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# **HOSPITALITY INDUSTRY**



**A manual**

**SAMARKAND – 2012**

Mazkur o'quv – uslubiy qo'llanma Institut turizm fakulteti talabalari uchun mo'ljallangan. Ushbu o'quv – uslubiy qo'llanmaning asosiy vazifasi ingliz tili doirasida turizm sohasida jahon standartlari tizimini har tomonlama yoritib berishga qaratilgan. Ingliz tilidan amaliy mashg'ulotlarda foydalanish uchun uslubiy qo'llanma.

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## **PREFACE**

In order to explain and define Marketing, a professional understanding of the hospitality industry is one of the basic requirements. In today's world with its growing social welfare and general increase of individualism, tourism is one of the most prosperous and expanding business branches. New products are being introduced to new markets along with enormous investments into new hotels and recreation centers, transportation systems and convention facilities, but also into education and training.

Hospitality business is almost as old as civilization itself and sees its future in terms of growth and vitality. In the first half of the last century tourism was a matter of mostly small and private enterprises with a minimal impact on the respective national economy. Initiated by the boom after World War II with Americans and Europeans roaming the world, the industry has gone through an incredible development.

The hotel industry for example has been subject to enormous changes since the times when a certain Mr. Conrad Hilton started up his world-famous hotel chain based on the excellent principles of an even more renowned Mr. Sattler. Formerly, hotel managers (often the proprietors themselves) simply had to make sure, that service and production quality were up to their customer's expectation. Nowadays, in addition to that, they are required to be experienced accountants and, most important, expert salesmen and creative Marketing specialists!

## **1.1. Tourism in Uzbekistan**

### **I. Read and translate the text:**

Potential power in this area is enormous, taking into account the large number of historical sites, monuments of antiquity. At the same time, the republic does not have the necessary economic resources and a developed tourism infrastructure. So now the influx of overseas money into this sphere provides financial enthusiasm. Cooperation in this area more closely evokes its own fruit: the latest construction and reconstruction of dilapidated hotels in Tashkent, Samarkand and other regional centers performed using the money of international firms.

Uzbekistan has a unique source of physicians and building monuments for the establishment of tourism and recreational services. Significant value suggests hydrogen sulfide, radon, and thermo-informants in natural waters. Natural-rock potential, together with the sources of natural water works overriding point later becoming republic recreational ensembles, sanatoriums. Numerous original monuments of nature reveal limited ability for the formation of broad eco-tourism.

It is known that international tourism increases the export of services, supply of hard currency into the country and contributes to the diversification of the economy, create new jobs. It serves to strengthen the international socio-economic, cultural and spiritual ties.

In our country, tourism is given serious consideration. In this sector operate 735 organizations and companies with a license for tourist activities, 252 of them - the hotel, 483 – tour agents and tour operators. Approximately ninety percent of the tourism organizations and companies related to the private sector, which is conducive to a competitive environment in service delivery.

International airports in Tashkent, Samarkand, Bukhara, Urgench, Nukus are air gate of Uzbekistan. Since independence, our historical cities of Samarkand, Bukhara, Khiva, Termez recognized centers of ancient civilization, who have made a worthy contribution to world culture. They are places of tourist attraction. Also laid the legal basis of the scope, set up tourist infrastructure. In short, in Uzbekistan, there is good potential for further development in this field.

Tourism has always been considered one of the industries that bring high returns. Over the past six months, revenue from tourism increased by 4.5 percent, and it is a good prerequisite to prepare the tourism industry of our country for more intensive development.

In this sense, the study by the Committee on Foreign Affairs and Interparliamentary Relations enforcement of legislation on tourism in the order of control and analytical work on the example of the most visited tourist regions - Bukhara, Samarkand and Khorezm was very important. During the discussion of the results of monitoring it was noted that tourism in Uzbekistan undergoes qualitative changes. Some work to promote tourism and cultural and historical potential of Uzbekistan, on the organization of media coverage of foreign countries to attract foreign tourists. As part of the Ministry of Foreign Affairs, embassies and missions abroad on a regular basis, give presentations and briefings on the tourist potential of Uzbekistan. Samarkand Institute of Economics and Service, Department of International Tourism, Tashkent State Economic University, the Singapore branch of the University in Tashkent, as well as colleges of Tashkent, Samarkand, Bukhara, Urgench, provide skills training for the tourism industry.

The study showed that at present the scope of tourism in Uzbekistan requires further development, and rich cultural heritage provides for this opportunity. It is known that more than four thousand monuments of culture, material and spiritual values found in our country. Some of them entered in the register of World Cultural Heritage Site by UNESCO, and it represents a huge potential for development of the sphere.

