or bad other things are.
2. the process of making a judgment or forming an opinion, after considering something or someone carefully.
3. the process of becoming old.
4. a situation in which something is not being used.
5. improper operation, misuse.
6. official agreement or permission, given by someone in authority.

7. a situation or action intended to prevent something bad from happening or to prevent you from being affected by it if it does happen.
  8. the process of becoming less valuable.
  9. An exact measurement or detailed plan about something is to be made.
- 
- a. assessment
    - b. disuse
    - c. approval
    - d. specification
    - e. abuse
    - f. ageing
    - g. depreciation
    - h. benchmark
    - i. assurance

**Ex. 9. Match the words with their meanings in Russian.**

1. storage/operating ambient
2. standards engineering
3. assembly and check-out
4. amelioration
5. crucial variable
6. demurrage
7. prevention costs
8. lasting quality
9. reject allowance
10. verification
11. wearing quality

- a) улучшение, повышение качества
- b) износостойкость
- c) (внешние) условия хранения
  - d) долговечность
- e) стоимость профилактического осмотра или ремонта
- f) критический фактор
  - g) разработка стандартов
  - h) ревизия, инспекция, проверка
  - i) штрафная неустойка
  - j) допустимый уровень брака
- k) сборка и контроль

**Ex. 10. Use the words from the list to complete the gaps in the text.**

<b>compatible</b>	<b>undergo</b>	<b>ethical</b>	<b>certification</b>	<b>safe</b>
<b>checked out</b>	<b>requirements</b>	<b>safely</b>	<b>monitors</b>	
<b>quality-assurance</b>	<b>trust optional</b>	<b>tests</b>	<b>ensure</b>	<b>features</b>

Product certification is a \_\_\_ 1 \_\_\_ effort that items go through before becoming available for sale. Ensuring that a product is \_\_\_ 2 \_\_\_ for use is one of the primary goals of product certification. Aside from that, each product category goes through different \_\_\_ 3 \_\_\_. For example, computer software will not have the same product \_\_\_ 4 \_\_\_ testing as building materials. Some countries and industries do not require certification, so a business can either have its products voluntarily \_\_\_ 5 \_\_\_ and certified or sell them without certification.

Before a product can be sold in stores, or privately to other businesses, it goes through product certification. Most businesses have software that is made to test certification and will go through the entire list of tests to \_\_\_ 6 \_\_\_ the product is ready for sale. By using a program, a business can ensure no tests are accidentally skipped while getting an impartial look at the product. Businesses that have no such software can have their products \_\_\_ 7 \_\_\_ testing by humans. This means someone \_\_\_ 8 \_\_\_ the tests and checks that regulations have been met.



Each industry has different product certification tests. This is because each industry creates a completely different product that cannot be tested in the same way. Products such as software are checked to ensure all \_\_\_ 9 \_\_\_ work correctly and, if the software says it is \_\_\_ 10 \_\_\_ with other programs, it is checked for full compatibility. Building materials are checked for weight and strength, to ensure they can be \_\_\_ 11 \_\_\_ used in construction without crumbling or adding extra stress to the overall building. Similar industries may encounter similar tests.

Some countries and industries do not have product certification or make the process completely \_\_\_ 12 \_\_\_. As of early 2011, the U.S. does not require product certification for the nuclear industry but has \_\_\_ 13 \_\_\_ for many other products. The U.K. has optional product certification for all industries, meaning businesses do not need to certify their products before they are sold, though some businesses choose to seek certification as an \_\_\_ 14 \_\_\_ consideration or as a marketing tool.

When an industry does not need certification, it is up to the individual business to decide whether its products are checked for safety. Ethical standards dictate that products should be checked anyway, especially products that can risk consumer safety. Refusing to seek certification makes it difficult for wary consumers to \_\_\_ 15 \_\_\_ trust the products and may cause the consumer to buy products from competitors that have had their products tested.

(<http://www.wisegeek.com/what-is-product-certification.htm>)

**Ex. 11. Complete the gaps using the words from the list.**

**associated      variability      increase      defect-free**  
**output      sequence      techniques      strategy**  
**practices      management**

**Six Sigma** (sometimes stylized as **6σ**) is a set of \_\_\_ 1 \_\_\_ and tools for process improvement. It was introduced by engineer Bill Smith while working at Motorola in 1986. Jack Welch made it central to his business \_\_\_ 2 \_\_\_ at General Electric in 1995. Today, it is used in many industrial sectors. It seeks to improve the quality of the \_\_\_ 3 \_\_\_ of a process by identifying and removing the causes of defects and minimizing \_\_\_ 4 \_\_\_ in manufacturing and business processes. It uses a set of quality \_\_\_ 5 \_\_\_ methods, mainly empirical, statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined \_\_\_ 6 \_\_\_ of steps and has specific value targets, for example: reduce process cycle time, reduce pollution, reduce costs, \_\_\_ 7 \_\_\_ customer satisfaction, and increase profits.

The term *Six Sigma* (capitalized because it was written that way when registered as a Motorola trademark on December 28, 1993) originated from terminology \_\_\_ 8 \_\_\_ with statistical modeling of manufacturing processes. The maturity of a manufacturing process can be described by a *sigma* rating indicating its yield or the percentage of \_\_\_ 9 \_\_\_ products it creates. A six sigma process is one in which 99.99966% of all opportunities to produce some feature of a part are statistically expected to be free of defects (3.4 defective features per million opportunities). Motorola set a goal of "six sigma" for all of its manufacturing operations, and this goal became a by-word for the management and engineering \_\_\_ 10 \_\_\_ used to achieve it.

([https://en.wikipedia.org/wiki/Six\\_Sigma](https://en.wikipedia.org/wiki/Six_Sigma))

**Ex. 12. Choose the correct word to complete the sentences.**

performed      reengineering      change      rethink      pioneered  
operational      full-scale      restructure      workflows

**Business process re-engineering (BPR)** is a business management strategy, originally \_\_\_ 1 \_\_\_ in the early 1990s, focusing on the analysis and design of \_\_\_ 2 \_\_\_ and business processes within an organization. BPR aimed to help organizations fundamentally \_\_\_ 3 \_\_\_ how they do their work in order to dramatically improve customer service, cut \_\_\_ 4 \_\_\_ costs, and become world-class competitors. In the mid-1990s, as many as 60% of the Fortune 500 companies claimed to either have initiated \_\_\_ 5 \_\_\_ efforts, or to have plans to do so.

BPR seeks to help companies radically \_\_\_ 6 \_\_\_ their organizations by focusing on the ground-up design of their business processes. According to Davenport (1990) a business process is a set of logically related tasks \_\_\_ 7 \_\_\_ to achieve a defined business outcome. Re-engineering emphasized a holistic focus on business objectives and how processes related to them, encouraging \_\_\_ 8 \_\_\_ recreation of processes rather than iterative optimization of sub-processes.

Business process reengineering is also known as business process redesign, business transformation, or business process \_\_\_ 9 \_\_\_ management.

(<https://en.wikipedia.org/wiki/Business>)

**Ex. 13. Choose the correct words to complete the sentences.**

**minimize**      **evaluate**      **determine**      **assurance**      **characteristics**  
**ranging**      **specified**      **finished**      **responsible**      **standards**  
**inventory**      **maintaining**      **reducing**      **determining**

Quality control managers are responsible for \_\_\_ 1 \_\_\_ the quality and reliability of products and services. They are employed in fields \_\_\_ 2 \_\_\_ from aerospace and electronics to chemicals and pharmaceuticals, among many other industries. Some quality control managers are primarily concerned with \_\_\_ 3 \_\_\_ whether finished products are of a \_\_\_ 4 \_\_\_ quality. These specialists, often called quality \_\_\_ 5 \_\_\_ specialists, attempt to determine the causes of product defects that may be found. They then develop methods for \_\_\_ 6 \_\_\_ their occurrence.

Quality control managers inspect and test products at various stages in the production process. They establish testing procedures to \_\_\_ 7 \_\_\_ a product's dimensions and its mechanical, electrical, or chemical \_\_\_ 8 \_\_\_. They also may set up and perform testing on materials, parts, or \_\_\_ 9 \_\_\_ products to measure product performance under a variety of conditions. Quality control managers are \_\_\_ 10 \_\_\_ for the documentation of test results. A manager or statistician will usually prepare the data in the form of a graph or chart.

After products have been fully tested, quality control managers \_\_\_ 11 \_\_\_ the data. They prepare summaries to show how the product might differ from existing \_\_\_ 12 \_\_\_ of quality and reliability. They may suggest changes in how products are made to achieve the best quality possible. They may also recommend methods to \_\_\_ 13 \_\_\_ the amount of scrap, or leftover material, which is thrown away after a product has been manufactured. Areas in which quality control managers may specialize include product design, purchasing, \_\_\_ 14 \_\_\_ control, or research and development. In some companies, quality control managers may be involved in all of these areas.

(<http://careers.stateuniversity.com/>)

#### Ex. 14. Choose the best alternative.

**Quality assurance (QA)** is a way of preventing mistakes or defects in manufactured products and avoiding \_\_\_ 1 \_\_\_ when delivering solutions or services to customers; which ISO 9000 defines as "part of quality management \_\_\_ 2 \_\_\_ on providing confidence that quality requirements will be fulfilled". This defect \_\_\_ 3 \_\_\_ in quality assurance differs subtly from defect detection and rejection in quality control, and has been referred to as a *shift left* as it focuses on quality earlier in the process.

The terms "quality assurance" and "quality control" are often used \_\_\_ 4 \_\_\_ to refer to ways of ensuring the quality of a service or product. For instance, the term "assurance" is often used as follows: *Implementation of inspection and structured testing as a \_\_\_ 5 \_\_\_ of quality assurance in a television set software project at*

*Philips Semiconductors is described.* The term "control", however, is used to describe the fifth phase of the DMAIC model. DMAIC is a data-driven quality strategy used to *improve* processes.

Quality assurance \_\_\_ 6 \_\_\_ administrative and procedural activities implemented in a quality system so that requirements and goals for a product, service or activity will be fulfilled. It is the systematic measurement, comparison with a standard, monitoring of processes and an associated \_\_\_ 7 \_\_\_ loop that confers error prevention. This can be contrasted with quality control, which is focused on process output.

Two principles included in quality assurance are: "Fit for purpose" (the product should be suitable for the \_\_\_ 8 \_\_\_ purpose); and "right first time" (mistakes should be eliminated). QA includes management of the quality of raw materials, \_\_\_ 9 \_\_\_, products and components, services related to production, and management, production and inspection processes.

Suitable quality is determined by product users, clients or customers, not by society in general. It is not related to cost, and adjectives or descriptors such as "high" and "poor" are not \_\_\_ 10 \_\_\_. For example, a low priced product may be viewed as having high quality because it is \_\_\_ 11 \_\_\_, whereas another may be viewed as having poor quality because it is not disposable.

([https://en.wikipedia.org/wiki/Quality\\_assurance](https://en.wikipedia.org/wiki/Quality_assurance))

1. a) measures      b) problems      c) questions
2. a) focused      b) thought      c) speculate
3. a) prevention    b) location      c) analyse
4. a) occasionally    b) successively    c) interchangeably
5. a) sign            b) measure      c) part
6. a) comprises      b) combines      c) consists
7. a) cyclic          b) direct        c) feedback
8. a) intended        b) uncontrolled    c) favourable
9. a) spare part      b) assemblies     c) component
10. a) supplied        b) applicable     c) finished
11. a) disposable     b) instant        c) reusable

**Ex. 15. Read the text. Which definition (1-4) does each certificate (a-c) refer to? Summarize the text.**

- a) Product type approval certificate
- b) Standard compliance seal or mark
- c) Certificate of origin

d) Accredited laboratory test certificate

## Certificates and technical approvals

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The quality control of a product or process can sometimes be replaced with certification of the quality characteristics by third parties. Products that have received officially recognised quality marks may be exempt from controls and reception tests, increasing batch size and improving safety systems.

However, the scope and aim of these quality marks are variable and an in-depth understanding is required to know what they mean. Below are different types of quality certificates, starting with the least reliable:

1. \_\_\_\_\_ : in this case the manufacturer states that the product complies with some specifications. Although the certificate might not be very reliable, failure to comply with the specifications can be legally actionable.
2. \_\_\_\_\_ : the test is performed on a small sample, and therefore cannot guarantee all production. These certificates should be used with caution due to their limited scope.
3. \_\_\_\_\_ : this approves a prototype and therefore does not guarantee the quality of the subsequent manufacturing process.
4. \_\_\_\_\_ : its scope includes continual production and therefore it is more reliable than other certificates. When the product is very new and there is no specific standard to regulate it, the certificate is issued in the form of technical suitability documentation.

Directive 89/196/EEC of the European Union establishes the laws, regulations and administrative provisions of the member countries to construction products. The purpose of the directive is to guarantee the free movement of all construction products throughout the Union by harmonisation of national laws which regulate the health, safety and welfare requirements. These requirements can take the form of harmonised European standards adopted by European standardisation bodies (CEN or CENELEC) or European technical suitability documents if there is no harmonised norm, national norm or European norm mandate. Under this Directive, construction products must have the CE mark, whereby the manufacturer declares that the product complies with the provisions of Community Directives. This mark indicates that the product complies with the essential requirements of harmonised norms (EN) and the Guides for European Technical Approval.

(<https://www.designingbuildings.co.uk>)

**Ex. 16. Match the words on the left with the words on the right . More than one combination is possible. Translate all possible combinations into Russian.**

- |                |                |
|----------------|----------------|
| 1. routine     | a) appearance  |
| 2. physical    | b) engineering |
| 3. after-sales | c) defects     |
| 4. research    | d) circle      |
| 5. reverse     | e) check       |
| 6. quality     | f) quality     |
| 7. perceived   | g) service     |
| 8. technical   | h) durability  |
| 9. zero        | i) laboratory  |

**Ex. 17. Make phrases by matching the words from the two columns. Translate word combinations into Russian.**

- |               |                |
|---------------|----------------|
| 1. random     | a) involvement |
| 2. spot       | b) Sigma       |
| 3. results    | c) improvement |
| 4. continuous | d) check       |
| 5. employee   | e) claims      |
| 6. cycle      | f) sampling    |
| 7. warranty   | g) recalls     |
| 8. product    | h) time        |
| 9. Six        | i) orientation |

**Ex. 18. Replace Russian words and phrases with their English equivalents. Retell the text in English.**

A production worker at a factory or manufacturing plant helps to fabricate, assemble, and test parts and products. This person might work as part of an \_\_\_ 1 \_\_\_ конвейер (линия сборки) team or single-handedly construct a product from raw materials. These workers make sure items are built according to exact blueprints or specifications and that final products \_\_\_ 2 \_\_\_ отвечать стандартам качества и безопасности.

Depending on the facility, a production worker's job may involve intensive manual labor or \_\_\_ 3 \_\_\_ тщательное наблюдение of robotic equipment. Manual labor positions usually involve fast, repetitive actions, such as drilling, bolting, riveting, welding, or cutting. Many modern factories employ computer controls and robots to handle manual tasks, and it is up to other employees to program these instructions and \_\_\_ 4 \_\_\_ производить осмотр the finished items.

In order to ensure \_\_\_ 5 \_\_\_ безопасность и эффективность, a worker needs to have excellent \_\_\_ 6 \_\_\_ практический опыт (навыки) принятия решений and attention to detail. He or she must be able to recognize and remedy small problems before they become \_\_\_ 7 \_\_\_ реальные препятствия (главные помехи, полный провал). Someone who operates an industrial drill press, for example, might notice that drilling through metal sheets has suddenly become more difficult. Instead of simply applying more force, he or she should inspect the bit to see if it is dull or cracked. By taking time \_\_\_ 8 \_\_\_ чтобы отремонтировать или заменить, the worker can avoid damaging the machine and \_\_\_ 9 \_\_\_ предотвратить возможную угрозу безопасности.

The requirements to become a production worker may vary based on the setting. Most factories and manufacturing plants will \_\_\_ 10 \_\_\_ наймут кандидатов (претендентов) who hold high school diplomas and can demonstrate strong \_\_\_ 11 \_\_\_ организационные и технические навыки (опыт). An individual may need to earn a degree or certificate from a \_\_\_ 12 \_\_\_ профессионально-техническое учебное заведение (профессиональный лицей) if he or she wants to work in a \_\_\_ 13 \_\_\_ узкоспециализированный type of facility, such as an automobile or aeronautics engineering company. In most cases, new employees receive \_\_\_ 14 \_\_\_ обучение без отрыва от производства from supervisors and experienced workers to learn about safety policies and how \_\_\_ 15 \_\_\_ управлять специальным станочным оборудованием и механизмами.

Successful production workers who demonstrate \_\_\_ 16 \_\_\_ качества лидера leadership qualities generally enjoy many opportunities for advancement. An experienced worker may be able to become a \_\_\_ 17 \_\_\_ начальник смены or factory manager, overseeing \_\_\_ 18 \_\_\_ изготовление и качество работы. Some are able to obtain office positions, such as industrial buyer and operations executive jobs, where they are able to make important decisions regarding company policies, equipment purchases, shipping methods, and advertising strategies. With continuing education and ongoing experience, a \_\_\_ 19 \_\_\_ целеустремленный (мотивированный) individual may be able to open his or her own manufacturing business.

(<http://www.wisegeek.org/what-does-a-production-worker-do.htm>)

**Ex. 19. Read the article. Replace Russian words and phrases with their English equivalents. Retell the text in English.**

## Food Safety and Security Is Not Just about Preventing Pathogens

By Robert A. Norton, Ph.D., and Stephanie Ostrowski, DVM, MPVM, DACVPM

A recent \_\_\_ 1 \_\_\_ изъятие продукта was initiated by ConAgra of P.F. Chang's Home Menu Brand Signature Spicy Chicken and Mongolian Style Beef, due to the possible presence of metal fragments in the accompanying sauce. The products \_\_\_ 2 \_\_\_ были произведены on June 13, 2016 and June 22, 2016, and the problem was discovered on July 1, "...when an establishment employee \_\_\_ 3 \_\_\_ выявил (обнаружил) metal fragments while dispensing sugar from a supplier for sauce formulation during \_\_\_ 4 \_\_\_ приготовления, after which the recall occurred. "The metal fragments range in size between 2 and 9 millimeters (mm) in diameter, and are curled, malleable and shiny. The metal fragments may be embedded in the sauce contained within the frozen entrée products." Fortunately to date, no \_\_\_ 5 \_\_\_ враждебная (неблагоприятная) реакция or injuries have been reported. This case illustrates well several elements, essential \_\_\_ 6 \_\_\_ для гарантии безопасности и санитарных условий of the consumer public. First, the \_\_\_ 7 \_\_\_ программа надзора и отзыва товаров worked! The company is to be commended for the robustness of the program and the rapidness by which the company was able to accomplish the recall. Secondly, the case illustrates the importance of comprehensive food safety and defense programs. \_\_\_ 8 \_\_\_ Возбудители инфекции are not the only thing to be prevented or eliminated from the food supply. Hazards can take many forms: in this case, a \_\_\_ 9 \_\_\_ физический вред. It is important to remember that hazards in any form can be introduced, either \_\_\_ 10 \_\_\_ случайно или умышленно. In this case, there is no evidence that the \_\_\_ 11 \_\_\_ физическое заражение пищи (человеком) was anything other than accidental. ConAgra has no doubt \_\_\_ 12 \_\_\_ тщательно проверила the whole of their equipment and its overall production process. Equipment does \_\_\_ 13 \_\_\_ изношено (пришло в негодность), and friction can cause metal fragments to be sheared or ground off, contaminating product as it moves through the plant. Companies experiencing such events need to quickly examine the situation to determine if the contamination was accidental or intentional. Cases have emerged in the past where \_\_\_ 14 \_\_\_ недовольный employees or other individuals seeking to harm the company image intentionally contaminated food products with metal filings or broken glass. Companies are wise to consider the possibility of disgruntled employees and should build their food safety and defense programs accordingly. Companies should also \_\_\_ 15 \_\_\_ содействовать развитию a working environment where all employees are prized partners in



diligence. In this case, it was a well-trained and \_\_\_ 16 \_\_\_ исполнительный employee who did his or her job well, thereby preventing a potential tragedy. Well done!

(<http://www.foodsafetymagazine.com/enewsletter>)

**Ex. 20. Read the text. Think of the word which best fits each space. Use only one word in each space.**

### **The main benefits of ISO standards**

ISO was founded \_\_\_ 1 \_\_\_ the idea of answering a fundamental question: “what's the best way of doing this?”

It started with the obvious things \_\_\_ 2 \_\_\_ weights and measures, and over the last 50 years has developed into a family of standards \_\_\_ 3 \_\_\_ cover everything from the shoes we stand in, to the Wi-Fi networks that connect us invisibly to each \_\_\_ 4 \_\_\_ other.

Addressing all these and more, International Standards mean that consumers can have confidence that their products are safe, reliable and \_\_\_ 5 \_\_\_ good quality. ISO's standards on road safety, toy safety and secure medical packaging are just a \_\_\_ 6 \_\_\_ of those that help make the world a safer place.

Regulators and governments count on ISO standards to help develop better regulation, knowing they have a sound basis thanks \_\_\_ 7 \_\_\_ the involvement of globally-established experts.

To find out more about \_\_\_ 8 \_\_\_ ISO's 21539 standards touch almost all aspects of daily life, and work for businesses large and small, you can see standards \_\_\_ 9 \_\_\_ in action. With International Standards on air, water and soil quality, on emissions of gases and radiation, and environmental \_\_\_ 10 \_\_\_ of products, they protect the health of the planet and people, beyond bringing economic benefits.

(<https://www.iso.org/benefits-of-standards.html>)

**Ex. 21. Read the text. Think of the word which best fits each space. Use only one word in each space.**

Food quality control is an important \_\_\_ 1 \_\_\_ that must be taken to prevent contamination and misuse of food supplies \_\_\_ 2 \_\_\_ manufacturers, suppliers and distributors to protect the health of consumers. Maintaining a \_\_\_ 3 \_\_\_ standard in food quality control is dependent on methods that range \_\_\_ 4 \_\_\_ the initial

selection of the food supply to its distribution. Quality control in food production \_\_\_ 5 \_\_\_ a rigorous cycle of inspections along with enforcement of and compliance with several food safety systems and practices.

Some of the first steps in implementing food quality control procedures occur during the purchase phase. Procedures that ensure the quality of the food supply during this initial phase are \_\_\_ 6 \_\_\_ on thorough checks and analyses of involved parties and stages. Such actions can include determination of the supplier's reputation and reliability, inspection and analysis of the food supply being procured, assurance of conformity \_\_\_ 7 \_\_\_ accepted standards and practices, and consideration of quantity and shelf-life. Inspection personnel carry \_\_\_ 8 \_\_\_ many of these tasks as complete inspections are necessary at every point.

(<http://www.wisegeek.com/>)

**Ex. 22. Choose from the sentences A-H the one which fits each gap (1-7). There is one extra sentence which you do not need to use.**

### **Ensure Collaboration: Approve, Plan, and Source.**

Change management is complex and involves many departments, suppliers, and various levels of approval and planning. It involves executing change not only internally, but extending to outside sources, such as suppliers. \_\_\_ 1 \_\_\_.

An effective change management process requires an extremely robust and configurable review and approval workflow. The QMS provides a centralized resource for managing and executing change, and has proven workflow methodologies that can provide a venue for managing change. The approval phase ensures that the appropriate people in each step of the process approve the change. \_\_\_ 2 \_\_\_. Business rules must be built directly into the workflow so that durations and due dates can be set for different stages of the workflow, which is important if a variety of people are being notified, and ensures work is kept on track.

The planning phase of the change management process includes the generation of all action items throughout the workflow. The ability to branch off parallel processes that are linked to the main change management process through action plans ensures the necessary work is kept on track and is distributed throughout the organization instead of being assigned to one person. \_\_\_ 3 \_\_\_.

\_\_\_ 4 \_\_\_. It identifies the project stages, allocates tasks to individuals, and tracks the progress of each task. The QMS allows integration with project control for proper management of the more complex changes—such as during the process of new product design; advanced product quality planning (APQP); or the business

management strategy, Six Sigma—ensuring that quality is not lost in the process.

The source phase of the change management process includes suppliers, employees, equipment, and similar resources. \_\_\_ 5 \_\_\_. With multiple suppliers and logistics, securing the proper suppliers is a critical function of change. This part of the process involves selecting the approved parts and suppliers by creating a list based on the overall supplier rating. This supplier rating list is determined through the use of the QMS supplier rating and inspection feature.

\_\_\_ 6 \_\_\_. Visibility of supplier qualifications and ratings is extremely important during the change management process, and the supplier rating and inspection function should be able to not only rate suppliers, but also rate supplied materials and inspection data. Supplier management integration provides visibility of supplier data from internal systems, third party systems, and equipment and asset management systems.

A change also affects an organization's equipment. \_\_\_ 7 \_\_\_ To mitigate this risk, the QMS provides integration with calibration and maintenance applications. As a result the organization keeps the track of changes to equipment, maintenance records, and equipment status.

<http://www.mpo-mag.com/issues/2016-04-01>

- A** Integration with the QMS's project control function allows an organization to create, track, and control projects
- B** To mitigate this risk, the QMS provides integration with calibration and maintenance applications.
- C** Action items the QMS can create and assign in parallel include feasibility analyses, training events, equipment changeovers, and work orders.
- D** It also involves the process of multiple approvals across operational areas and integration through various QMS functions.
- E** Supplier management integration is a key component of the QMS.
- F** Ranking supplier qualifications enables an organization to pick the highest rated supplier for a particular change or product.
- G** This ability to manage and track affected documents related to the change as well as scheduling or requiring training on documents ensures that information is distributed, used, and understood by employees.
- H** Email alone is not sufficient for collaboration of this level because in many cases there is a need for electronic signatures.

**Ex. 23. Choose from the sentences A-E the one which fits each gap (1-5).**

Inventory control is about knowing where all stock is and ensuring everything is accounted for at any given time. An inventory control system or a computerized inventory system is a process for managing and locating objects or materials.

\_\_\_ 1 \_\_\_. Many shops now use stock control systems. The term "stock control system" can be used to include various aspects of controlling the amount of stock on the shelves and in the stockroom and how reordering happens.

Typical features of stock control software include:

- Ensuring that the products are on the shelf in shops in just the right quantity.
- \_\_\_ 2 \_\_\_.
- Automatically signalling when more products need to be put on the shelf from the stockroom.
- Automatically reordering stock at the appropriate time from the main warehouse.
- Automatically producing management information reports that could be used both by local managers and at head office.

These might detail what has sold, how quickly and at what price, for example. Reports could be used to predict when to stock up on extra products, for example, at Christmas or to make decisions about special offers, discontinuing products and so on. \_\_\_ 3 \_\_\_.

Modern inventory control systems often rely upon barcodes and radio-frequency identification (RFID) tags to provide automatic identification of inventory objects. \_\_\_ 4 \_\_\_. To record an inventory transaction, the system uses a barcode scanner or RFID reader to automatically identify the inventory object, and then collects additional information from the operators via fixed terminals (workstations), or mobile computers. The new trend in inventory management is to label inventory and assets with QR Code, and use smart-phones to keep track of inventory count and movement. These new systems are especially useful for field service operations, where an employee needs to record inventory transaction or look up inventory stock in the field, away from the computers and hand-held scanners.

Stock control systems ensure that shelves are appropriately stocked. If there is too much stock, it ties up a company's money, money that might be better spent on reducing their overdraft, on advertising the business or on paying for better facilities for customers, for example. \_\_\_ 5 \_\_\_ .

([https://en.wikipedia.org/wiki/Inventory\\_control](https://en.wikipedia.org/wiki/Inventory_control))

**A** Recognizing when a customer has bought a product.

**B** Sending reordering information not only to the warehouse but also directly to the factory producing the products enables them to optimize production.

**C** Too much stock means that some perishable products might not sell and would have to be thrown away and this would reduce a stock control system outweigh the disadvantages.

**D** In common usage, the term may also refer to just the software components.

**E** Inventory objects could include any kind of physical asset: merchandise, consumables, fixed assets, circulating tools, library books, or capital equipment.

**Ex. 24. Read the article. Paraphrase underlined words. Retell the article in English.**

### **How to Control Employees at Work**

The workplace can be a **chaotic environment** where employees seem to take advantage of the kindhearted managers who are afraid to take the reins. Getting control of a 'mad house' takes some **initiative** and resolute interaction. With minimal changes and some reevaluation of tactics, anyone who is **in charge of** employees can learn how to take control of the situation.

- Reaffirm your working relationships. As a leader, you should reestablish the pecking order at work. Employees will **take advantage of leadership** that is afraid to lead or enforce rules. Letting the employees know where they stand will help coax some of them back to the middle without doing something drastic.
- Perform a **surprise evaluation**. Employees often know when their performance evaluations are coming up and tend to 'butter the bread' when the time gets close to make up for instances when they were not on task. Performing a surprise evaluation without their knowledge will give them a **realistic depiction** of what they do when they are caught off guard. Allow the employees to see **statistical evidence of work** being performed to show proof because many will be left in disbelief without it.
- Offer **incentives**. Everyone knows that you should be paid to do your job, and for those who wish to **be marginal** this is fine. Offering incentives will spur a positive reaction for those who are already **performing above standard** and pry others who **are on the cusp** to do a little bit more. Incentives like flex time, longer lunches, time off, casual clothes days and others can be used to **get employees in line** as well as boost productivity.
- Separate **problem employees**. No, of course this doesn't mean to put them in the corner and make them wear dunce caps like children, but simply adjusting the

seating in the workplace might help. Problem employees can come in different forms, such as friends who talk too much at work and whose conversations tend to get a little off task and possibly **disrupt others**. Separating these two factions may lower their **morale** slightly, but if they soon see that their performance has increased, (providing you do a prompt evaluation) since the split, they will be less likely to complain and can see the method behind the 'madness.'

- Follow through on your rules. Make sure that you are not constantly **making exceptions for anyone**. Breaking a rule once may be an accident, but then some slight **remedial training** should be issued along with a verbal warning. Upon a second infraction, you should take a more serious approach. Making exceptions will show others **favoritism** and cause even more disruption amongst employees.
- Motivate your employees to get to a positive end result. **Motivation** comes in many positive and negative forms, and in this instance positive forms of manipulation are required. For instance, offering encouragement in order **to bolster someone to do better** is a form of manipulation. Use these types of manipulations to manifest your control of employees at a workplace without **playing mind games** that will ultimately hinder their progress.

([http://www.ehow.com/how\\_4588390\\_control-employees-work.html](http://www.ehow.com/how_4588390_control-employees-work.html))

### **Ex. 25. Choose the best alternative.**

**Product quality** is the collection of features and characteristics of a product that \_\_\_ 1 \_\_\_ to its ability to meet given requirements. Early work in controlling product quality was on creating standards for producing \_\_\_ 2 \_\_\_ products. By the mid-1950s, mature methods had evolved for controlling quality, including \_\_\_ 3 \_\_\_ quality control and statistical process control, utilizing sequential sampling techniques for tracking the mean and variance in process performance. During the 1960s, these methods and \_\_\_ 4 \_\_\_ were extended to the service industry. During 1960–1980, there was a major shift in world markets, with the position of the United States declining while Japan and Europe experienced \_\_\_ 5 \_\_\_ growth in international markets. Consumers became more conscious of the cost and quality of products and services. Firms began to focus on total production systems for achieving quality at minimum cost. This trend has continued, and today the goals of quality control are largely driven by consumer \_\_\_ 6 \_\_\_ and preferences.

There are three views for describing the overall quality of a product. First is the view of the manufacturer, who is \_\_\_ 7 \_\_\_ concerned with the design, engineering, and manufacturing processes involved in fabricating the product. Quality is measured by the degree of \_\_\_ 8 \_\_\_ to predetermined specifications and standards, and deviations from these standards can lead to poor quality and low reliability. Efforts for quality improvement are aimed at eliminating defects (components and subsystems that are out of conformance), the need for \_\_\_ 9 \_\_\_ and rework, and hence overall reductions in production costs. Second is the view

of the consumer or user. To consumers, a high-quality product is one that well satisfies their preferences and expectations. This consideration can include a number of characteristics, some of which contribute little or nothing to the functionality of the product but are significant in providing customer satisfaction. A third view relating to quality is to consider the product itself as a system and to incorporate those characteristics that \_\_\_ 10 \_\_\_ directly to the operation and functionality of the product. This approach should include \_\_\_ 11 \_\_\_ of the manufacturer and customer views.

(<http://encyclopedia2.thefreedictionary.com/Product+quality>)

1. a) contribute    b) involvement    c) penetration
2. a) consuming    b) intangible    c) acceptable
3. a) statistic    b) statistical    c) statistics
4. a) techniques    b) tricks    c) measures
5. a) substage    b) substance    c) substantial
6. a) concerns    b) supply    c) whim
7. a) preferably    b) primarily    c) appreciably
8. a) accordance    b) conformance    c) appliance
9. a) scratch    b) scrub    c) scrap
10. a) pertain    b) go    c) come
11. a) overlap    b) overladen    c) overlabour

**Ex. 26. Read the article. Translate the article into Russian. Summarize each piece of advice in English.**

## **6 Pieces Of Advice For Importers To Control Quality Remotely.**

Posted on January 24, 2017 by AQF Operations team in English.

As an importer, it can be difficult to manage a supplier relationship in China from thousands of miles away, but that doesn't mean quality control has to take a backseat. It's easy to control quality remotely. Here are six ways to utilize quality control in China so you can avoid defects, delays, partial shipments, and other headaches.

## **Find out how to effectively control quality of imports from China**

### **1. Understand different “quality” points of view**

Everyone has a different point of view when it comes to quality, and these differences are amplified even more when you begin working with suppliers in other countries, particularly China. Because of the great distance between importers and manufacturers, most communication is limited to English written documents submitted to the factory, which opens the door to a lot of misunderstandings. This is partially due to the lack of language skills: Chinese suppliers usually have sales teams with a basic English knowledge while factory workers don't even speak English. Moreover, Chinese suppliers produce goods for buyers from all over the world, each one with varying standards and regulations for each specific country of origin. That's why you should avoid asking your manufacturers to use common sense. The best way is for them to rely solely on the importer's requirements that are provided at the beginning of each job, so it's necessary to clearly explain your quality expectations to Chinese manufacturers.

### **2. Get ready for the right quote**

Perhaps the most important step when purchasing in China is to prepare very clear product **specifications**. These include product dimensions, characteristics, functionalities, customizations, individual packaging, labeling, shipping packaging, etc. This should be done as early as when you request the price quote from the supplier to make sure the number you receive is accurate. Plus, the more detailed your request, the better the supplier can meet your manufacturing needs. He can ensure the proper equipment, human resources, and lead time to produce your order. Not only that, providing detailed product specifications helps increase the quality of your goods. If the actual job ends up costing the supplier more than the original quote, many would rather lower the quality of goods than increase the price.

### **3. Verify and keep record of approval samples**

Approval samples are a vital component to control quality of your products, so make sure it's part of your supplier agreement that you receive and approve at least three samples before production. That may seem like a lot, but you'll soon understand why. When you get the samples, pay very close attention to every single detail. If you prefer a professional eye, some quality control companies will verify it as well. Either way, the goal is to test the product and verify that it meets each one of your product specifications and quality requirements. Make sure you keep one sample on your side and send back an approved sample to your supplier and one to your QC inspector to *control quality*. The supplier uses the golden sample as a reference, and compares it with production. If there are discrepancies,



the production should be adjusted. The third party inspection company then uses it as reference to verify the conformity of the production to your product's requirements.

Be aware! An approval sample alone is not enough to confirm that production will go smoothly, because the two product types come from different places. A single sample is created in a sample room, while the final products are created on the manufacturing line: it is made by different hands in different conditions.

#### **4. Control quality during the production**

Every supplier has its own manufacturing skills, but it also has limitations. Unfortunately, these are not always conveyed to the importer; in fact, many manufacturers have difficulty saying that they're unable to fulfill a particular request, whether it's due to cultural differences, a weak quality management system, peak season, or shady business practices. The only way to ensure that your instructions and quality requirements are clearly understood and respected is to verify the goods while in the manufacturing process.

To track your goods quality during the production, you can ask your supplier to send you production samples and pictures from the finished goods for review. But these measures are oftentimes not enough to confirm product quality and useless to verify the production speed. A less-than-reputable supplier could use smoke and mirrors to create the illusion that production is conforming to your requirements, when the reality might be very different. Collaborating with a third party inspection company gives you an on-site expert to confirm the goods' quality and production status on your behalf. This service is called a During Production Inspection and helps limit consumer goods defects while still under manufacturing process.

#### **5. Identify quality problems before it's too late**

When the goods are manufactured and ready to be shipped, you have one last chance to verify their conformity before their arrival at destination. Rather than relying on production samples and pictures of the goods packed, you have several options to control quality of your order in-person. You may prefer to travel to China to inspect the shipment yourself. You can also rely on a third party inspection company to save yourself time and money: this service is called pre-shipment inspection. While fully trained and certified, the inspector can follow your own quality control procedures so you know the shipment is exactly as you requested before it arrives. A third party quality control company guarantees a neutral point of view and provides an additional set of eyes to catch any errors or other red flags. Once a poor quality or incomplete shipment arrives, you have few — if any — options to return the goods or get your money back.

## 6. Take the opportunity to improve future quality

Remember that the results of previous quality controls on goods are an opportunity for improvements, not an automatic reason to go looking for a new supplier. In fact, every non-conformity or quality problem has a solution if you take the time to communicate and negotiate. The most important step is to analyze the root cause of the problem together with the supplier and identify the corrective actions to put in place. This is actually part of the continuous improvement process known as the ISO 9001 standard, which is used by certified third party inspection companies and most professional Chinese manufacturers. When you have an ongoing relationship with a supplier, *quality control* is the best way to work hand on hand, to regularly improve goods quality and conformity to requirements.

Implementing an effective *quality control plan in China* doesn't have to be difficult, even if you live on the other side of the world. Luckily, you have plenty of solutions available to make sure your product is manufactured to your specifications and shipped on time. Start by preparing your order well in advance, with clear instructions for your supplier. Then pick the right quality control plan, from creating your own QC team to hiring a neutral third party inspection company. You will then minimize business risks and maximize your professional success.

(<https://blog.asiaqualityfocus.com/6-pieces-advice>)

**Ex. 27. Read the article. Underline key words. Translate the article into Russian.**

**Quality function deployment (QFD)** is a method developed in Japan beginning in 1966 to help transform the voice of the customer into engineering characteristics for a product. Yoji Akao, the original developer, described QFD as a "method to transform qualitative user demands into quantitative parameters, to deploy the functions forming quality, and to deploy methods for achieving the design quality into subsystems and component parts, and ultimately to specific elements of the manufacturing process." The author combined his work in quality assurance and quality control points with function deployment used in value engineering.