The question of the implementation of the Law "On Tourism" was discussed by our committee through the prism of international cooperation in this field. This is quite understandable. After all, as a rule, offer travel services far exceed the demand for tourist trips. This means that the number of countries hosting tourists, much more than the number of countries – suppliers of tourists. In other words, the market for international tourism market is a buyer. Therefore, that the flow of tourists to our country grew, travel services should not only comply with international standards, but

also on individual indicators exceed them.

Uzbekistan since 1993 is a member of the World Tourism Organization (UNWTO), along with 24 countries in the world participates in the "Great Silk Road."

Held joint conferences, exhibitions and seminars. In the improvement of tourist services, as well as in attracting tourists, primarily interested in the host country. In addition, the coach rating is directly related to attracting investment in this sector. Consequently, the development of international tourism in accordance with the legal instruments adopted by the UNWTO, would increase the flow of investment, improve quality of service standards.

It should be noted that the main purposes of parliamentary control is not to criticize and identify gaps. Control includes the study of gaps in the law that prevent its realization, to give impetus to the development of the industry being studied on the basis of dialogue between the legislative and executive branches, as well as making recommendations to ensure more effective enforcement of the law. It is from this point of view, and organized a committee of control and analytical activity. The conclusion of the working group suggests the need to further improve the legal framework of tourism. Committee adopted the proposals and recommendations will contribute to the further development of the tourism industry and relevant legislation. Recently, our country held a regular forum of the World Tourism Organization in the international program "The Great Silk Road", as well as international tourism fair in Tashkent and Samarkand. This is yet another confirmation of the fact that Uzbekistan has considerable prospects for the development of international tourism.

### **Brush up your grammar.**

#### **Translate into English using the modal verbs:**

1. Завтра погода может измениться. 2. Не может быть, чтобы он забыл об этом.
3. Можно мне взять ваш словарь? 4. Мы можем закончить работу за пять дней.
5. Я смогу помочь вам. 6. Они, возможно, дома сегодня. 7. Он, может быть, не знает об этом. 8. Он, возможно, спит сейчас. 9. Он может выполнить работу

сам. 10. Ты должен немедленно найти его. 11. Мы ждали до вечера, но гроза не утихла. 12. Прошлым летом мне приходилось вставать очень рано. 13. Я с удовольствием пошел бы гулять. 14. Ему необходимо придти и помочь вам. 15. Он должен сделать это сейчас же.

### **Transform the following sentences into interrogative and negative.**

1. I have a brother in the Far East. 2. You have some English books. 3. She has black gloves. 4. We have good pens. 5. You have a nice watch. 6. They have cigarettes and matches on the desk. 7. I have a few thin notebooks here. 8. He has some red ink in the ink-pot.

### **Insert *some, any or no*:**

1. I have ... interesting books. 2. You have ... free time now. 3. Has she ... new books? 4. Have we ... chalk on the blackboard? 5. He has ... ink in his ink-pot. Take ....

### **Complete the following sentences:**

1. Fetch those .... 2. Read this .... 3. Write these .... 4. Answer my.... 5. Repeat his.... 6. Take that.... 7. Close the.... 8. Don't take I the.... 9. Don't open the .... 10. Go to ....

## **2.1. Package of tourist services of the company**

### **II. Read and translate the text:**

The study of the methodological basis of development of the tourist package of the company and the analysis of its carrying out and the organization. The essence of, especially, the organization developed tourist package. The process of development of the new goods and services, their characteristics and nature.

On the basis of these data is the development of a tourist product, package, which could satisfy a maximum number of buyers, while the maximum rational use of resources. You set the price for the product. Next, you need to bring to the potential consumers of information about what services offers travel company. All of these stages, as well as some of the other functions in the company performs the marketing department of tourism firms.

*The development of new tourist package* begins with a search for ideas for new products. It must be conducted systematically, and not on a case by case basis. Otherwise the firm may find dozens of ideas, but most of them are not suitable from the point of view of the nature of its business. The company should clearly identify which products and which markets to focus. It should clearly articulate what it seeks to achieve a firm with the help of new products: the receipt of large amounts of cash, a dominant position in the framework of a certain share of the market or any other purposes.

The development of *the concept of a tourist package* and its verification represent an important moment in the work of the tourist enterprises. It is important to make a clear distinction between the idea of the product and its design. The idea of a travel package-this is the general idea about the potential product, which the company would, in its opinion, offer the market. *The idea of tourist packages* -- elaborate version of ideas, expressed significant for the consumer concepts. The selection of a suitable design is carried out both with the help of its analysis from the point of view of profitability for the tourist firms and the availability of relevant needs of the consumers, as well as ascertain the views of clients target market for the offer. On the results of the customer survey one can judge about the prospects of the development of different variants of the future of the product and the amount of possible sales.