The QFD method identifies and classifies customer desires, identifies the importance of those desires, identifies engineering characteristics which may be relevant to those desires, correlates the two, allows for verification of those correlations, and then assigns objectives and priorities for the system requirements. This process can be applied at any system composition level (e.g. system, subsystem, or component) in the design of a product, and can allow for assessment of differently level abstraction systems based on the output of QFDs matrices assessed for those system levels. The output of the method is generally a matrix with customer desires on one dimension and correlated nonfunctional requirements on the other dimension. The cells of matrix table are filled with the

weights assigned to the stakeholder characteristics where those characteristics are affected by the system parameters across the top of the matrix. At the bottom of the matrix, the column is summed, which allows for the system characteristics to be weighted according to the stakeholder characteristics.

System parameters not correlated to stakeholder characteristics, may be unnecessary to the system design and are identified by empty matrix columns, while stakeholder characteristics (identified by empty rows) not correlated to system parameters indicate "characteristics not address by the design parameters". System parameters and stakeholder characteristics with weak correlations potentially indicate missing information, while matrices with "too many correlations" indicate that the stakeholder needs may need to be refined.

([https://en.wikipedia.org/wiki/Quality\\_function\\_deployment](https://en.wikipedia.org/wiki/Quality_function_deployment))

### **Ex. 28. Scan the text. Summarize each paragraph.**

Quality control is the part of quality management that ensures products and service comply with requirements. It is a work method that facilitates the measurement of the quality characteristics of a unit, compares them with the established standards, and analyses the differences between the results obtained and the desired results in order to make decisions which will correct any differences.

Technical specifications define the type of controls that must be carried out to ensure the construction works are carried out correctly. They include not only products materials, but also the execution and completion of the works.

One way of controlling quality is based on the inspection or verification of finished products. The aim is to filter the products before they reach the client, so that products that do not comply with requirements are discarded or repaired. This reception control is usually carried out by people who were not involved in the production activities, which means that costs can be high, and preventative activities and improvement plans may not be effective. It is a final control, located between producer and client, and although it has the advantage of being impartial, it has a large number of drawbacks, such as slow information flows, and that the inspectors are not familiar with the circumstances of production and are not responsible for the production quality.

When tests are destructive, the decision to accept or reject a full batch must be made on the basis of the quality of a random sample. This type of statistical control provides less information and contains sampling risks. However, it is more economical, requires fewer inspectors, and speeds up decision-making, while the rejection of the whole batch encourages suppliers to improve their quality. This type of control can also identify the causes of variations and, so establish procedures for their systematic elimination.

Statistical control can be applied to the final product (acceptance control) or during the production process (process control). Statistical controls at reception establish sampling plans with clearly-defined acceptance or rejection criteria, and complete batches are tested by means of random sampling. The sampling control can be based on inspection by attributes in line with the ISO 2859 standard (Sampling procedures for inspection by attributes), or on inspection by variables in line with the ISO 3951 standard (Sampling procedures for inspection by variables).

A construction company should reduce the costs of bad quality as much as possible, and ensure that the result of its processes comply with the client's requirements. Both internal and external controls can be carried out. For example, the control of concrete received by the contractor can be carried out by an independent entity; the execution of steelworks can be controlled by the project manager (on behalf of the client), or the construction company can establish an internal control for the execution of the building work.

(<https://www.designingbuildings.co.uk>)

### **Ex. 29. Read and translate the article into English.**

#### **The Quality-Control Myth**

*Use motivated and committed management to maintain the value of your franchise.*

Mark Siebert , Franchise Consultant for Start-Up and Established Franchisors

Time and again, prospective franchisors say that the only thing holding them back from franchising their business is the fear that franchisees won't sustain the quality standards they've established. A typical lament is, "I've worked too long and too hard building this brand to let someone else screw it up."

Frankly, I'm always heartened when I hear these words, because that tells me the prospective franchisor is focusing on the right things. Maintaining quality in your franchise system should be a key focus for a franchisor. This is what differentiates great franchise brands from those that don't succeed.

What's more, if done correctly, franchising can *improve* quality.

That's right: Franchising, done right, can be responsible for *increased quality*.

The problem is that many people who contemplate franchising associate franchised operations with fast food. In doing so, they confuse the ultimate quality of the product (which can be judged as low) with the quality of the operation.

The fact of the matter is, McDonald's is among the world's most quality-oriented brands, but the value proposition and price point aren't appropriate for steak and lobster. There are, however, high-end franchise brands known for detailed attention to quality. Ruth's Chris Steakhouse is a franchise. So is The Ritz-Carlton.

Quality is not about what's on the menu; it's about consistency of the operation.

### **The Hen and the Pig**

When entrepreneurs fear a loss of quality, what they really fear is a loss of control. As a franchisor, they cannot fire a franchisee simply because they don't like the way the franchisee runs a unit. They cannot fire the franchisee's unit managers or employees. And they cannot force the franchisee to comply with their standards in the same way their own employees do.

But a closer examination of the situation tells a different story.

The franchisor has a tremendous amount of power over the franchisee. With a unit manager, poor performance can lead to job loss. With a franchisee, poor performance can lead to the loss of the entire franchise, which in turn can lead to the loss of the franchisee's investment, home, lifestyle, children's college fund and retirement plans.

There's an old joke about a bacon-and-egg breakfast. The hen was involved, but the pig was *committed*. And it is precisely that type of do-or-die commitment that a franchisee brings to the table.

The franchisee is not only committed, but the franchisee is also motivated to excel, as the rewards for strong performance far exceed the rewards associated with managing a business. In addition to increased compensation they're likely to achieve from a strong performance, franchisees can build the business and, in the long term, sell that business as an asset.

Franchisees also are motivated by pride of ownership. They relate to their businesses far more deeply than even the best employee can ever achieve. In fact, time and again when I see a franchise system that has trouble controlling quality, it's often the best franchisees of that system who complain the loudest about poor franchisees that aren't up to standards.

Finally, franchisees almost always have a longer tenure on the job than managers. Over time, these owner-operators continue to accumulate knowledge and expertise. Most managers, on the other hand, move on--leaving the business owner to hire, train and supervise a new manager who, in turn, will leave the system in a similar bind years (or even months) down the line.

Here's the bottom line: In many ways, franchising facilitates improvements in quality at the unit level. One study on this subject showed that franchisees outperformed their company-owned counterparts by an average of 10 percent to 30 percent. In addition, case studies abound in which franchisees, who've taken over stores previously run by managers, are able to increase sales by 30 percent or more almost overnight. I've even heard from more than one franchisor who stopped running his or her own operations because he or she couldn't manage them as well as the franchisees.

Highly motivated franchisees drive a higher unit volume. Whether it's because they run their units better, work later, do a better job with add-on sales or are simply more involved in their communities, their consumers are voting with their dollars, and the results say it all.

### **Talk is Cheap**

Of course, franchising alone is not a prescription for quality. When it comes to quality control, there will be good franchisors, and there will be bad franchisors. From a franchisor's standpoint, there are four pillars of quality-- and each of them has a cost.

- 1. Franchisee selection*
- 2. Franchisee training*
- 3. Ongoing support*
- 4. Compliance*

Quality starts with franchisee selection. The best franchisors award franchises only to well-qualified candidates, and they walk away from the rest. Of course, that means the franchisor will sacrifice the fees and royalties he might have obtained from those rejected, but in exchange, quality is maintained.

Training also comes with a cost--in terms of time, salaries and the expense associated with developing training programs and learning management systems. But training is equally as important as franchisee selection when it comes to maintaining the brand. The best franchisors routinely provide the most--and the most comprehensive--training to their franchisees.

Ongoing support can come in many forms--and, again, all of them come at a cost. Field support has associated salary and travel costs, so the frequency and length of site visits will increase staffing ratios and associated expenses. Advertising, purchasing, public relations, technology . . . the list goes on and on. All have associated costs, but all also contribute to both higher-quality and more profitable franchisees.

Finally, the franchisor must be committed to compliance with the franchise's systems and standards. While the franchisor cannot fire franchisees the way that he or she could fire an employee, a well-crafted contract will grant the franchisor the ability to terminate a non-compliant franchisee. From a quality-control perspective, the question isn't whether a franchisor can enforce these standards, but rather if the franchisor *will*. Enforcing standards, when done from Day One, can be relatively painless, but it must be done.

If standards aren't rigorously enforced from Day One, chances are these standards will continue to slip, and in the process, they'll become more and more difficult to maintain. Again, maintaining compliance comes at a cost--ranging from the costs of having an attorney send a compliance letter to the costs of franchisee termination (and potentially the costs of defending that termination), along with the forgone royalties such a termination would entail.

Quality control is all about commitment. For a good franchisee, that commitment comes naturally. For the franchisor, it comes at a price. But franchisors who are willing to pay that price will find their ability to build a quality brand greatly enhanced.

(<https://www.entrepreneur.com/article/202330>)

**Ex. 30. Read and translate the article. Discuss the importance of retail merchandising control and its weaknesses.**

### **Weaknesses of Retail Merchandising Control**

By Jackie Lohrey

Retail merchandising starts on the receiving dock and ends at the cash register. Each activity and task in between focuses on moving merchandise from warehouse shelves into customer's hands. While retail businesses usually pay close attention to merchandising activities, fewer pay close enough attention to merchandising controls, according to an online column by Linda Carter of The Retail Management Advisors. This often results in merchandising control weaknesses that affect product availability, customer satisfaction and profitability goals.

## **Inventory Controls**

- Inventory controls are vital to running a secure and efficient warehouse. Weaknesses in this area make it difficult to manage merchandise quality, availability and costs. These weaknesses include failing to separate receiving, merchandise inspection and defective merchandise return duties; allowing unrestricted access to high-value inventory items; and implementing a system that doesn't include the right checks and balances, such as procedures for storing, picking and sending merchandise to the sales floor. The negative results can include frequent stock-outs, increased inventory costs and increased labor costs as employees spend time searching for nonexistent inventory.

## **Perishable Merchandise**

- Retail stores that stock perishable merchandise are especially susceptible to weak merchandise controls, as weak controls increase inventory loss due to spoilage and out-of-date merchandise. Weaknesses include failure to check sell-by or freshness dates and failure to rotate perishable items. They also include creating overly large store displays that include more perishable items than the store can sell. Failing to assign daily store walk-through, merchandise inspection and stock rotation duties to specific employees -- and thus establish a chain of accountability -- further weakens merchandising controls.

## **Sales Floor Merchandising**

- Weak merchandising controls can increase instances of customer and employee-related shoplifting and fraud. For example, allowing specialty merchandise displays to create blind spots on the sales floor can make it more difficult to spot missing or hidden merchandise. So can failing to employ loss prevention personnel or train sales floor employees in loss prevention procedures, or failing to make sales floor employees responsible for keeping both floor and counter displays neat and orderly.

## **Customer Safety**

- Store display construction methods, floor maintenance requirements and untrained employees can create an unsafe shopping environment. For example, weak standard operating procedures that do not require double-checking to make sure signs, end caps and displays are secure decreases customer safety. In the same way, cluttered aisles and loosely placed top stock merchandise create additional safety hazards. In addition, allowing untrained employees to conduct product demonstrations, especially when it involves power equipment or merchandise containing chemicals, can put customers at risk.

([http://www.ehow.com/info\\_8605578\\_weaknesses-retail](http://www.ehow.com/info_8605578_weaknesses-retail))

**Ex. 31. Read the article and render it in English.**



## The Recipe for Quality

Key ingredients for maintaining quality within your organization

I have watched my grandmother cook since I was very young, and she's *tried* to teach me her ways. So far I've learned that when she tells you all you need is "a little of this, a little of that, and a pinch of this," it's definitely not going to come out as if she made it. That's for sure. So, I've faced the facts: Cooking is hard work. You know what else is hard work? Maintaining quality within an organization.

For an organization to mature, it needs many things. Just as with cooking, there are many ingredients that go into your recipe for success. There are many components that collaborate together to increase quality and compliance. It's not that any component is worth more than the other—it's that certain modules are able to provide for certain outcomes, depending on what your needs are. Putting all modules to work, and having them work properly together, is the most efficient way to achieve the best results.

Sample recipe (yields a high-quality organization)

Ingredients include equal parts:

- Employee training
- Document control
- Risk management
- Corrective action
- Reporting

Part of ensuring organizational excellence is leveraging all the components to your advantage. A quality management system (QMS) has plenty of benefits to offer that provide a systematic and objective method of operation while gaining control and greater visibility over your processes. This helps you make better decisions, filter adverse events effectively, and mitigate and prevent threats across your organization.

A QMS solution helps prepare an organization for the unknown.

Here's how

**Employee training.** Software for employee training management tracks employee profiles and schedules training events. Training management ensures that your employees are knowledgeable and skilled on all duties and are able to fulfill requirements. It provides consistent and effective training that reduces the risk of adverse safety events that could arise as the result of insufficient training.

Errors are inevitable, but through employee training, the risk of human error can be greatly reduced. Implementing a solution that trains on compliance, especially

when looking to ensure that policies, procedures, and instructions are followed, is an excellent way to achieve the best results. After training is distributed and completed, the system can provide a centralized platform for results and records for reference in the event it becomes necessary.

You can link training software to external business systems to pull records, directories, and learning management elements for greater compliance. Employee training software ultimately enables you to track competence within the organization.

**Document control.** Part of achieving compliance involves the ability to control and centralize all documents. Effective document control software routes standard operating procedures and other important records through draft, review, and final approval. After the final approval, it's able to move on to the awaiting release and approved phases. Using document control, you can determine factors like who is responsible for each phase of the workflow, what they are allowed to edit or reach in each phase, and how long they have to finish each phase. Automation of document control gives users the ability to run a completely paperless system or a system that combines hard copies with online distribution. Both scenarios are able to provide the control owners and departmental groups need to access specific documents from an email directly, by clicking on the link to the browser page and allowing them to approve, review, or void the document immediately. Another reason that document control software is such a beneficial tool is because it provides all documents to be routed to their designated location in a centralized location that makes it simple and quick to find at a moment's notice.

**Risk management.** Risk is inherent within organizations of all sizes. Therefore, it's important to practice precautionary measures no matter how small or large your organization. Risk management tools are ideal because they automate the process of eliminating risky events before they occur—which means there's less chance of human error and more chance of getting it right the first time. When risk management integrates with corrective action, it's able to weed out critical events from the noncritical. It allows users to mitigate events that are most detrimental to the business. Once the critical events are detected, the risk assessment tool ensures that the risk is reduced to an acceptable level and that the measures taken were proven to be successful.

**Corrective action.** This system allows users to generate corrective or preventive actions automatically. It works closely with risk management to provide visibility into the events that matter most to your organization. Built-in reporting enables corrective action to generate multiple reports automatically, providing an effective mechanism for tracking the source and costs of problems. The corrective action module is a key component to achieving compliance for many organizations.

## Conclusion

Quality management has many overlying characteristics. In cooking, there can be lots of substitutions made to a single recipe so it fits your needs. Whether you double up on certain ingredients to make more or eliminate some due to allergies,

the recipe will still remain valid if you substitute appropriate things. Similarly, every organization won't necessarily need the same modules in their QMS, but each system offers the same overlying benefits, including flexibility, improved visibility and control, and a dynamic workflow to make everyday processes easier. Using your QMS to automate processes will result in a standard and consistent process each time, just as following your favorite recipe will consistently result in the same great taste.

(<https://www.qualitydigest.com/inside/management>)

### **Ex. 32. Read and retell the case.**

#### **FAA-Boeing review declares 787 safe, suggests quality-control changes**

The review, ordered after two 787 battery failures last year, also validates the oversight role of the FAA.

March 19, 2014 | by Dominic Gates

SEATTLE — A review of crucial systems on Boeing's 787 Dreamliner ordered immediately after two serious 787 battery failures in January 2013 has concluded that the jetliner is safe, meets design standards and is about as reliable as other Boeing aircraft were after being introduced, according to a final report published Wednesday.

The review, conducted by Federal Aviation Administration and Boeing Co. technical experts, also validates the oversight role played by the regulatory agency, concluding that "the FAA had effective processes in place to identify and correct issues."

The technical team also found, however, that both the FAA and Boeing didn't exercise enough quality control over Boeing's worldwide network of subcontractors during the 787's development and recommended a series of actions at both Boeing and the federal agency to tighten that control.

FAA Administrator Michael Huerta said his agency has already moved to implement the recommendations.

"After the first Boeing 787 battery incident last year, I called for a comprehensive review of the entire design, manufacture and assembly process for the aircraft as well as a critical look at our own oversight," Huerta said. "The review team identified some problems with the manufacturing process and the way we oversee it, and we are moving quickly to address those problems."

Boeing welcomed the report's conclusions.

"The review's findings validate the integrity of the airplane's design and confirm the strength of the processes used to identify and correct issues that emerged before and after the airplane's certification," the company said in a statement.

The recommendations for Boeing focus on improving the flow of information, standards and expectations between the company and its suppliers and maturing the process of technical milestone checks during the airplane development process.

"Boeing has already taken significant steps to implement these recommendations," the company said.

Even after the overheating-battery issue of 2013 was addressed, the 787 continued to be plagued with a series of in-service problems, the most recent of which was the discovery of hairline cracks inside the wings of 42 Dreamliners.

In a finding that is positive for Boeing, the review concluded — after a study of in-service data — that the 787's reliability is "equal to or better than" that of Boeing's previous airplane, the 777, at the same stage of its development.

The list of issues raised by the review team mostly relate to the way the 787's heavily outsourced supply chain was managed.

"In some cases, complete and accurate design requirements did not flow down from Boeing to its primary supplier and then to the involved subtier suppliers," the report states, blaming "communication and verification issues along the supply chain."

(<http://articles.latimes.com/2014/mar/19/business/la-fi-faa-dreamliner->)

### **Ex. 33. Read and retell the case.**

#### **Cracked floors, leaky windows dampen building's welcome**

Valley College center's many flaws typify poor oversight and quality control

March 01, 2011 |Michael Finnegan and Gale Holland

The opening of a new health and science center at Los Angeles Valley College should have been cause for celebration. The complex included the first new classroom building on the campus in more than three decades. There were chemistry and biology labs, a greenhouse, an aviary, even mock hospital rooms for nurse training.

But when students and professors poured through the doors, excitement quickly turned to dismay.

Ceiling panels and floor tiles were askew. Crooked cabinet doors would not shut.

Hot water ran through cold water pipes, cold water through hot. Hot, dirty water flowed at emergency eyewash stations, making them useless. Spigots at some sinks were misaligned, pointing water straight onto lab counters.

Wild temperature swings left students roasting or freezing. A deep chill killed lizards in a biology lab. An imbalance in air pressure created a wind-tunnel effect, and it took a herculean effort to open or close classroom doors.

The problems at the Allied Health and Science Center went well beyond comfort or convenience. Exit signs and fire extinguishers were missing. Hanging pipes and light fixtures were not securely attached to ceilings.

Chemistry professor Elizabeth Friedman was appalled at the builders' work.

"I wouldn't let them build an outhouse for me," she said.

The Los Angeles Community College District, which paid a contractor more than \$48 million to build the science center, had to pay other firms at least \$3.5 million more to fix and complete it. The district and the original contractor, FTR International of Irvine, are embroiled in a court fight, with each seeking to recover money from the other.

The project offers a vivid illustration of the oversight and quality control problems that have plagued the district's \$5.7-billion voter-approved bond program to rebuild its nine campuses.

Nizar Katbi, founder and president of FTR, defended his company's performance. In an interview, he said FTR met its obligations even though architectural plans were often vague and energy-conservation features posed difficult challenges.