You must take into account that the priority tourist package is created not only a high level of service with minimal market price, but also the individual character of the proposal, its own shape of the tourist product appearance, which can not be repeated, simulate in another place of the competition.

## **1. Methodological basis of development of the tourist package of the company.**

Tourist company "Salambo" was formed in 2007 after a careful analysis of the market of tourist services offered by the firms of the city of Tashkent. Open company "Salambo" several factors contributed to:



- availability of categories of potential consumers annually engaged or interested in the purchase of travel packages for departure abroad with the purpose of recreation;
- availability of categories of potential consumers, interested in organization of recreation of their children;
- the absence in the area of activity of the company the companies offering tourist services;
- enough of the distant location of the offices nearby tourist firms from the place of residence of potential consumers.

Tashkent - the capital of the Republic of Uzbekistan, the administrative center of Tashkent region. The largest population of the city of Uzbekistan and Central Asia, the centre of Tashkent agglomeration, the most important aviation, rail and road hub, as well as political, economic, cultural and scientific center of the country. From what has been made the conclusion, that there is a large category of people, who have a stable monthly income, exceeding \$ 300. If people make money from it follows, that they want and can spend it. And if people have to much time is spent at work or on the road with the aim of making money, then they quite naturally want to spend the earned money for a good rest.

The company was able to calculate that 50% of people working within the Tashkent constitute the category of young single people or young couples with children 6-14 years, which annually or periodically go on holidays abroad over the sea. Naturally, that for this purpose they used the services of the companies held in Tashkent. Thus, in 2007 the decision was taken to open on the territory of the city of new commercial organization, the tourism company "Salambo" with a view to satisfying the demand of the residents of the city on the services on the organization of rest of children and adults.

As you can see, carrying out of marketing research of the market was preceded by the opening of the company. Carrying out of marketing activities is one of the main places of work in the company, although in the organization and there is no clear structural unit dealing with the marketing policy. The basic marketing functions in charge of 2 senior manager in the directions (conducting marketing research in

their field of administration); development of schemes of promotion, marketing and advertising deals with advertising manager, development of marketing plan deals with the general director of the company with the assistance of the managers.

Marketing plays a crucial role in the work of the company since. Firstly, it relied upon opening of the company; secondly, by construction work on the principles of marketing, work has its dividends in the form of profits, increasing the number of permanent clients. You can say, that if the company does not have relied on marketing ideas, concepts, work of the company "Salambo" would not have been so successful. Through ongoing research travel agency has an opportunity to be aware of the changes occurring on the Uzbek market of tourist industry, changes in demand, the interests of clients. Due to this, she always has the opportunity to react quickly to these changes, making adjustments in their work, developing new products according to the tastes of customers. And this is especially important now, when the market of tourist services include the scope of the proposals, and when the competition is so great.

Studying of consumers allows you to define and explore the whole complex of the motivating factors, which are guided by consumers when choosing the goods (income, social status, gender and age structure, education). In any market there are many consumers who may be interested in the products of the company. And here the main thing - define among them the group, which would have similar characteristics, i.e. to carry out market segmentation.

Sociological survey of the local population showed that the citizens would be satisfied, if in their area opened to the travel company, then they would not have to travel to the other end of the city for advice about trips and shopping vouchers. But because the income of the population, the small popular will be only those tours that are inexpensive. Thus, the company "Salambo" decided to develop several areas: leisure at the health resorts of Egypt, Turkey, Cyprus, and also rest in children's and youth camps of Russia and Bulgaria during the summer holidays.

The study of the commodity structure of the market conducted to identify the existing product range and the identification of products, which are similar to

something that is going to offer the customers the company, as well as the definition of operating on the market of standards, norms and requirements to the quality of goods.

As standards are proposals Tashkent tourist firms, where previously served by the clients of the company "Salambo". In connection with this service requirements, service, selection of proposals at the clients are high enough. Many of them travel abroad is not the first year, so they are well-versed in what they can offer to the company, as it can present it on any discounts client can expect and when it is most profitable to buy tour-packs. Therefore, the management of the firm all the time have to carefully follow the style of work of managers and junior staff with clients, in order, to each client was invited to the maximum number of options to choose from, so be sure to have selected the most suitable option. You must constantly strive to ensure that the clients left satisfied from the office of the firm, because of Tashkent - the city is not small, and therefore, here the best advertising works "from man to man."

The main task of the study of competitors is to provide the necessary data to ensure competitive advantages in the market, and also to find opportunities for collaboration and cooperation with potential competitors. Examines the commodity offer and demand for the products of competitors, marketing system, the forecast for the future. The Company "Salambo" in this question much was lucky, because she became the first (and to date only) travel company in their area. Although one cannot deny the impact on the work by the Tashkent-based firms, because it is applied to them in the past, who have now become clients of the firm "Salambo".