"Every problem brought to our attention has been addressed and taken care of," Katbi said.

Dozens of interviews and a review of hundreds of internal e-mails and other documents tell a different story. They show that inspectors, architects and project managers began finding serious construction defects early on and grew increasingly frustrated as deadlines came and went and the complex ultimately opened with many of the problems uncorrected.

Those supervising the project on the ground pleaded with higher-ups to deal firmly with FTR. Yet the top two officials overseeing the construction program did not share their urgency.

They publicly praised the contractor's work and repeatedly approved payments to FTR over the objections of Valley College officials and construction supervisors, who wanted the money held back until problems were corrected. The district had the right to withhold nearly \$5 million but released almost \$4 million, forfeiting a key source of leverage.

The conciliatory approach was charted by Larry Eisenberg, the district official in charge of the building program, and James D. Sohn, then a vice president of URS Corp. of San Francisco, the college district's construction manager.

When Katbi became embroiled in a dispute with an inspector who had documented numerous flaws, Eisenberg urged subordinates to consider transferring the inspector, records show. Later, Eisenberg argued forcefully against suing FTR.

Two years after construction began, and after inspectors and architects had cited the company for hundreds of instances of substandard work, Sohn sent Katbi a letter thanking FTR for a "job well done." FTR posted the letter on its website as a client testimonial.

(<http://articles.latimes.com/2011/mar/01/local/la-me-build>)

**Ex. 34. Read and retell the case.**

**O.C. Hang Glider Maker is Still Soaring After 40 Years**

Wills Wing, founded in the early 1970s when the sport was just taking off, is the world's biggest manufacturer of hang gliders. Its executives emphasize quality.

November 04, 2012 |By Ronald D. White, Los Angeles Times

Once a week, Steven Pearson and Michael Meier strap on helmets, jump off a mountain and try to fly like birds.

The two run Wills Wing Inc. in Orange, the world's biggest manufacturer of hang gliders. Pearson, 56, the company's president, and Meier, 62, its chief financial officer, also are part of a team of pilots that flies every glider.

Test flight days can be grueling, lasting as long as 12 hours in the San Bernardino Mountains. They fly even when temperatures top 100 degrees because skipping a week is not an option.

"If we did not do this," Meier said, "the quality of our products would decline precipitously within a matter of months."

Founded in 1973, when the hang-gliding sport was taking off, Wills Wing has remained aloft in an industry that has dwindled to fewer than a dozen serious competitors from more than 80 makers worldwide in the late 1970s and early 1980s.

A key to the company's survival, its executives said, is "a continuous feedback loop" — including their unusual test pilot role — that helps maintain high standards for Wills Wing gliders. And that's pretty important when a product failure can mean serious injury or death.

Product quality is one of the main reasons why the manufacturer finally gave up last year on having even its most simple products made in China.

Quality control was an administrative nightmare, Meier said, hardly a great selling point for a company with the motto "higher than eagles," whose customers expect to fly as high as the cloud base and to remain aloft for hours.

But because the potential cost savings were so great, Wills Wing gave Chinese manufacturing a try. "You could have things made there for less than the cost of the raw materials here," Meier said.

From 2003 through 2008, the company had the sails for its entry-level glider made at a factory in the Tai Po district of Hong Kong. For three more years, it tried to have glider covers made but discontinued the contract in 2011.

"It would have required our direct presence there on a regular basis, which we don't have the ability to do," Meier said. "Cost of manufacture is not the main issue for us. Control of quality is."

Wills Wing makes a line of hang gliders ranging in price from the \$3,800 Falcon, for those relatively new to the sport, to the competition class T2C 144, which costs \$8,585.

In July, a T2C 144 — made of advanced aluminum alloy tubing and ultraviolet-radiation-resistant Mylar fabrics — was used to break a 12-year-old world distance record. A pilot flew the glider for nearly 473 miles in almost 11 hours.

In 2012, Wills Wing is on pace to sell 660 hang gliders, 28 more than in 2011. Revenue is expected to hit about \$3 million this year.

Wills Wing has faced many challenges: Ask company officials how they survived the recession and they will inquire, without a trace of sarcasm, "Which one?"

Meier, as a member of the Society of Experimental Test Pilots, has been to Washington to fight to keep the sport self-regulated. That's not the easiest task for an activity in which people were still dying by the dozens in the 1970s because they failed to recognize that this was aviation and not just recreation. Pearson, the chief glider designer, has expended significant effort wringing efficiencies from a workforce that is half its former size.

"We sell to a relatively small and relatively stable worldwide market," Meier said, "and because this is a mature industry — the sport is 40 years old, as is our company — the industry has long since gone through several shakeouts. Of the few manufacturers left, we have the best products and service, and the most efficient operation, so we're very cost-competitive."

The company, which was co-founded by brothers Bob and Chris Wills and once employed 30 people, has endured some trying internal transitions.

One occurred for positive reasons but was still difficult. Chris Wills left the company in 1976 to attend medical school. Another was acutely painful. Bob Wills was killed in June 1977 while flying his hang glider for a Jeep commercial.

That was when several employees, including Pearson and Meier, stepped forward to become partners and keep the company going. A key member of that management team, Rob Kells, died in 2008 after a battle with cancer. Chris Wills, now an orthopedic surgeon, remains on the Wills Wing board.

Meier and Pearson are hoping for a much more orderly transition to the company's next generation of management.

"It's something we talk about a lot," said Meier, who studied physics at Stony Brook University in New York and worked briefly as a teacher and at a motorcycle shop before taking up hang gliding in the mid-1970s.

"We have invested in mentoring a number of young, very good and very enthusiastic pilots in ways in which they might have become involved with the industry and our company," Meier said, "with the idea that this might lay the groundwork for some kind of succession plan."

(<http://articles.latimes.com/2012/nov/04/business/la-fi-made-in-california->)

### **Ex. 35. Read and retell the case.**

#### **Quality Control Problems Found at Douglas Plant**

April 18, 1991|RALPH VARTABEDIAN | TIMES STAFF WRITER

The Federal Aviation Administration has found serious quality control problems in passenger jet production at McDonnell Douglas in Long Beach, raising the prospect that the agency would halt the delivery of the firm's aircraft if the deficiencies are not corrected, according to internal company documents.

The FAA found in an audit two months ago that the aerospace company was using out-of-date blueprints to build aircraft, had performed unauthorized repairs on aircraft and had poor control of parts on the factory floor, according to a Douglas memorandum obtained by The Times.

It also found workers using unapproved tools and performing unauthorized removal of parts from aircraft in production.

In a statement Wednesday, the FAA said that the deficiencies "pose no threat to flight safety." But agency officials confirmed that they sent the firm's Douglas Aircraft unit a letter of investigation that demands remedial action.

Douglas officials acknowledged Wednesday that they consider the audit findings serious. While company spokesmen said the agency is not near the point of lifting Douglas' production certificate, the critical audit is only the latest in a series of setbacks for the financially troubled aerospace firm.

Oe Douglas scientist said the FAA audit findings, taken as a whole, suggest a troubling pattern of indiscipline at the firm. At worst, he said, they suggest "intellectual sloppiness."



American Airlines, one of the firm's most important commercial customers, declined to accept delivery of one of Douglas' new MD-11 jetliners earlier this year, citing a number of deficiencies.

Douglas' management has been attempting to recover from the turmoil created in 1989, when the entire management staff was dismissed and forced to reapply for its jobs as part of an upheaval in corporate culture.

Douglas recently has improved the pace of deliveries of its MD-80 jetliners and is entering a crucial phase this year of accelerated production of MD-11s. It is also attempting to recover from schedule delays on the Air Force C-17 cargo jet, which is supposed to make its first flight in June.

But the FAA audit findings suggest that the firm has not cured its fundamental problems yet.

Indeed, the firm's efforts to instill a new corporate culture do not appear to have brought management in closer touch with the work force. The FAA found that Douglas management is "not involved" and that the company was characterized by a "lack of discipline to following processes and procedures."

Said a Douglas spokesman on Wednesday: "Those are findings we take very seriously. They were certainly not as good as we would like to have seen."

Douglas, the largest aircraft company in California, has 42,600 employees, including nearly 40,000 in the Southland. Members of its largest labor union, the United Auto Workers, have been working without a contract.

Indeed, the Douglas scientist questioned the extent to which management-union friction has exacerbated the quality control problems identified by the FAA. Contract negotiations have created a contentious atmosphere in the plant, he noted.

Under the FAA system, a series of administrative steps could ultimately lead to a lifting of the firm's production certificate, a Douglas spokeswoman said. But the current investigation has not yet reached that stage, she added.

Nonetheless, government representatives knowledgeable about Douglas said the FAA audit findings mark a serious dispute between the FAA and the company.

The Douglas memorandum quoted the FAA as saying the audit made "significant findings."

The memo added: "This is no joke; we either perform or FAA will: 1. pull DAC's production ticket (unable to deliver aircraft) 2. impose financial penalty."

The memo concludes with the slogan: "We must pass . . . it's our future."

The Douglas spokeswoman explained that the firm sought in the memo, which was used in employee briefings, to "come down hard" on itself.

"We wanted to stress to workers that they have to do it right," she said.

The FAA audit, called a quality assurance system analysis review or QASAR was part of a regular agency program to periodically audit producers of commercial

aircraft. The audit was performed from Jan. 22 to Feb. 8. The FAA is scheduled to return to Douglas April 22 to re-examine the firm.

Engineers at Douglas Aircraft have grumbled in the past about some of the deficiencies found by the FAA, particularly the problems with blueprints. Since the MD-80 and MD-11 jetliner programs are derivatives of programs more than two decades old, many of the blueprints are quite aged.

In addition, both aircraft have been subject to extensive modification and are offered to airlines in a variety of internal configurations, resulting in the use of a large number of blueprints. Some engineers have questioned whether Douglas can produce a set of blueprints that precisely describes each aircraft that it builds.

Like nuclear reactors, submarines and skyscrapers, large passenger jetliners must have precise blueprints in case later needs arise to modify or repair the aircraft.

([http://articles.latimes.com/1991-04-18/business/fi-385\\_1\\_quality-control](http://articles.latimes.com/1991-04-18/business/fi-385_1_quality-control) )

### **Ex. 36. Read and render the article.**

#### **Occupational Stress and Employee Control**

Employee control over work can reduce stress and enhance motivation and growth. Several key findings have prompted employers to search for ways to give workers a greater sense of control, to improve health, productivity and morale.

#### **Findings**

Industrial psychologists discovered that how much latitude employees have at work - their control over job-related decisions - affects their health, their morale and their ability to handle their workload. Richard Hackman and Greg Oldham reported, in 1976, that control (in terms of job-provided autonomy) enhanced motivation and growth - in blue collar, white collar and professional positions. Then, in 1979, Robert Karasek found that workers whose jobs rated high in job demands yet low in employee control (as measured by latitude over decisions) reported significantly more exhaustion after work, trouble awakening in the morning, depression, nervousness, anxiety, and insomnia or disturbed sleep than other workers. When workers facing high demands had more control, their stress was lower. This major insight into how occupational stressors affect health and well-being has led to ongoing improvements in the workplace. For example, many organizations have implemented programs designed to enhance employee control.

#### **Significance**

Karasek's findings revealed to employers that they could improve job-related mental health without sacrificing productivity. That is, organizations could reduce job strain by increasing employee control or decision latitude, without reducing

actual workload. Employers could fine-tune their administrative structure in order to reduce employee stress and protect workers' mental health - without cutting productivity. What's more, the Hackman and Oldham research showed how control influences feelings about work more broadly. And in fact, a 2002 survey of 604 employees by the Society for Human Resource Management and *USA Today* revealed that some 94 percent of those polled consider autonomy and independence "very important" or "important" to job satisfaction.

## Practical Application

Many organizations have increased employee control to make jobs better for employees, often redesigning their processes or flipping around the chain of command. For example, Ford Motor Company has shifted virtually all of its manufacturing operations to a team-based approach in which employees have far greater control over their work. Rather than simply follow directions from supervisors, employees can, for example, talk directly to suppliers about parts quality, research better ways to run equipment, and take independent action to eliminate product defects. The pilot program, which began at Ford's Romeo, Mich. engine plant in the early 1990s, raised productivity and quality along with job satisfaction so successfully that Ford expanded the approach, giving virtually all employees targets and allowing them to find ways to reach them.

Telework has also given many workers greater control over decisions, embracing a wide range of alternative workplace arrangements such as telecommuting and virtual, mobile or satellite offices. Enabled by widespread Internet access and allowing companies to reduce overhead, telework also allows employees to control where, and to some extent when, they do their work. The International Telework Association and Council (ITAC) reports that by 2002, the number of telecommuters in the United States stood at 46.9 million (divided more or less equally between employed and self-employed). Organizations such as American Express, AT&T, IBM and Merrill Lynch have a significant number of employees who take advantage of this form of employee control. To determine its success, AT&T surveyed managers in 1999. Sixty-eight percent of the managers said that their productivity increased while telecommuting. Moreover, 76 percent were happier with their jobs and 79 percent were happier with their careers in general, while 79 percent reported higher satisfaction with their personal and family lives.

(<http://www.apa.org/research/action/control.aspx>)

### **Ex. 37. Read and retell the article.**

#### **Demand at GM plant puts quality control to the test**

*Employees at an SUV factory in Texas have been working 50-hour weeks for months, but advances in production methods, including some automation, have helped keep up quality control.*

ARLINGTON, Texas — Every day at the General Motors Co. assembly plant, harried workers pull 15 of their freshly built sport utility vehicles off the line and climb all over them.

It's not meant to be fun. They check the big vehicles high and low for fit and finish, squeaks and rattles, air and water leaks, and other problems — and typically find few flaws, despite the plant's frantic pace since January.

But as surviving domestic auto plants here and elsewhere continue to stretch their production capacities with month after month of 50-hour weeks, they may test the limits of their quality-control systems.

"Right now, what's going on is everyone is really stretching their plants — and hopefully not to the breaking point," said David Cole, chairman of the Center for Automotive Research in Ann Arbor, Mich. "I don't think they will. But until manufacturers get more comfortable with the direction of the economy, they won't add capacity."

Workers at the GM plant here are "very tired" after six straight months of overtime — 50 hours one week, followed by 59 the next, said Enrique Flores Jr., president of United Auto Workers Local 276, which represents most of the 2,400 employees at the plant.

"We hear it all the time," Flores said. "People are tired, and they wonder how they're going to make it another week."

But he and others say the weary workforce is still turning out high-quality SUVs — an absolute requirement for survival these days. Thanks to modern assembly processes, lots of pre-assembled components, automation and computerized quality monitoring, a tired plant can be just about as efficient as a fresh one, plant and industry officials say.

Two of Arlington's SUVs recently swept their categories in the J.D. Power & Associates Initial Quality Survey: The Chevrolet Tahoe was the top large SUV and the Cadillac Escalade won best large premium SUV.

"Our people take great pride here in what they build, and those [awards] still mean a lot to them," plant manager Paul Graham said. "But they are also validation by our customers that we are building SUVs right."

The plant is on the cutting edge of the lean new business model that most assembly plants in the U.S. have adopted. After months of downtime during a terrible 2009, the plant — now GM's only full-size SUV factory — is running pretty much flat out to replenish dealers' inventories, and it has been on overtime longer than most auto factories.

Last year, dozens of plants nationwide closed, idling thousands of workers as GM and Chrysler declared bankruptcy.

Although the economy continues to sputter, demand for new vehicles is slowly increasing, and most automakers are scrambling to rebuild inventories with fewer plants and workers.

So far, there is scant evidence that the grueling overtime is diminishing hard-won improvements in domestic quality. In fact, for the first time in 24 years, domestic automakers had fewer flaws on average than imports in the recent J.D. Power survey.

"There's no reason to believe that this average 5.5% increase in quality that we've seen each year won't continue" at domestic plants, said David Sargent, vice president of global vehicle research at J.D. Power. "The real test may come when a plant that has been on lots of overtime has to start building an all-new vehicle. But we don't think this will be a problem."

That wouldn't have been true 20 years ago. Back then, autoworkers welded bodies together — a hot, tough job crucial to the assembly of a car or truck.

If bodies aren't straight and true, all the other components that are installed as the vehicle moves down the line will end up being slightly off — resulting in vehicles with rattles or air leaks or worse.

"Unfortunately, the guys doing the spot-welding usually started wearing down first when you worked a bunch of hours for months on end," said Cole of the Center for Automotive Research.

Now, robots perform those arduous tasks. In addition, many of a vehicle's major parts — dashboards, seat assemblies and electrical components — are pre-assembled by suppliers and delivered to the plants.

Still, the work is far more strenuous than a desk job. The Arlington plant technically went to a four-day, 40-hour work week last year but has yet to work one this year. The plant is generally in operation Monday through Friday one week and Monday through Saturday the next.

"It's a long week, but I think people recognize we need to meet customer demand," said Graham, the plant manager.

He said he receives "loads of data" on quality at the plant and none — including warranty reports from dealers — indicate any big problems.

"I don't know that you see any more issues on overtime than you do normally," Graham said. "You've got more hours and you build more trucks. But you adjust. You deal with it."

<http://articles.latimes.com/2010/jul/27/business/la-fi-auto-workers-20100727>

**Ex. 38. Read and summarise the article.**

## **Transparency: The Must-Have Ingredient for Food Companies**

Transparency: It's obviously important, but for companies recognizing the need to make it a part of their brand, the best way to proceed is—ironically—not that clear. Customers want transparency, and manufacturers want to deliver it. But figuring out how to make processes transparent, how to build consumer trust, and how to make sure your customers retain their confidence in your organization in an atmosphere of polarized discussion is a complicated set of decisions to make.

“Transparency is no longer a ‘nice to have’ quality for food companies—it really is mandatory in the eyes of the consumer,” explains Katy Jones, chief marketing officer for Foodlogiq. “Building a culture of transparency focused on safety and quality is critical for food companies.”

Putting it in even starker terms, Prof. Ravi Jadeja, food safety specialist at Oklahoma State University's Robert M. Kerr Food & Agricultural Products Center, frames transparency as a consumer right.

“Consumers are entitled to accurate information about their food,” he says. “They should be empowered with as much information as possible related to food safety, quality, origin, and sustainability, so that they can take informed decisions related to their food.”

As well, adopting transparency creates new customers while making old customers happy, notes Reid Paquin, industry solutions director, food and beverage, at GE Digital. “The data shows that product transparency impacts purchasing decisions,” he says, “and those brands that take advantage can increase their market share. Companies that believe food transparency is not a top consumer priority are putting themselves at risk.”

### **The Challenge of Change**

Companies who are arriving late to the transparency game have perfectly good reasons for being behind: When an aspect of manufacturing that has never previously been a priority suddenly comes to the fore, the shift in focus demands an enormous investment in change.

Charlie Arnot, CEO of the Center for Food Integrity (CFI), is happy to see manufacturers turning toward transparency, but he notes that sending out the internal memo announcing the decision to become more transparent is only the first of a long series of actions, each increasing in complexity.

Arnot explains, “The procurement department gets that memo and they say, ‘We’re going to start sharing a lot more information about where we get this product. But do we know how those vendors get their products? How far back do we have to

go?’ Someone in corporate social responsibility will say, ‘This is a great move and we applaud it, but have we established what we’re going to talk about and what our values are?’ The first thing you have to focus on is getting internal alignment and making sure you’ve got buy-in from the entire organization. Then put together a process that allows you to say, ‘Here are our values. Here’s our commitment to transparency. Here’s the information we’re going to be willing to share.’”

Jones agrees, noting that transparency is ultimately about communication, and it needs to reflect supplier onboarding and effective internal communication in order to work properly when made plain to consumers.

“Open and transparent communication with your suppliers is a must for addressing these issues,” she notes. “After all, you can’t offer consumers the information they crave about your product and processes if you aren’t getting that information from your suppliers and brokers. And you cannot expect a supplier to fulfill your requirements around safety and brand promise if you aren’t open about your expectations. It’s a two-way relationship that can make a huge difference in your business.”

Yet even gathering the information that the company will now make transparent can be a challenge, because if transparency has never previously been a goal, the information may well be stored in a manner that will be laborious to bring into the light.

“A lot of companies still use manual or paper-based processes,” Paquin says, “especially when it comes to traceability. These systems are simply not accurate enough and cannot provide the visibility that is needed to provide the transparency consumers want. Traditionally, the ROI to replace these systems with automation has not been the strongest. Manufacturers would make investments for other initiatives, say a system to improve productivity first.”

### Traceability

For some in the industry, the linear “one up and one back” approach to supply chain transparency has sufficed thus far, says Jones, but that’s unfortunately outdated in the present climate. Knowing only the information one step back and one step forward in the supply chain is no longer enough.

“To give consumers the transparency they want,” Jones underlines, “it is imperative that a company implement whole chain traceability, rather than relying solely on the movement of product within its own four walls.”

Adopting that level of transparency will cost capital, but Jones stresses companies need to understand that it’s also an investment that pays a healthy dividend.

“Transparency in food marketing can be driven by the data that is assembled when implementing a traceability program,” Jones explains. “Traceability provides

visibility into the data about your products and how they move across your supply chain. Imagine being able to tweet with real-time data about the food you produce. It can be an incredible marketing advantage in the food industry. Traceability can enhance compliance with federal and state food-safety regulations, and significantly reduce the time it takes to resolve a food recall or withdrawal, which helps tremendously with establishing and maintaining consumer trust.”

A study Paquin conducted within the last few years recently showed that 45 percent of respondents had a formal traceability solution in place, he explains, but it also revealed that having a system in place alone was not enough to guarantee market share. Track and trace technology, with a two-way information flow from trace-back to trace-forward, made a deciding difference.

“From a practicality standpoint, traceability is really about what you can track within your system,” Paquin says. “Leaders in the industry were more likely than their peers to be able to track and trace their products from any stage in the value chain. This includes details on suppliers used, operators who worked on the product (or an ingredient that was mixed into the product), equipment used in the manufacturing process, distribution, and even any customer complaints. Without an integrated system, a manufacturer will not be able to provide the transparency that consumers demand today.

Jones, too, cautions against doing transparency by halves, or by trying to claim transparency without actually putting in the work it demands.

“Where food companies go wrong is when they attempt to market ‘farm-to-fork’ in an inauthentic way,” she says. “Consumers are getting smarter about these marketing programs and want more data-driven marketing. They want real-time information backed by real data.”

### What Consumers Think And Know

A significant challenge manufacturers face, says Arnot, is becoming the source consumers turn to for information about their food. In a climate of alarm over “fake news,” debates over the merits and harms of GMOs, and other deeply debated topics, Arnot notes that “People trust information from their peers before they trust information from experts. If that’s the case, how do we begin to engage with those peers in a more effective way? It’s very challenging.”

Having surveyed widely on the subject, Arnot reports that over the past seven years, the number of consumers who believe they have all the information they need to make decisions about their food has been steadily increasing. The problem is that the information that makes consumers feel informed may not be true.

“People feel empowered by the ability to access information,” Arnot says. “The challenge for the food industry is that it might not be accurate information, and it might not be coming from the food system. That’s one of the places where as a



food system we need to figure out where we can improve. We have to be in the places consumers go to find information.”

The SmartLabel Sponsored by Mondelēz International app enables consumers to scan a product’s QR code or UPC code and access detailed information—including ingredients, nutrition facts, allergens, and more.

Arnot singles out Campbell’s and Hershey for their recent successes in making information available through SmartLabels and QR codes (a system also endorsed by Jones, whose FoodLogiQ sells software that generates such codes). This is effective in giving consumers one-stop information.

Also recently launched is the SmartLabel Sponsored by Mondelēz International app that makes in-store access to detailed product information on Mondelēz’s snacks possible from smartphones. More than 1,100 products across its U.S. snack product portfolio—biscuits crackers, cookies, chocolate, gum, and candy—are searchable through the new app as well as online at [www.smartlabel.org](http://www.smartlabel.org).

For more complex information, however, consumers will likely contact the manufacturer. At that point, Arnot underlines, it is integral for companies to be ready to respond as quickly as possible.

“If someone decides they’re interested enough to send an inquiry to the Contact-Us button on your website, the expectation is that they’re going to get a response within eight hours,” he says. “If you don’t make that happen, then you begin to be perceived as less responsive, and that equates to less transparent. We know consumers are looking for ‘The information that’s relevant to me, when I want it, from the source that it want it from, at the time that I want it.’ That’s part of what creates the challenge for companies today.”

Arnot also encourages developing company websites that are simple, clear, and user-friendly. The CFI advises manufacturers to strive for websites that will not challenge consumers, leading them to become frustrated and give up. When the CFI has had third-parties evaluate company websites, he stresses, invariably, manufacturers believe they are far more transparent than they actually are.

“Companies would say, ‘It’s there! You really just have to know exactly where to find it! You just have to go six clicks in on this particular tab and stand on your left foot on Friday, and it’s there!’” Arnot laughs. “Really, the three-click rule applies, where anything should be available to you within about three clicks. That makes sure you’ve got your website organized in such a way so that people who are interested in your ingredients, where your products come from, your sources, your people, impact on the environment, can find whatever they’re looking for quickly and with a minimum of obstacles.”

Trust

Arnot reflects that during the battle over genetically modified organisms, the idea of “GMOs” became a shorthand for consumers to express distrust in industrialized food systems. For that reason, he and the CFI want to see manufacturers cultivating trust among their customers: If companies can encourage consumers to trust them, that means consumers will be more likely to get information from them directly, rather than going through blogs and social media discussion groups where the information shared may be less accurate and more shaped by ideology. However, in order to promote trust among consumers, manufacturers need to build practices consumers can have faith in.

“The primary driver of trust is the perception of shared values—that’s three to five times more important in building trust than providing factual information,” Arnot explains. “It’s about helping people understand: What are the values of your organization? What do you stand for? What do you believe in? Are those values consumers can align with? And how do you actually demonstrate those values in your organization? Above all, consumers want to know most about a company’s practices. Because the practices are what you do every day, they really are your values in action. They want to know what you do, why you do it, and your values. That level of transparency gives consumers a greater sense of confidence they can trust.”

For Jones, an important component of building consumer trust is showing transparency as a part of all levels of an organization.

“It’s critical to build a consensus for transparency from the top down,” she says. “For example, an executive can be transparent when addressing recall issues with the public on social media or the company blog.”

Trust can also be built with support from outside your company, reminds Prof. Jadeja, who noted that products bearing third-party verification seals are perceived as higher-quality products, particularly by consumers in European countries.

“There are several Global Food Safety Initiative-benchmarked food-safety and quality schemes that allow food processors to use their logos on food packaging (for example, SQF Quality Shield) if processors meet the stringent food safety and quality requirement established by the schemes,” says Prof. Jadeja.

The two areas that consumers value third-party verification most highly, says Arnot, are in the attestations of the treatment of animals and in food safety. “There’s a higher value of third-party verification there than any of the other areas we tested. When it comes to food safety and animal care, that’s where consumers really look for third-party verification and use that as a barometer of whether this is a company they can trust. Once again, you can’t do transparency without trust.”

Trusting Consumers

The last part of the trust equation, Arnot says, is to trust customers to understand your business and its intentions. Shifting to a more transparent way of functioning is a long process with a steep learning curve. But, he says, if you're frank with your client base about what you're doing and why, they will understand. Let them know that what you're undertaking will be ongoing and as a result you may not get it right every time, but regardless of whether you make mistakes, you're nonetheless genuinely committed to the task of transparency—and let your customers know that you're willing to talk with them directly about it if they have any questions.

“People will give you the benefit of the doubt if you help them understand that it's a process, it's not something where you turn a switch and today you're transparent even if yesterday you weren't,” he says. “You have to get buy-in from the organization, you have to establish your values, talk about what you're going to communicate, and then make sure your consumers understand that you're on a journey with them, and if they'd like more information, they should let you know.”

<http://www.foodqualityandsafety.com>

### **Ex. 39. Read and translate the article.**

#### **Johnson & Johnson Challenges Amazon on Product Quality**

Johnson & Johnson is pressuring Amazon to step up efforts to control the quality of brands resold by third party merchants, highlighting a problem faced by the entire e-commerce sector.

Johnson & Johnson stopped directly selling some of its health care products including Rogaine and Tylenol on Amazon earlier this year because of incidents when third parties sold damaged or expired units of those products on the e-commerce platform, the Wall Street Journal reports. The e-health care giant recently resumed sales of most of its products directly to Amazon, the news service reports.

Approximately 40 percent of the products sold on Amazon come from third party merchants that are not affiliated with the website, according to the company's reports to investors.

Johnson & Johnson declined to comment for this article. Amazon did not respond to requests for comments.

Amazon has become the online retailer of record by improving the online shopping experience with competitive prices for products and faster convenient, shipping,

but controlling the quality of products sold by third party merchants is the next great challenge of e-commerce, says Sucharita Mulpuru, a retail analyst at Forrester Research.

Amazon sold approximately \$61 billion worth of products in 2012, so the company is limited in how closely it can inspect the quality of the products sold by third parties, Mulpuru explains. Amazon should work closer with customers and brand owners because of the scale of its operations to spot sales of counterfeit, expired or damaged products by third party merchants, after which the e-commerce giant should weed out merchants that violate quality standards, Mulpuru says.

"Amazon likes the third party re-seller business because it's very lucrative and you don't have to own the inventory," Mulpuru says. "Amazon has a lot of integrity and we forget sometimes that like other e-commerce sites they are vulnerable to unscrupulous third party re-sellers."

Amazon incentivizes third party merchants by offering storage space and shipping for the products sold on the website. The company also announced on Monday that its Amazon Prime service will partner with the U.S. Postal Service to make Sunday shipments in the New York and Los Angeles metropolitan areas, with plans to expand that service to other cities in 2014.

The U.S. Census reports that e-commerce was 5.8 percent of retail trade during the second quarter of 2013, and IHS Global Insight projects that e-commerce will be approximately 8 percent of retail trade by 2016 or 2017, says Chris Christopher, head of consumer for IHS Global Insight market research firm.

Over time quality control agreements with merchants will be enforced and companies will be on the lookout for misrepresentation and poor product quality from third party re-sellers, Christopher predicts.

"As people buy more things online, quality will matter more, or they will be more skeptical about buying online," Christopher says. "When a company like Amazon takes a larger and larger share of shipping, quality control becomes more transparent."

[\(https://www.usnews.com/news/\)](https://www.usnews.com/news/)

**Ex. 40. Read and summarise the article.**

### **How Toyota strayed from the quality-control path and lost its way**

Before there was a Toyota Way, there was the W. Edwards Deming way.

If there is an enduring lesson in Toyota Motor Corp.'s recall fiasco, it is that the Japanese auto maker strayed far from the core teachings of Mr. Deming, the influential American statistician and quality-control guru.

Mr. Deming's genius was applying statistics to quality control. He would painstakingly record product defects, figure out why they happened, work diligently to fix them, track how quality improved, and then keep refining the process until it was done right. It is a production model that would not have tolerated for long the spike in complaints from Toyota owners about sudden acceleration that began in 2002.

Mr. Deming refined his ideas into what he called "total quality management," which later became the foundation of Toyota's now famous Toyota Production System of just-in-time manufacturing. TPS emphasizes consistently high quality, a relentless drive to eliminate waste and continuous improvement.

Mr. Deming, who died in 1993, played a key role in moulding U.S. manufacturers into a powerful weapons-production machine during the Second World War.

But it was in Japan that he made his mark. In the booming postwar years, U.S. manufacturers were far more interested in mass production than quality. So Mr. Deming took his ideas to war-ravaged Japan, where he found a receptive audience among Japanese manufacturers. Japan already had a tradition of hard work and attention to detail, and with shortages endemic, eliminating waste quickly became a national mantra.

Mr. Deming spent extended stints in Japan in the 1940s and 1950s, initially working for the Allied command in Tokyo, and later as a consultant, teaching Japanese executives, managers and engineers about quality control.

Even today, he's better known in Japan than in his home country. The Union of Japanese Scientists and Engineers still awards an annual Deming Prize to Japanese companies and individuals who make significant contributions to quality in manufacturing. Toyota executives might be wise to recommit themselves to those same ideals.

And they could start by reading Mr. Deming's seminal 1986 book, *Out of the Crisis*. His 14 points of management - a handful of which are summarized here - remain as relevant today as they were when he penned them:

Get away from mass inspections by building quality into a product.

Stop awarding business based solely on price, and instead focus on minimizing total costs, choosing suppliers based on quality and trust over the long term.

Constantly improve production and service.

Help people and machines and gadgets to do a better job.

Drive out fear, so that everyone works effectively for the company.

Break down barriers between departments so that people in research, design, sales, and production work as a team, enabling them to better foresee problems.

Poor quality and low productivity can't be beaten with zero-defect slogans and targets because the solution lies in the system, not the work force.

Remove barriers that rob hourly workers of their right to pride of workmanship by focusing on quality rather than sheer numbers.

Remove barriers that rob managers and engineers of their right to pride of workmanship by abolishing objectives-based merit ratings.

Toyota now acknowledges that it lost its way, focusing too much on growing big rather than building high-quality cars.

Toyota unabashedly set a goal of overtaking General Motors as the world's largest vehicle manufacturer, and it succeeded. Last year, it produced nearly 10 million cars, up from 5.2 million in 2000. Over that period, Toyota added 17 new plants around the world.

But when the first inkling of a problem emerged, Toyota executives apparently weren't listening or didn't hear. Mr. Deming's teachings had apparently given way to other less-helpful traits, including a reluctance of lower-level managers to deliver bad news up the command chain. The company's notorious flexibility had slipped into a reluctance to acknowledge failure.

Toyota isn't alone in this. Managers everywhere could learn a thing or two, or 14, from the man who helped Japan become a global manufacturing powerhouse.

The lesson of the Toyota recalls is not that Mr. Deming's Japanese model is an anachronism. It may be more relevant than ever.

(<http://www.theglobeandmail.com/>)

#### **Ex. 41. Read and render the article.**

### **New Recalls by Johnson & Johnson Raise Concern About Quality Control Improvements**

After years of struggling to improve its image after major quality lapses, the consumer giant Johnson & Johnson announced two recalls of well-known products in the space of a week, raising questions about the extent to which it has moved on from its past problems.

The company's pharmaceutical unit, Janssen, informed doctors and patients on Wednesday that it was recalling one lot of Risperdal Consta, an injectable antipsychotic treatment, after routine testing turned up evidence of mold.

And last week, Johnson & Johnson recalled 200,000 bottles of liquid Motrin for infants because they may contain tiny particles of plastic.

In both cases, the recalls involved products or ingredients that were made by outside companies.

Risperdal Consta, a long-acting version of the pill form of Risperdal that is typically administered in a doctor's office or clinic, is made by the company Alkermes, based in Ireland. It referred all questions to Johnson & Johnson.

Continue reading the main story

McNeil Consumer Healthcare, the over-the-counter division at Johnson & Johnson, said the plastic particles in Motrin — which were about the size of a poppy seed — originated at a third-party manufacturer of Motrin's active ingredient, ibuprofen. The company did not name the manufacturer.

The company said in both cases that the risk to patients was low and it had received no reports of serious harm.

Still, some experts said the two recalls, announced over such a short span, raised questions about how well the company has improved its oversight after a string of manufacturing problems threatened its image as one of the world's most trusted brands. The company has recalled everything from Tylenol to contact lenses and artificial hips in recent years, and is operating under a consent decree with the Food and Drug Administration in which it has promised to overhaul production at three manufacturing plants. One plant, in Fort Washington, Pa., has been closed since 2010.

“Even the most careful company is occasionally going to have a recall,” said Erik Gordon, who teaches business at the University of Michigan and follows the pharmaceutical industry. But given Johnson & Johnson's history, he said, the recalls indicate “they're not there yet. They have not repaired the damage that was done to Johnson and Johnson's quality control infrastructure.”

Ernie Knewitz, a spokesman for Johnson & Johnson, said the company had been working to improve quality by creating a single, streamlined supply chain and shifting focus to the early detection of potential problems. This heightened attention, he said, has led to several product recalls. He added, “Our goal is to minimize recalls, and yet when we recall a product, we are acting in the best interest of the consumers of our products.”

Johnson & Johnson has worked hard to repair its image and returned some of its best-known over-the-counter brands to the market. It named a new chief executive,

Alex Gorsky, to replace William C. Weldon, who had been criticized for focusing too much attention on cost-cutting and too little on quality. Mr. Gorsky, a longtime company executive, has said he would place fixing the quality problems among his highest priorities.

Johnson & Johnson officials said over the summer that they plan to return three-quarters of the company's over-the-counter brands to pharmacy shelves by the end of the year, and that they are meeting the F.D.A.'s requirements under the consent decree.

But even as it has sought to move past its difficulties, the company has continued to encounter problems. In May, the company recalled Children's Tylenol in South Korea after discovering that levels of the pain reliever's active ingredient, acetaminophen, were too high. Then, a month later, it recalled millions of packs of birth-control pills in Latin America, Europe and Asia after finding that one of the hormones in the pills was not releasing properly into the body. Other company recalls this year include blood glucose meters and some versions of the personal lubricant K-Y Jelly.

Some manufacturing experts said that the recent recalls may indicate that Johnson & Johnson is being extra cautious. The company estimates that only about 5,000 units of Risperdal Consta out of the original 70,000 in the lot remain unused, and said the risk to patients from the mold, which is commonly found in the environment, was low. In the case of Motrin for infants, the plastic particles were detected in another lot of the same product — one-half fluid ounce bottles of Concentrated Motrin Infant Drops, in "Original Berry Flavor" — which was not distributed. The company said it was recalling the three lots that were distributed out of "an abundance of caution."

"Maybe a company under less scrutiny would choose to wait these out as opposed to issuing a voluntary recall," said John Gray, an associate professor at the Fisher College of Business at Ohio State University. Mr. Gray formerly worked in operations management at the consumer-products company Procter & Gamble, and focuses his research on pharmaceutical manufacturing quality. "Given everything that's happened, I would expect that Johnson & Johnson has a pretty heavy focus on quality right now."

(<http://www.nytimes.com>)

**Ex. 42. Read the text. Replace italicized words for their English equivalents. Use the glossary.**



В настоящее время можно отметить следующие основные черты *всеобщего (тотального) управления качеством*, о котором можно просто говорить как о современном управлении качеством продукции:

- Выбор стратегии и политики в области качества, направленных на постоянное *улучшение качества продукции и услуг*;
- Ориентация работы предприятия, исходя из *запросов потребителей* — делать, что продаётся, а не продавать то, что делается;
- *Руководство всеми подразделениями* предприятия со стороны первых лиц и администрации, исходя из необходимости *обязательного обеспечения требуемого качества продукции*;
- *Вовлечение персонала в активную работу по улучшению качества* путём обеспечения его удовлетворённости за счёт *должной мотивации труда*, содействия *рационализаторской работе* и организации работы *кружков качества*;
- *Внедрение гибкого производства* с учётом индивидуальных требований потребителей в условиях высокопроизводительного массового или крупносерийного производства;
- *Создание систем качества в соответствии с требованиями международных стандартов ИСО серии 9000* с учётом особенностей предприятий;
- *Применение процессного, системного, ситуационного и других современных подходов к управлению*, накопленных практикой менеджмента;
- Инвестиции в развитие персонала, *непрерывное повышение его квалификации*, обучение рабочих смежным специальностям и методам решения проблем качества;
- *Самооценка деятельности предприятия* по критериям премий в области качества и участие в конкурсах на их присуждение;
- *Сертификация продукции, оценка или сертификация систем качества*, анализ существующих проблем и *разработка необходимых мероприятий для обеспечения и повышения качества*;

Кроме того, в рамках TQM рекомендуется *создание систем управления охраной окружающей среды по стандартам ИСО 14000*, а также — *систем управления профессиональной безопасностью и здоровьем (OHSAS 18000)*, которые дополняют систему качества, *повышая эффективность и конкурентоспособность предприятия*.

([https://ru.wikipedia.org/wiki/Управление\\_качеством](https://ru.wikipedia.org/wiki/Управление_качеством))

**Ex. 43. Read and translate the text.**

## **На БГЗ подвели итоги 2016 года в области развития производственной системы.**

Как сообщил Валерий Цветухин, начальник отдела развития производственной системы, в 2016 году работа в этой области велась по трем основным направлениям: персонал; кайзен–деятельность, проекты АЗ; оборудование. - Обучение инструментам развития производственной системы вовлекло людей в процесс генерации предложений по улучшениям, – отмечает руководитель отдела. Так 107 работников предприятия принимали непосредственное участие в процессе непрерывных улучшений. Ими было разработано и внедрено 109 кайзен-улучшений, что на 11 улучшений больше, чем в 2015 году. Также разработаны и внедрены улучшения по 5 производственным процессам, а их результаты оформлены в формате АЗ. По итогам работы в рамках развития производственной системы кайзены сотрудников БГЗ неоднократно отмечались Глиноземным дивизионом. Как рассказывает начальник отдела, в минувшем году на заводе началась реализация ключевых для предприятия проектов: «Снижение затрат на подготовку к пуску печей плавки электрокорунда»; «Увеличение производительности труда на участке № 4 Корундового цеха»; «Устранение потерь воды хозяйственно-бытового назначения в рамках водопотребления заводскими объектами». Ожидаемый экономический эффект по окончании проектов достигнет более 18 млн. рублей. К тому же реализация проектов позволит снизить себестоимость продукции и увеличить ее объем, при этом использование рабочего времени станет более рациональным. В минувшем году при осуществлении проекта преемственности в пилотном подразделении ЦЭСиУ охвачено 100% персонала. Актуализирован и его кадровый резерв, создан 5-летний план преемственности для ключевых должностей. Сегодня идет внедрение проекта на других производственных подразделениях завода. В семи подразделениях предприятия организована работа по решению проблем «одна за одной». Параллельно проектам на БГЗ в 2016 году в производственных подразделениях были стандартизированы по начальному уровню 103 рабочих места. В целом это треть от общего количества рабочих мест, подлежащих стандартизации. Не обойдено вниманием и оборудование. В 2016 году разработаны 3 стандарта технического обслуживания, 7 карт технического обслуживания и периодического контроля. Определены показатели эффективности работы оборудования для электродуговых печей №1 - 4 участка №1 корундового цеха (КЦ), комплекса оборудования ниток переработки куска белого электрокорунда №1 - 2 участка №2 КЦ. Уже сегодня можно говорить, что

деловая философия закрепились на предприятии, а проекты, направленные на повышение эффективности производства, ежегодно приносят весомый экономический эффект. Сотрудники, наблюдая качественные улучшения, активнее включаются в работу и нацелены на достижение положительного результата.

Анна

Копрова  
( <http://tikhvin.spb.ru/11/33989/>)

**Ex. 44. Read the text. Underline key words. Translate the text into English.**

### **Международная практика применения QFD.**

Несмотря на существующие трудности, QFD уже давно и с успехом используется различными компаниями в Японии и США, а в последнее время широко внедряется и в Европе. Можно с уверенностью сказать, что использование методов QFD позволило таким компаниям, как Rank Xerox, Ford и Digital добиться впечатляющих результатов. Поэтому современная практика рассматривает QFD как неотъемлемый инструмент синхронного инжиниринга, позволяющий использовать потенциал многофункциональных рабочих групп в целях эффективного управления процессом создания новой продукции. В наше время существует множество различных версий QFD. К примеру, Motorola в процессе создания новой продукции предпочитает использовать исключительно нечетное количество домов качества, а американской корпорацией Florida Power and Light разработана и используется расширенная версия QFD, названная «tables of tables» (таблица таблиц). Отрасли, где распространено применение QFD:

- автомобилестроение, машино- и приборостроение;
- производство бумаги;
- строительная индустрия;
- электротехническая индустрия;
- туристическая отрасль;
- страхование;
- здравоохранение.

В настоящее время возможно и рекомендуется использование метода в общественном управлении и оказании государственных услуг всех видов, а

также для всех производственных предприятий и организаций, оказывающих услуги.

([http://www.new-quality.ru/lib/QFD\\_full.](http://www.new-quality.ru/lib/QFD_full.))

**Ex. 45. Read the article and translate it into English. Render the article.**

### **Зарубежный опыт управления качеством**

В настоящее время считается, что имеются три школы науки об управлении качеством: европейская, американская и японская.

Кратко рассмотрим каждую из школ в области управления качеством.

После второй мировой войны, когда большая часть промышленного потенциала многих стран была уничтожена, в США промышленность начала быстро и в большом количестве производить автомобили, телевизоры, холодильники для удовлетворения возросшего спроса. Однако качество товаров, производимых в это время, было низким, так как главной задачей являлось наращивание объемов производства. Низкое качество продукции, при котором около четверти всех текущих затрат направлялось на обнаружение и устранение дефектов, стало серьезной проблемой для промышленности США. Низкое качество продукции стало тормозом конкурентоспособности американских товаров и препятствием роста производительности труда, поэтому повышение уровня качества продукции представлялось единственной альтернативой в такой ситуации.

Решение проблемы качества промышленники видели в различных протекционистских мерах по защите производителей. По требованию предпринимателей администрация США приняла такие меры в виде тарифов, квот, пошлин, защищающих американскую продукцию от конкурентов. В это время даже ведущие американские компании считали качество лишь как средство снижения издержек производства, а не как способ удовлетворения запросов потребителей. Вместе с тем наиболее дальновидные управляющие фирм пришли к выводу, что надо повышать качество американских товаров. Для этого было решено уделять больше внимания решению таких проблем, как:

- мотивация рабочих;
- кружки качества;
- статистические методы контроля;
- повышение сознательности служащих и управляющих;
- учет расходов на качество;

- программы повышения качества;
- материальное стимулирование.

В США в начале 80-х годов управление качеством сводилось к планированию качества, чем занималась обычно служба качества на фирме. Недостаточное внимание уделялось внутрипроизводственным потребителям, так как планы повышения качества делались без учета потребностей внутри фирмы. Позже началась массированная кампания обучению качеству прямо на рабочих местах. В США стали четче представлять проблему качества. Большие капиталовложения в новые технологии и разработку новых видов продукции, новые отношения между рабочими и управляющими, строящиеся на общей заинтересованности в повышении качества продукции, создают предпосылки для нового скачка промышленности США в области выпуска высококачественной продукции.

Основной задачей в области качества является удовлетворение требований заказчиков (потребителей). Каждый рабочий на своем рабочем месте является потребителем продукции предыдущего, поэтому задача рабочего состоит в том, чтобы качество его работы удовлетворяло последующего. Было уделено значительное внимание к проблеме качества со стороны законодательной и исполнительной властей, принята общенациональная программа «Качество прежде всего», учреждены месячники качества и национальные премии в области качества.

[http://eos.ibi.spb.ru/umk/15\\_2/5/5\\_R2\\_T2.html](http://eos.ibi.spb.ru/umk/15_2/5/5_R2_T2.html)

**Ex. 46. Read the article. What is the main idea of the article.**

### **Психология клиента**

Российский потребитель сегодня не в состоянии играть роль движущей силы в процессе совершенствования бизнеса. При невысоком уровне доходов нашего населения, определяющим фактором при принятии решения является цена. Качество, в свою очередь, не всегда играет первоочередную роль. Если бы спрос на качество превысил цену, производитель, сообразно с законами рынка, должен был бы представить качественную продукцию, иначе ему не выдержать конкурентной борьбы. Только при росте доходов наших соотечественников, стабильности экономики будет формироваться культура качества.

Помимо этого, существует стереотип, что качественными являются потенциально только зарубежные товары. Это мнение утвердилось еще в

советские годы, и сейчас зачастую поведение потребителей подтверждает этот стереотип. Бизнес в России должен доказывать свою состоятельность перед потребителями уже сейчас. Иначе, после вступления в ВТО увеличение конкурентного давления со стороны зарубежных игроков будет слишком велико. Развиваться в таких условиях нашим компаниям будет значительно труднее. Исходя из этого, те предприятия, которые уже адаптировали практику постоянного совершенствования на основе менеджмента качества, чувствуют себя увереннее на рынке.

Решение проблемы качества в России – задача стратегическая. Поэтому разработка четкой политики в этой области и долгосрочной программы мероприятий, объединяющей усилия всех специалистов страны, может привести к успеху, к подъему реального сектора российской экономики, преодолению экономического кризиса.

Успехи российского бизнеса в первую очередь зависят от адекватности восприятия действительности всеми игроками:

- Потребители должны обеспечивать защиту своих интересов
- Бизнесу следует заботиться об удовлетворении требований потребителей
- Образование должно выпускать высокопрофессиональных специалистов
- Наука должна обеспечить научную базу для установления культуры и философии качества
- Государство должно обеспечить наличия четкой программы, вектора долгосрочного развития, интегрируя усилия в политической, экономической и социальной сферах.

В этом случае рыночные механизмы, которые являются макроэкономическим балансиrom, смогут обеспечить эволюционный характер развития подходов TQM в России. Успешность процесса будет зависеть от усилий каждого участника.

(<http://www.bestreferat.ru/referat-132689.html>)

**Ex. 47. Read this newspaper article. Retell the article in English. Explain the responsibilities of the underlined organizations.**

**Россельхознадзор запретил поставки мяса с четырех заводов Белоруссии.**

Россельхознадзор ввел временный запрет на поставки мясной продукции с четырех мясоперерабатывающих заводов Белоруссии из-за грубых нарушений ветеринарного законодательства, пишет TACC со ссылкой на заявление представителя ведомства Юлии Мелано.

**“Федеральная служба по ветеринарному и фитосанитарному надзору** считает целесообразным ввести временные ограничения в отношении ОАО "АФПК "Жлобинский мясокомбинат", ввести режим усиленного лабораторного контроля в отношении ОАО "Дубравский бройлер", ОАО "Смолевичи бройлер", ОАО "Столбцовский мясоконсервный комбинат", — сказала она.

Представитель Россельхознадзора отметила, что во время проверки продукции с предприятий были повторно обнаружены бактерии рода *Listeria monocytogenes*, которые являются бактериями — возбудителями листериоза. Кроме того, в ходе анализа были выявлены патогенные микроорганизмы, в том числе сальмонеллы.

Также в ведомстве сообщили о нарушениях качественного состава при поставках продукции с белорусских предприятий, производящих сыры. Претензии у Россельхознадзора возникли к продукции предприятия "Алигорекс", Кобринского маслодельно-сыродельного завода и Пружанского молочного комбината.

В начале февраля президент Белоруссии Александр Лукашенко обвинил Россельхознадзор в необоснованном ограничении поставок продукции в Россию. 6 февраля Россельхознадзор ввел запрет на поставки говядины и говяжьих субпродуктов из Минской области Белоруссии. В Россельхознадзоре отметили, что если в Белоруссии не примут экстренные меры для ужесточения контроля над качеством говядины, то российское ведомство может ввести запрет на импорт.

(<https://www.dp.ru/a/2017/02/14/>)

#### **Ex. 48. Read and translate the article.**

Почти 60 человек обратились за медицинской помощью после отравления в гостинице "Прибалтийская" в Санкт-Петербурге, сообщил РИА Новости представитель управления Роспотребнадзора по городу.

"Официально обратились за помощью 58 человек, по факту пострадавших было больше, но остальные не обращались к медикам. У всех последствия протекают в легкой форме, госпитализированных нет. Причиной послужило пищевое отравление. Подробности уточняются", — сказал собеседник агентства. Ранее в местных СМИ со ссылкой на очевидцев появилась информация о массовом отравлении в гостинице "Прибалтийская" на Васильевском острове. По предварительным данным Роспотребнадзора на 1 февраля, за помощью обратились четыре женщины. Затем администрация гостиницы подтвердила факт отравления, но не уточнила количество пострадавших. Ресторан "Прибалтийской" закрыт по решению Роспотребнадзора, ведется санитарно-эпидемиологическая проверка.

Возбуждено уголовное дело по статье "нарушение санитарно-эпидемиологических правил".

(<https://ria.ru/incidents/20170202/>)

**Ex. 49. Read the article. Translate words and phrases put in bold type.**

**Половина финансовых аудиторов может уйти с рынка.**

*Центробанк не хочет включать в свои реестры тех, кто в течение трех лет заверил отчетность, оказавшуюся недостоверной.*

**Аудиторские компании**, которые в течение последних трех лет заверяли **недостоверную отчетность** банков, могут не попасть в реестры ЦБ, рассказали «Ведомостям» три человека, изучивших законопроект, направленный Центробанком на согласование в Минфин. ЦБ не хочет **включать в реестр** (по сути, допускать на рынок) компании и их сотрудников, не заметивших **невыполнение установленных ЦБ нормативов и требований к внутреннему контролю и управлению рисками**, в том числе если они становятся основанием для принятия **санации** или **отзыва лицензии** банков либо приостановки деятельности других поднадзорных ЦБ организаций.

Это касается и индивидуальных аудиторов: руководителям групп проверок, заверившим подобные заключения, ЦБ хочет **аннулировать** на три года **аттестаты** (без них нельзя аудировать финансовые компании). Среди оснований – предоставление регулятору **ложных сведений**, подписание заведомо **недостоверных заключений**, **разглашение аудиторской тайны**, перечисляют собеседники «Ведомостей». Через три года отбывший **дисквалификацию** аудитор сможет пересдать экзамен на аттестат.

Пресс-служба ЦБ подтвердила, что данные вопросы обсуждаются, отказавшись от дальнейших комментариев. Минфин от комментариев отказался.

Аудиторы, **не вошедшие в реестр**, не смогут продолжать **аудировать организации**, подконтрольные ЦБ. Список таких компаний может заметно расшириться: кроме финансовых компаний и публичных АО Центробанк планирует **регулирование** эмитентов любых ценных бумаг независимо от их организационно-правовой формы (даже ООО, если оно, например, выпустило облигации).

Центробанк напрямую связывает **достоверность выдаваемых заключений с качеством и добросовестностью проводимого аудита**. Из 97 банков, у которых ЦБ отозвал лицензии в 2016 г., годовую отчетность 59 аудиторы признали достоверной, говорил главный аудитор ЦБ Валерий Горегляд.



Если закон будет принят в такой формулировке, вне реестра могут оказаться даже крупнейшие игроки, включая большую четверку. Например, Deloitte **заверила отчетность** Пробизнесбанка за 2014 г., которую ЦБ впоследствии признал недостоверной. Указанных в ней ценных бумаг, якобы хранившихся в иностранном депозитарии, в реальности не оказалось. Представитель Deloitte это не комментирует. От комментариев отказались во всех компаниях четверки.

<http://www.vedomosti.ru/finance/articles/2017/02/21>

**Ex. 50. Read the article. Summarize the article. Explain the difference between a counterfeit product and adulteration.**

### **Чем «контрафакт» отличается от «фальсификата»**

В настоящее время проблема незаконного оборота промышленной продукции актуальна как никогда. Это связано с тем, что незаконный ввоз, производство и оборот контрафактной и фальсифицированной продукции не только способствует недобросовестной конкуренции на потребительском рынке, но и наносит достаточно серьезный ущерб экономике нашей страны, вводит потребителей в заблуждение относительно потребительских свойств и происхождения продукции. Не стоит забывать о том, что контрафактная и фальсифицированная продукция может причинить вред жизни, здоровью и имуществу потребителя.

Понятие «контрафактной» продукции четко определяется в п.1 ст.1515 Гражданского кодекса Российской Федерации (ГК РФ) – «товары, этикетки, упаковки товаров, на которых незаконно размещены товарный знак или сходное с ним до степени смешения обозначение, являются контрафактными». Также в п. 3 ст.1519 ГК РФ указано следующее: «товары, этикетки, упаковки товаров, на которых незаконно использованы наименования мест происхождения товаров или сходные с ними до степени смешения обозначения, являются контрафактными».

Из этого следует, что в случаях, когда изготовление, распространение или иное использование, а также импорт, перевозка или хранение материальных носителей, в которых выражены результат интеллектуальной деятельности или средство индивидуализации, приводят к нарушению исключительного права на такой результат или на такое средство, такие материальные носители считаются контрафактными (п.4 ст.1252 ГК РФ).

Понятие «фальсификации» приводится в Федеральном законе Российской Федерации от 2 января 2000 г. №29-ФЗ «О качестве и безопасности пищевых

продуктов» — «фальсифицированные пищевые продукты (в том числе биологически активные добавки), материалы и изделия — пищевые продукты (в том числе биологически активные добавки), материалы и изделия, умышленно измененные (поддельные) и (или) имеющие скрытые свойства и качество, информация о которых является заведомо неполной или недостоверной».

Исходя из анализа понятий «контрафактная» и «фальсифицированная» продукция, необходимо отметить, что контрафактная продукция всегда одновременно является и фальсифицированной, а фальсифицированная продукция может не являться контрафактной.

Проблематика незаконного оборота промышленной продукции более всего затрагивает следующие отрасли промышленности: пищевая, фармацевтическая, медицинская, легкая, топливная, лесная, автомобильная, производство строительных материалов.

Незаконный оборот продукции может осуществляться следующими способами:

- состав и свойства продукта не соответствуют заявленным характеристикам;
- товары, выдающие себя под известные бренды;
- производство товаров под собственным товарным знаком продукции, очень схожим с известным брендом в названии и оформлении;
- несанкционированное тиражирование товара;
- импорт оригинального продукта без согласия правообладателя.

За нарушения, выявленные в сфере контрафактной продукции, предусмотрена ответственность следующими нормативно-правовыми актами:

1. Уголовным Кодексом РФ:

Статья 146 Нарушение авторских и смежных прав;

Статья 147 Нарушение изобретательских и патентных прав;

Статья 180 Незаконное использование средств индивидуализации товаров (работ, услуг).

2. Кодексом РФ об административных правонарушениях:

Статья 7.12 Нарушение авторских и смежных прав, изобретательских и патентных прав;

Статья 14.10 Незаконное использование средств индивидуализации товаров (работ, услуг).

Если у вас возникли подозрения, что перед вами продукция сомнительного происхождения, вам необходимо обратиться с заявлением в органы МВД,

территориальные управления Роспотребнадзора и Россельхознадзора, органы ФТС, которые наделены полномочиями в этой сфере в пределах компетенции.

(<http://spros-online.ru/statyi/chem-kontrafakt-otlichaetsya>)

**Ex. 51. Read the article. Retell the article in English. Do you know any other stories?**

Ситуация, которая произошла недавно с моей мамой, возмутила меня тем, что крупный (и уважаемый моей семьей ранее) сетевой столичный магазин нагло пользуется юридической беспомощностью своих покупателей. Ситуация рядовая, можно сказать, заурядная. Моя мама решила, наконец, поменять свой старенький холодильник на новый. После долгих поисков и мучений с выбором нужной модели, мы с мамой решили купить холодильник LG GA-M589ZMQZ в магазине «М-видео».

На «дело» отправились моя мама и тетя. У меня не было никаких сомнений, что покупка холодильника не вызовет затруднений. Это же не стиральная или посудомоечная машина, которые нужно правильно подключить и правильно заполнить все нужные бумаги при покупке. Но как выяснилось, я ошибалась. Моим родственникам «впарили» (простите, другого слова просто не могу подобрать) услугу по установке холодильника за 1300 рублей. Вы спросите: «А что его устанавливать-то? Поставил ровно, подождал несколько часов после доставки, воткнул в розетку — и все!». Вот и я так думала, но у продавцов-консультантов магазина «М-Видео» другая точка зрения, они считают, что если не купить эту опцию, то у покупателя нет ни единого шанса доказать, что техника неисправна (например, если техника имеет заводской брак) и ремонт будет осуществляться за счет покупателя.

Стало грустно — любимый мною ранее магазин решил банально заработать на неграмотных в юридическом отношении покупателях.

Кстати сказать, за день до предполагаемой даты установки холодильника с моей мамой связался мастер и долго не мог понять, зачем его вызвали на установку холодильника (сначала он думал, что установить ему нужно будет стиралку). Его слова подтвердили мои знания в отношении установки холодильника, что самое главное — поставить его ровно! Мастер вместе с нами повозмутился, и посоветовал обратиться в магазин для возврата денежных средств.

После звонка мастера мы пошли в магазин. К моему большому удивлению, в гарантийном отделе нас никто не отговаривал и не переубеждал, просто дали на подпись заявление и вернули деньги.

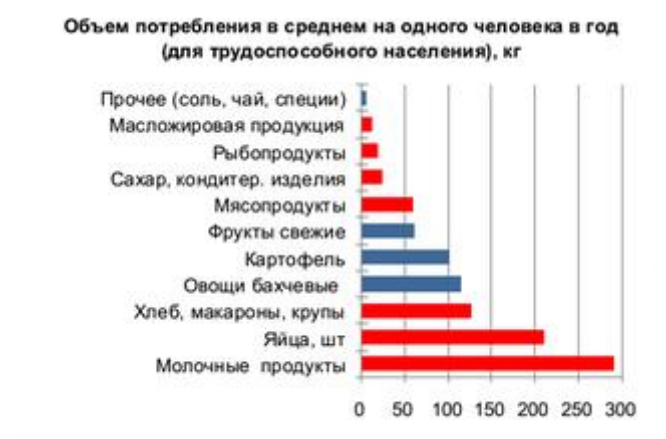
(<http://spros-online.ru/statyi/ostorozhno-navyazannaya-usluga>)

**Ex. 52. Read the article. Study and describe the chart in English. What does the analysis show?**

**Качество продовольствия в 2015 году снизилось.**

Аналитический отчет по итогам испытаний продуктов питания

14.03.2016



АНО «Российский институт потребительских испытаний» совместно с потребительским журналом «СПРОС» подвел итоги мониторинга качества продуктов питания, проведенного в 2015 году в сотрудничестве с региональными организациями. Проанализированы результаты сравнительных испытаний продуктов питания по основным группам в четырех регионах России: Москве, Санкт-Петербурге, Красноярске и Казани. Всего было проведено 64 сравнительных испытания, исследовано 815 товаров различных торговых марок. Это молочная продукция, масложировая, мясная, кондитерские изделия, яйца, хлеб и крупы.

Сопоставление результатов исследований говорит о негативной тенденции изменения качества товаров по основным группам в 2015 году по сравнению с предыдущим годом. Заметим, что результаты аналогичного исследования продуктов питания за 2014 год вошли в ежегодный доклад Уполномоченного по правам человека Президенту РФ.

В данном отчете проанализированы результаты сравнительных испытаний продуктов питания, проведенных в 2015 году четырьмя организациями-представителями разных регионов Российской Федерации:

Российский институт потребительских испытаний (РИПИ) (Москва)

Санкт-Петербургская общественная организация потребителей «Общественный контроль» (Санкт-Петербург)

ФБУ «Государственный региональный центр стандартизации, метрологии и испытаний в Красноярском крае» (Красноярск)

Госалкогольинспекция Республики Татарстан (Казань)

Анализ за 2015 год показал, что:

**не соответствует требованиям безопасности:**

43% масложировой продукции  
38% кондитерской продукции  
35% рыбной продукции  
24% мясной продукции  
23% хлебной продукции  
21% молочной продукции

**является фальсификатами:**

58% мясной продукции  
30% масложировой продукции  
23% молочной продукции

**не соответствует по физико-химическим параметрам и органолептическим свойствам:**

68% мясной продукции  
57% масложировой продукции  
49% молочной продукции  
33% хлебной продукции  
30% рыбной продукции  
26% кондитерских изделий  
20% яиц

**доля нарушений по маркировке:**

100% - яйца  
70% - мясная продукция  
68% - хлебная продукция  
44% - масложировая продукция  
37% - кондитерские изделия  
36% - молочная продукция  
22% - рыбная продукция

Общие выводы неутешительны. В 2015 году по сравнению с предыдущим налицо существенный рост доли небезопасной продукции, то есть не соответствующей требованиям Технических регламентов Таможенного союза, в мясной, молочной, масложировой, рыбной и кондитерской категории. Отметим, что речь идет о самых насущных продуктах питания рядовых потребителей. Фальсификация мясной продукции не только сохранила свои позиции (54%),

но ее уровень немного вырос (58%). Фальсификация молочной продукции осталась на прежнем уровне — 23%. Доля фальсификатов масложировой продукции снизилась с 60% до 30%.

Отметим, что статистика за 2014 год была получена только на основе результатов испытаний сливочного масла, тогда как в 2015 году в нее вошли маргарины и спреды. А, как известно, сливочное масло — один из самых подделываемых продуктов.

По физико-химическим показателям и органолептике рост нарушений наблюдается в масложировой и мясной продукции, снижение — в рыбной, кондитерской продукции и яйцах, стабильно плохое положение — в молочной (каждый второй продукт с нарушениями). Относительно маркировки можно отметить, что повсеместно нарушаются права потребителей на полную и достоверную информацию о продукте.

Отсутствие государственной стратегии, согласованной с Институтами гражданского общества, улучшения качества продовольствия как одной из приоритетных государственных задач на фоне роста цен ухудшает качество жизни российских граждан, лишает их возможности делать осмысленный выбор в пользу добросовестных производителей, а также не способствует расширению выпуска отечественной высококачественной конкурентоспособной продукции.

<http://spros-online.ru/testi/kachestvo-prodovolstviya-v-2015-godu-snizilo>

**Ex. 53. Read the article. Explain in your own words what the word “quality” means. What factors show that goods are of high quality?**

**Понятие качества. Факторы, обеспечивающие качество товаров.**

**Качество** - это совокупность потребительских свойств товара, обуславливающих его пригодность удовлетворять текущие и перспективные потребности в соответствии с его назначением.

Качество тесно связано с требованиями. Стоит сказать, для того чтобы наиболее полно удовлетворить потребности, крайне важно на стадии разработки сформулировать требования к товарам.

**Требования к товарам** — это условия и особенности, которым товары должны соответствовать, чтобы их можно было использовать по назначению при определенных условиях и в течение определенного времени.

Но между качеством и требованиями существует определенная диспропорция: не всегда качество товара соответствует требованиям. Требования, предъявляемые к товарам, постоянно изменяются вместе с

изменением потребностей по тем же законам, т. е. с учетом развития научно-технического прогресса, техники и технологии, экономики и культуры.

### ***Факторы, обеспечивающие качество товаров***

Качество будет объектом управления. Управление качеством может осуществляться через его формирование, стимулирование и сохранение. Следовательно, факторы, обеспечивающие качество товаров, можно подразделить на три группы:

### ***Факторы, влияющие на формирование качества товаров***

К факторам, влияющим на формирование качества товаров, относятся: изучение рынка товаров; разработка требований к товарам; качество исходного сырья и материалов; качество конструирования и проектирования; качество изготовления (переработки); контроль готовой продукции.

### ***Факторы, стимулирующие качество товаров***

Факторами, стимулирующими качество товаров, можно считать социальную и экономическую целесообразность и эффективность производства, особенности управления и ценообразования, материальную заинтересованность работников, санкции за производство некачественной продукции и пр. Эти факторы изучают экономические дисциплины.

### ***Факторы, способствующие сохранению качества товаров***

К факторам, способствующим сохранению качества товаров, относятся: упаковка и маркировка; условия транспортирования; условия хранения; условия реализации и использования товаров; техническая помощь в обслуживании; особенности утилизации после использования.

(<http://зачётка.рф/book/5283/233620/>)

**Ex. 54. Read the article. Explain in English what customs expert examination is.**

### **Таможенная экспертиза товаров**

Таможенная экспертиза товаров проводится при ввозе и вывозе товаров через границу РФ. Таможенная экспертиза это исследование которое дает ответ о происхождении, качестве товаров, их безопасности и соответствия нормам принятым в стране импортере. Для проведения исследований при таможенной экспертизе товаров привлекаются необходимые специалисты, в том числе и специалисты нашей фирмы. Любая компания, работающая на экспорт, знает, что экспортная сделка не будет осуществлена, если нет

заключения экспертизы о товаре. Документ о проведении экспертизы требуется и для страховой компании, страхующие перевозку грузов и сделку.

Проводимая на границе таможенная экспертиза товаров, документов и транспортных средств имеет большое значение и в целях государственной безопасности и в целях международной торговли. Подчас именно таможенная экспертиза позволяет вовремя остановить движения некачественных товаров на потребительский рынок.

*Целями таможенной экспертизы товаров могут быть:*

- Установление соответствия товаров таможенной декларации.
- Установление правильности взимания таможенных пошлин,
- Установление принадлежности товаров к группе запрещенных товаров.
- Установление качества товаров
- Установление соответствия товаров нормам безопасности
- Другое.

При проведении таможенной экспертизы товаров проводят:

- Исследования количественного и качественного состава товаров, на предмет идентификации и соответствие ТН ВЭД РФ ( Товарной номенклатуры внешнеэкономической деятельности РФ).
- Исследования химического состава и физических свойств товаров.
- Оценка среднестатистической рыночной цены исследуемых товаров или аналогов по ТН ВЭД РФ. Для того, чтобы цены внутреннего рынка не были выше экспортных цен на определенную величину, как например, это было в деле МЕЧЕЛ, когда сталь продавалась в 2 раза ниже рыночной внутренней цены.
- Оценка наличия товаров в продуктах переработки (так как последние идут по другим таможенным пошлинам)
- Оценка и согласование норм выхода продуктов переработки, с учетом технологии используемой на таможенных территориях и других территориях.
- Определение наличия в товаре запрещенных наркотических средств или средств для изготовления наркотиков, которые подлежат контролю
- Определение художественной и культурной ценности товаров.

При проведении таможенной экспертизы товаров проводят и другое исследование – исследование документов, чтобы определить их подлинность. В этом случае в задачу эксперта входит:

- определение тождественности использования объектов и средств письма с помощью которых были изготовлены документы. Эксперт исследует подписи, текст, печати, пометки, знаки.



- Восстановление первоначального содержания документа (если там что -то было зачеркнуто, замазано, вытравлено)
- Проверка соответствия защитных знаков документов.
- Проверка способов изготовления реквизитов документов, последовательности заполнения, установление фактов изменения реквизитов
- Проверка давности выполнения рукописных записей и сверка их с образцами подписей.

Как видно из перечисленного таможенная экспертиза товаров включает в себя расширенное исследования не только состояния товаров, но и сопровождающих документов. К независимым экспертным компаниям для проведения некоторых исследований могут обращаться таможенные органы, так как часть специфических исследований могут провести только определенные специалисты на определенном оборудовании

<http://mirznanii.com/a/218429/tamozhennaya-ekspertiza->

#### **Ex. 55. Read and translate the article.**

#### **ЭКСПЕРТИЗА ОДЕЖДЫ И ОБУВИ**

Дорогое кашемировое пальто быстро пришло в негодность, не успев отслужить и сезона? Каблук новых туфель отлетел на первой же прогулке? К сожалению, такие случаи вовсе не редкость, и покупатель вынужден вновь отправляться в магазин, чтобы обменять товар или вернуть деньги за него. Зачастую на этом злоключения рядового потребителя не заканчиваются: магазин начинает изобретать различные проволочки, чтобы только оттянуть момент возврата денег или вовсе его исключить. Результат магазинной "экспертизы" чаще всего оказывается не в пользу покупателя, которого, к тому же, принуждают заплатить за нее. Совсем нередки случаи, когда магазин отказывается вернуть товар владельцу, пока тот не уплатит стоимость экспертизы.

Иногда не остается ничего другого, кроме помощи квалифицированных экспертов. Независимая экспертиза товаров и услуг продолжает набирать обороты в нашей стране - слишком много потребителей оказываются недовольными качеством обслуживания.

Как проводится экспертиза одежды и обуви? Для начала исследуется внешний вид изделия, качество швов, самой ткани или кожи с целью выяснения причины брака. Эксперты в основном используют органолептический метод, основанный на тонком восприятии предмета при помощи органов чувств (зрения, осязания, обоняния, слуха). Если остаются какие-либо сомнения в результате исследования, то изделие отправляется в лабораторию, где проводится глубокий анализ.

В процессе исследования текстильное изделие сравнивается с утвержденными государством стандартами качества, используя для этого следующую нормативную базу. Это ГОСТы 8765-93, 12566-88, 25295-2003, 4103-82 - «Одежда меховая и комбинированная. Общие технические условия», «Изделия швейные бытового назначения. Определение сортности». «Одежда верхняя пальтово - костюмного ассортимента. Общие технические условия». «Изделия швейные. Методы контроля качества».

В экспертном заключении описываются дефекты изделия, причины их появления, а также подводится итог, соответствует ли товар стандартам качества. Причем, на экспертизу можно отправить как новую вещь, так и бывшее в употреблении изделие, однако нужно позаботиться о предоставлении эксперту сопроводительных документов на одежду или обувь. Средняя стоимость экспертизы обуви и одежды составляет 2000-3000 рублей и увеличивается пропорционально стоимости изделия. Однако в суде можно попытаться возместить расходы на проведение независимого товарного исследования на основании статьи 15 Гражданского Кодекса РФ. Гражданин РФ может требовать компенсации за убытки, которые он понес в результате отстаивания свои прав. Если дело дошло до суда, то, скорее всего продавец нарушил срок выполнения своих обязательств, а за подобное деяние можно требовать неустойку (статья 23 «Закона о защите прав потребителей»).

Впрочем, независимая экспертиза может показать, что были нарушены условия эксплуатации изделия, а, следовательно, появление дефекта произошло по вине покупателя. В этом случае последнему придется взять все расходы на себя, в том числе, если проводилась двойная экспертиза (магазинная и независимая).

Эксперты должны быть достаточно квалифицированными, чтобы иметь полное представление о процессе пошива одежды и обуви. Например, обувь может состоять из тридцати мягких и жестких частей, которые сшиваются или склеиваются по разной методике. И если хоть одна деталь обуви или одежды не соответствует техническим стандартам или образцам, то можно с полной уверенностью говорить о наличии производственного дефекта. Он может быть явно выраженным или скрытым, критическим или пустяковым, однако все эти нюансы фиксируются в экспертном заключении.

[http://www.rateshops.ru/cloths\\_footwear.php](http://www.rateshops.ru/cloths_footwear.php)

#### **Ex. 56. Read and translate the article.**

**Росздравнадзору поручено следить за рекламой лекарств в медучреждениях**

Вступило в силу постановление правительства РФ, регламентирующее проведение контрольных мероприятий в сфере здравоохранения. 16 ноября "Положение о государственном контроле качества и безопасности медицинской деятельности" опубликовано в "Российской газете".

Согласно положению, основные контролирующие функции в этой области возложены на Росздравнадзор, который обязан проводить плановые и внеплановые проверки медучреждений, инспектируя, в том числе, договора, заключенные на закупку лекарств и медизделий, а также контракты на проведение их клинических испытаний.

Кроме того, Росздравнадзор будет следить за тем, чтобы медицинские представители, в нарушение закона об охране здоровья граждан РФ, не распространяли в поликлиниках и больницах рекламные материалы лекарств и медизделий, а врачи не выдавали пациентам бесплатные образцы фармацевтической продукции. Для этого специалистам ведомства дается право на осмотр помещений на предмет наличия рекламных материалов, рецептурных бланков, на которых заранее напечатано наименование лекарственного препарата или медизделия, а также образцов лекарств и медизделий для вручения пациентам.

Стоит отметить, что в сентябре исполняющая обязанности руководителя Росздравнадзора Елена Тельнова сообщила, что ведомство разрабатывает поправки к закону об охране здоровья граждан РФ в части, регламентирующей общение медпредставителей с врачами с тем, чтобы смягчить прописанные в законе нормы. В частности, согласно действующей редакции закона, запрещены визиты представителей фармкомпаний, производителей или продавцов медизделий к медикам в рабочее время и беседы с ними один на один, а врачам, не участвующим в клинических испытаниях, нельзя получать образцы продукции для вручения пациентам.

[\(http://medportal.ru/mednovosti/news/2012/11/16/control/\)](http://medportal.ru/mednovosti/news/2012/11/16/control/)

### **Ex. 57. Read and retell the article.**

#### **Вода: 160 показателей качества.**

Светлана Сибина

В России 2017-й объявлен Годом экологии. Свою лепту в улучшение экологической ситуации намерен внести и "ОмскВодоканал", инвестиционная программа которого нацелена на долгосрочную модернизацию предприятия и сетей.

Лабораторный центр "Росводоканал Омск" занял третье место по итогам межлабораторных сличительных испытаний (МСИ) аналитического центра "РОСА" в 2016 году. В конкурсе участвовало более 700 лабораторий, получавших в течение года контрольные пробы воды. Участникам нужно было максимально точно определить содержание того или иного компонента в образце.

Высокое качество услуг лабораторного центра ОАО "ОмскВодоканал" неоднократно подтверждалось и другим независимыми экспертами. В 2016 году лабораторный центр принимал участие еще в двух испытаниях. Первое проводило ФБУЗ "Федеральный центр гигиены и эпидемиологии", второе - FAPAS, провайдер международных схем проверки на компетентность лабораторий (Великобритания). По итогам обоих МСИ получены сертификаты соответствия требованиям нормативных документов.

- Разумеется, без использования новейших технологий, методов и оборудования таких результатов не достичь, - поясняет причину успеха генеральный директор ОАО "ОмскВодоканал" Сергей Шелест. - Плюс высококвалифицированный персонал, который постоянно совершенствует свой уровень благодаря созданной на предприятии системе обучения, стажировкам на базе ведущих образовательных центров России, предприятий - производителей лабораторного оборудования.

Согласно рейтингу Минприроды РФ, Омск входит в пятерку городов с лучшей питьевой водой, причем по некоторым показателям она в разы качественней, чем допускают санитарные нормы. И эту картину не способен испортить даже паводок.

- Наши специалисты проверяют качество питьевой воды по 160 показателям, - говорит Сергей Шелест. - Ежечасный контроль помогает своевременно корректировать параметры и предупреждать появление любых отклонений от гигиенических нормативов. В целях дезинфекции степень хлорирования воды весной повышается примерно на пятнадцать процентов. Тем не менее потребителям она подается в точном соответствии санитарным нормам - с содержанием хлора не выше 0,3-0,5 миллиграмма на литр.

Впрочем, сейчас на "ОмскВодоканале" вплотную подошли к замене использования жидкого хлора на технологию мембранного электролиза. Цена вопроса - 144 миллиона рублей. Запустить новую электролизную установку планируют уже в этом году.

Особое внимание на предприятии уделяют и экологии Иртыша. Ключевой проект - строительство сооружений повторного использования промывных вод. Внедрив эту технологию, водоканал не только уменьшил на шестьдесят тысяч кубометров ежесуточный забор воды из реки, но и полностью прекратил сброс в нее промывных вод.

Еще одна задача - эффективная и безопасная очистка стоков.

- Вода, которую мы возвращаем в Иртыш, по ряду параметров лучше исходной, - утверждает Сергей Шелест.

И чтобы процесс очистки стоков шел без сбоев, в прошлом году было решено заменить два старых декантера одним новым стоимостью более 35 миллионов рублей. Новая установка, которую запустят уже в этом году, способна обработать до 120 кубометров осадка в час.

Еще один долгосрочный проект, которому в "ОмскВодоканале" придают большое значение, - строительство теплофикационного модуля, который позволит этот осадок сжигать. По сути, речь идет о безотходном производстве.

Другая важная задача, которую успешно решают на предприятии, - снижение энергопотребления.

- Мы существенно модернизировали оборудование, установили энергоэффективные насосы. В целом за последнее десятилетие на объектах водоснабжения и водоотведения города энергопотребление снижено на треть. А это, в свою очередь, помогает сдерживать рост тарифов на воду и водоотведение. Между прочим, в Омске они одни из самых низких в стране, - поясняет Сергей Шелест.

За последнее десятилетие на сетях водоснабжения омского водоканала втрое снизилось число аварий, более чем наполовину - потери воды. За 2008-2015 годы инвестиции предприятия превысили 4,1 миллиарда рублей. В 2016-м стартовала новая четырехлетняя программа с общим финансированием более 2,7 миллиарда рублей. Почти 700 миллионов уже вложено в обновление оборудования и внедрение современных безопасных технологий, дающих существенный экологический эффект. Столь активная инвестиционная деятельность позволяет омскому водоканалу стабильно занимать лидирующие позиции в коммунальной отрасли России.

(<https://rg.ru/2017/03/16/reg-sibfo/v-omske-budut-ochishchat-pitevuiu-vodu>)

**Ex. 58. Read the article. Underline key words. Retell the article.**

## **Топливный фильтр**

### **Точность анализа дорогого стоит**

03.04.2017

Произвести из нефти автомобильное топливо высокого качества - это только полдела. Его надо еще и сохранить, и доставить потребителям, то есть нам с вами. И все это сделать так, чтобы качество не растерялось по дороге. Чтобы никто ничего не своровал, не разбодяжил и мы потом залили в бак именно то, что положено, а не некую мутную субстанцию, сварганенную по рецепту небезызвестного киношного Василия Алибабаевича. У каждой нефтяной компании на этот счет свои соображения. В подразделениях компании "ЛУКОЙЛ" все построено так, чтобы исключить самую вероятность "примеси".

Геннадий Серегин

Тянущаяся от горизонта до горизонта нефтяная промзона в окрестностях городка Кстово близ Нижнего Новгорода действительно гигантское и передовое предприятие. Уже с 2012 года этот НПЗ выпускает нефтепродукты стандарта только Евро-5. Масштаб завода, на котором нам довелось побывать, отражает величие и разнообразие самых современных технологий, применяемых в ЛУКОЙЛе, а также невероятно широкий диапазон выпускаемой продукции, включая сжиженные газы, пропилен для нефтехимии, керосины, битумы и парафины. Кроме того, здесь выпускают бензины (в том числе и марки "Экто Спорт-98"), и дизельные топлива экологического класса Евро-5. Однако мы акцентировали все свое внимание на самых распространенных и самых востребованных у российских автолюбителей видах горючего.

*Нефтеперерабатывающий завод "ЛУКОЙЛ-Нижегороднефтеоргсинтез" достиг практически недостижимого: его товарный продукт качеством не уступает продукту лабораторному. То есть из гигантских промышленных установок топливо не хуже, чем из пробирок. Оказывается, такое бывает*

### **Смешиваем компоненты**

Думаете, 95-й бензин получается из 92-го путем добавления в него какой-нибудь специальной химии, повышающей октановое число? В принципе, правильно думаете, многие производители действительно так и делают. В прежние времена, когда экологии уделяли меньше внимания, октановое число повышали тетраэтилсвинцом, но эту зловредную субстанцию давным-давно запретили из-за ее сильной ядовитости. Сейчас довольно широко используется метилтретбутиловый эфир (МТБЭ), он хоть и улетучивается, все же позволяет сохранять октановое число довольно долго. В бытовых

условиях - до года. То есть, скажем, поставил заправленную машину на зиму в гараж - весной поедешь на бензине практически с тем же октановым числом. Словом, такой способ имеет место, но среди продвинутых производителей уже слывет архаикой.

В ООО "ЛУКОЙЛ-Нижегороднефтеоргсинтезе" так не делается. От эфира здесь отказались три года назад. Вообще, что очень важно, на этом заводе не производят 95-й из 92-го. Это два совершенно разных бензина.

В школе на уроках химии нас учили, что бензин получается при отборе определенной фракции из ректификационной колонны. В понимании же лукойловских технологов это... вообще не бензин. А "прямогон", который, строго говоря, лить в баки не стоит

Для лукойловских технологов отобранное у колонны - всего лишь исходный компонент. Компонент разделяют на две фракции - легкую и тяжелую, - и затем над ними колдуют. По ходу дела добавляя другие компоненты.

Так что настоящий бензин - сложнейший коктейль. Например, 95-й состоит из пяти-шести компонентов, а в 92-м их может быть аж десять-одиннадцать. Интересно и то, как этот коктейль смешивают. Во всем мире это делают в резервуарах, и только здесь - прямо в трубопроводе, в потоке. Что позволяет резко снизить потери на испарение. Процесс полностью автоматизирован, человек в нем участвует только как сторонний наблюдатель и контролер.

### **Стучим октаны**

Святая святых завода - испытательная лаборатория нефтепродуктов. Серьезнейшее учреждение, где работают две сотни людей в белых халатах. И вся информация "с мест" поступает именно сюда.

Мы попробовали подсчитать все звенья в цепочке контроля - сбились уже после первого десятка: входной контроль нефти, газоконденсата и всех компонентов, участвующих в процессе; промежуточный на каждом этапе; контроль на установке смешения бензина, в трубопроводе при направлении продукта в резервуар, в резервуаре при паспортизации и в завершение - контроль качества отгружаемой потребителю продукции из цистерн. Отобранные арбитражные образцы хранятся в течение 45 суток. Сотрудники компании с помощью датчиков и компьютеров следят за показателями качества и во время отгрузки бензина... Словом, контроль, контроль, контроль. По всем параметрам. И по жалобам клиентов - тоже. Все образцы зашифрованы, все операции автоматизированы, любой мухлеж исключен. Лаборатория оснащена на самом высоком уровне. Современные автоматические анализаторы качества (плотномеры, анализаторы фракционного состава, давления насыщенных паров, кинематической вязкости, спектрометры) лучших российских и зарубежных производителей позволяют с высокой точностью с наименьшими временными затратами выполнять оценку соответствия товарной продукции и ее компонентов.

Сами про себя сотрудники лаборатории говорят: "Мы тут стучим октаны"

В смысле проверяем октановое число. Цетановое, разумеется, тоже. Их "стучат" в моторном отделе, проба топлива проходит испытание на стандартизованном одноцилиндровом четырехтактном двигателе с переменной степенью сжатия в соответствии с определенным набором рабочих условий. Заводская лаборатория оснащена как отечественными установками (типа УИТ), так и установками зарубежного производства (CFR). Стоимость установок - около 50 млн руб. Конечно, их эксплуатация и, соответственно, выполнение на них испытаний обходятся недешево, но эта процедура необходима для подтверждения качества топлива.

Астрономичность крутящихся здесь цифр, да и вообще осознание всей здешней технологической мощи, как заводской, так и лабораторной, неизбежно наводят на мысли о выборе автозаправочной станции. Заливать бак у промышленных монстров, имеющих возможности так вкладываться, производить и контролировать. Или у мелких "самоваров", и малой доли таких возможностей не имеющих...

<http://www.kommersant.ru/doc/3256739>

### **Ex. 59. Read the article. Translate key words. Render the article.**

#### **В ответе за каждую гайку**

Алексей Грамматчиков

*На Ульяновском автомобильном заводе внедряется новая система контроля качества. Ее создатели стремятся к тому, чтобы рабочий на конвейере нес ответственность за каждую выполненную операцию*

«Впервые в истории отечественного автопрома установлены на свое место и закручены все необходимые болты и гайки!» Этот старый анекдот красноречиво свидетельствует о невысокой репутации качества сборки российских автомобилей. Отечественные автозаводы пытаются изменить этот имидж. Среди них производитель известных российских внедорожников — Ульяновский автомобильный завод.

Для владельцев «УАЗов» тема заводской сборки всегда была очень актуальной. На интернет-форумах собственники «козликов» и «буханок» до сих пор называют свои машины «ведром с гайками, которые постоянно нужно подкручивать». Сегодня ульяновский автопроизводитель стремится изменить подобные представления о своих машинах. Одна из главных мер в этом направлении — создание новой системы контроля на производстве, которая призвана серьезно повысить качество сборки автомобилей УАЗ. О принципиальных особенностях нововведения в интервью «Эксперту»



рассказывает **Андрей Слепушкин**, руководитель департамента управления качеством Ульяновского автомобильного завода.

### **Закрутил — подпишись**

— Андрей Павлович, у наших автолюбителей сложился прочный стереотип, что сошедшая с российского конвейера машина собрана лишь условно, после покупки ее нужно «протягивать», то есть доделывать собственными руками. Как вы собираетесь бороться с подобными представлениями?

— Мы считаем, что кардинально улучшить сборку автомобилей УАЗ позволит новая система контроля качества на производстве, которую мы стали постепенно внедрять с начала текущего года. По сути, речь идет об использовании передового зарубежного опыта. На крупнейших иностранных автопредприятиях подобная система называется *built-in quality* («встроенное качество»). Смысл состоит в том, чтобы каждый на производстве нес полную ответственность за свою работу. Ульяновский автомобильный завод создавался как предприятие военного назначения — на таком заводе всегда был повышенный контроль за качеством работы. Вроде бы это хорошо, однако есть и обратная сторона медали: люди, привыкнув работать под двойной и тройной проверкой, подсознательно начинали выполнять свои функции не очень добросовестно. Они работали с оглядкой на контролера, который, если что, подскажет и укажет, как надо делать. Ход рассуждений у рабочего был приблизительно такой: если я буду делать все как надо, что же тогда останется для многочисленных контролеров? Новая система призвана исправить эту порочную практику и сделать так, чтобы каждый работник, не оглядываясь ни на кого, делал свою работу качественно.

— Какими же методами вы планируете достичь столь высокой ответственности каждого работника?

— Мы, в частности, произвели перегруппировку постов контроля ОТК и сконцентрировали их на конечной стадии процесса. То есть, допустим, на этапе сварки кузова контроль осуществляется только в самом конце линии, а не на разных ее участках, как было раньше. Сейчас пост в конце линии помогает отследить именно готовый продукт, который пришел после того или иного технологического передела. Так можно более эффективно отслеживать брак, возникающий в процессе производства.

— И что, эти контролеры будут повышать сознательность ваших рабочих?

— Не только они. Сейчас каждый работник понимает, что его задача — выполнить всю работу правильно и что на посту контроля не должно быть выявлено никаких отклонений. Дело в том, что каждый автомобиль на конвейере сопровождает так называемая карта сборки. На этом документе в отношении ключевых операций, то есть работ, влияющих на безопасность автомобиля, предполагается штамп конкретного работника об исполнении. После сборки рулевого управления, тормозной системы, крепления колес, сидений, ремней безопасности и других узлов каждый работник ставит на

карте сборки персональный штамп со своим номером либо расписывается в специальной форме. Тем самым он подтверждает свою ответственность за произведенные работы.

— Получается, что человек, условно говоря, закрутил гайку, а потом еще расписался за это? Вы считаете, что подобный подход заставляет рабочего действительно закручивать гайку на совесть?

— Есть такой психологический фактор: ставя собственную печать или подпись, человек лишний раз подтверждает, что он свою работу выполнил. И если раньше что-то можно было сделать спустя рукава, то сейчас человек даже на подсознательном уровне понимает, что, ставя печать, он берет на себя ответственность. Кроме того, на всех важных и критических для безопасности автомобиля операциях введена так называемая маркировка собираемых деталей, когда работник специальным маркером помечает соединения топливных проводов, тормозных трубок или рулевых тяг. Этот психологический прием придуман за границей. Человек, прежде чем поставить отметку на конкретном узле, еще раз обращает на него внимание и проверяет, правильно ли он его затянул. Поэтому вероятность того, что важный узел будет плохо собран, уменьшается в разы.

— Имеется ли здесь помимо психологического фактора и юридический аспект? Если произойдет авария из-за плохо собранной детали, есть ли шанс позже выяснить, кто эту деталь некачественно собрал, и наказать виновного?

— Безусловно, юридический аспект здесь тоже важен. Каждый работник по трудовому договору обязуется выполнять свои функции в соответствии с технологическими требованиями. Если вдруг произойдет авария из-за некачественной сборки автомобиля, мы сможем найти непосредственного виновника. Для этого достаточно поднять из архива технологическую карту данного собранного автомобиля, которая хранится на заводе пять лет, и увидеть, что какой-нибудь рабочий Иванов на такой-то машине в такой-то день закреплял, допустим, тормозной шланг, из-за которого произошла авария. Новая система контроля позволяет видеть, когда и на какой операции работал конкретный человек, и мы можем привлечь его к ответственности. Рабочие сейчас знают это, отчего стараются подходить к работе более ответственно.

### **Бить рублем**

— Что вы можете сказать о материальном стимулировании в новой системе контроля качества?

— Сейчас материальное поощрение сотрудников зависит от такого понятия, как «прямой сход» автомобиля. «Прямой сход» — это когда машина сошла с конвейера сразу, то есть контролеры приняли ее без замечаний. Если же появляются нарекания и машины отправляются на доработку, то об этом сразу информируется директор производства. Он анализирует, что за неполадки обнаружил контролер, потом принимает решение материально

наказать виновных работников. Они могут не получить премию, на них, вероятно, наложат штрафы, а если нарушения повторяются, то человек может быть уволен в соответствии с российским законодательством как не справляющийся со своими обязанностями. Таким образом, еще раз повторюсь, что основная цель, на которую мы ориентируем работника, — ему нужно все сделать с первого раза правильно. От этого напрямую зависит в том числе и его зарплата.

— А как определяются те или иные отклонения в действиях ваших рабочих?

— На самом деле при внешней простоте это довольно сложный вопрос. Начиная внедрять новую систему контроля качества, мы создали особый документ, которого раньше не существовало — «Стандарт качества автомобиля». Там собрана сводная технологическая документация. В нем упоминаются все зазоры, перепады и прочие требования и допустимые отклонения в конструкции автомобиля. Иными словами, это документ, подробно описывающий, как должен выглядеть собранный автомобиль. По автомобилю «Патриот» стандарт качества содержит около трехсот страниц схем, иллюстраций, фотографий. Там, например, написано и показано на фотографии, что вылет какой-нибудь шпильки из гайки в определенном месте должен быть до трех миллиметров. Если он утоплен, это неправильно, и тогда деталь в машине считается бракованной. Раньше таких детальных документов по качеству не было. Был расписан общий техпроцесс, имелся общий чертеж автомобиля. Но как конкретно должен выглядеть автомобиль на каждом этапе производства — этого не было доходчиво и доступно зафиксировано на бумаге.

### **С точки зрения покупателя**

— Из каких конкретно элементов сейчас состоит ваша система контроля качества?

— Как я уже упоминал, это — новые посты контроля, которые стоят в конце основных технологических линий. Двойные посты контроля установлены в конце цеха сварки кузова, цеха окраски кузова, цеха сборки кузова, а также — на финальном сходе машины с линии конвейера. После сборки машина попадает на новый контрольно-испытательный участок главного конвейера, который мы недавно создали, потратив порядка двух миллионов евро. Эта линия включает в себя пост настройки и регулировки геометрии колес и света фар, контроль тормозной системы, когда фиксируется интенсивность замедления колес у автомобиля при торможении. Дальше идет так называемая дождевалка — контроль герметичности кузова, когда на машину в специальной камере под давлением льется вода и контролер смотрит, чтобы в салоне не было ни капли. Наконец, после всех этих проверок машина может быть подвергнута потребительскому аудиту. Это — аудит с позиции клиента, который по своей сути более глубокий, чем контроль на производственной линии.

— Что, на завод приходит покупатель и сам смотрит машину?

— Нет, у нас, как и на зарубежных производствах, так называемый customer audit представляет собой выборочную проверку автомобиля профессиональным аудитором. Такой проверкой обычно занимаются только контролеры самого высокого уровня, которые проработали на заводе не один десяток лет. В этом случае аудитор приходит, берет на выбор любую готовую машину и проверяет ее по международной методике GCA (Global Customer Audit) с точки зрения потребителя.

— Как определяются результаты подобной проверки?

— Результаты проверки аудитор выставляет в баллах. Самый дорогой обнаруженный дефект в автомобиле — тот, что влияет на безопасность. Стоит он двадцать баллов. Скажем, обнаружилось касание тормозной трубкой острой кромки — это двадцать баллов, потому что со временем трубка может перетереться, и у автомобиля откажут тормоза. Другой дефект — при котором не функционирует какой-нибудь элемент — стоит десять баллов. Например, дефлектор воздуховода в салоне поворачиваем — а он не дует. На безопасность этот дефект не влияет, но так как элемент все равно не работает, то начисляются десять баллов. Пять баллов стоят более незначительные отклонения, например потертость на кузове, — то есть дефект, который виден, но на функционал не влияет. Ну и за всякую мелочь — дефекты, которые большинство людей не увидит, — начисляется по одному баллу. Это, например, еле заметный зазор или выпуклость на кузове. Словом, потребительский аудит — это своего рода точечный удар, который позволяет объективно оценить вырванный из технологического процесса автомобиль.

— Как часто вы теперь проводите такой аудит и на что влияют набранные баллы?

— Сейчас у нас работают два аудитора, они берут две машины в неделю: одна — это обязательно «УАЗ Patriot», другой может быть «УАЗ Hunter» либо иная модель. Все набранные штрафные баллы направляются начальникам производства, так как по каждому баллу аудитор пишет, какое подразделение, по его мнению, виновато в потере качества. Набранные баллы ставятся на контроль, и начальники цехов обязаны докладывать руководству, какие меры были приняты, чтобы наказать виновника получения штрафных оценок и исключить повторение подобного в будущем.

— Вы уже можете говорить о предварительных результатах внедрения новой системы контроля качества на вашем предприятии?

— Мы можем утверждать, что с введением новой системы контроля качество сборки автомобилей УАЗ повысилось. В частности, с начала февраля число нареканий по упомянутому выше потребительскому аудиту у нас сократилось примерно на треть. Без сомнения, сходить с конвейера стали более качественные машины. Кроме того, уже есть отзывы наших дилеров: с

начала года жалоб клиентов на новые автомобили УАЗ стало гораздо меньше.

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