The study of the internal environment of the enterprise aims to identify the real level of competitiveness of the enterprise as a result of comparison of the relevant factors of the external and internal environment. Studying of opportunities of the enterprise is aimed at the revelation of his potential, strengths and weaknesses of the activities. Essentially the study of the capacity of the enterprise is reduced to the comparative analysis of potential of the enterprise and of existing and future market needs.

As a result of implementation of an analytic function of marketing is defined niche firms in a given market. "Salambo" has also defined its own segment of the market: it is a beach resort (resort) holidays in Egypt, Turkey, Cyprus for adults and families with children with income above the average, as well as the rest of children in summer camps on Black sea coast of Russia, Ukraine and Bulgaria.

## **2. The essence, specialty and the organization of development of tourist package.**

The Company "Salambo" exists in the market of tourist services since 2007. It's office is located in the city of Tashkent. The company is engaged in areas in Turkey, Egypt, Cyprus and children's summer camps in Crimea and Bulgaria, with a target segment of the company are young unmarried people or young couples with children aged from 6 to 14 years of age.

The marketing plan of the company for 2008 is aimed at the growth of the number of customers by 50% compared with the 2007 level, that should make 1512 person in the course of the year. To achieve this, the company should take a number of measures, which include the expansion of the discount program and change the advertising campaign. On the carried out calculations of the budget of the marketing activities should amount to 7 thousand dollars. If the firm will be able to reach the level of 1.5 thousand customers in the year, she will be able to qualify for a new level of discounts with the airlines, hotels and companies that organize entertainment programs for tourists.

Expected gains and losses. The company plans to receive profit in the amount of 11500 dollars, increasing the advertising budget to \$ 6,000. The planned annual turnover must be 529000 dollars. The company may incur a loss in the case of not achieving the number of clients up to 1.5 thousand people, which may reduce the net profit by 10%.

Control. Monitoring is planned to be implemented with the help of a monthly check of the number of buyers and matching it with the level of the previous year; after each promo-action, the company will conduct a survey of clients of new

customers on the subject, will this action on their decision to apply to the company; it is necessary to compile a database of customers who purchase through a company in order to identify those who did not come the first time, and who should be an additional discount. Responsible for these activities will be managers in areas.

Therefore, the development of tourist packages - responsible stage in the creation of new proposals. At this stage of the design of the product should be embodied in something more specific. The main thing is to achieve full compliance services characteristics, laid down in its design. Only in this case the new product will be welcomed by the customers so, as anticipated in the formation of his ideas. When developing new tourist product it is necessary to be able to build your proposal.

For target groups with similar needs are selected tourist goods and services, which are able to solve most fully the problem of the requirements they have to consume in place. The right set of services in a "package" on the number of creates clarity tourist before the start of the journey itself and makes him a choice.

Complex service helps tourists to plan and organize rationally free time and focus on the level of prices, which actually operates in the market. This, of course, leads to an increase in sales of tourist products.

Test the product in the market conditions, presupposes its experimental introduction. It can be combined with the advertising free (or discounted) cruise, bus tour, etc. Stage of the test is important from the point of view of the control in practice the quality of the tourist product, the demand and price availability, etc.

In case of positive results of market testing of tourist enterprise takes the final decision on the removal of the tourist product on the market on a commercial basis.

## **Brush up your grammar.**

### **Translate into English:**

1. Я где-то встречал его.
2. Вы куда-нибудь ходили вчера вечером? Уже совсем темно.
3. Он достаточно умен, чтобы понять это.
4. Он говорит очень медленно.
5. Его никогда не бывать дома.
6. Я здесь раньше никогда не был.
7. Я уже знаю

об этом. 8. Я теперь часто буду заходить к Вам. 9. Я тоже ничего не слышал об этом.

**Replace the italicized words by personal pronouns:**

1. Jack has a big dog. 2. Tom has a nice room. 3. Nina has a fine hat. 4. Ann has ten apples. 5. Tom and Pete have a good flat. 6. This thin notebook has ten pages.

**Put subjects in plural and make necessary transformations:**

1. He has a long stick in his hand. 2. She has a red pencil. 3. I have a new desk in my room. 4. Has she an English book?

**Fill in the blanks with prepositions:**

1. I have five notebooks ... my bag. 2. He has six pencils ... his table. 3. I have ten maps... my shelf. 4. Go ... room five. 5. Take red and green pencils ... the box. 6. Put the copybook ... the bag. ? Take the book ... the shelf.

**Translate into Uzbek:**

1. Read text five. 2. Fetch that map, please. 3. Take this pen. 4. Close the box. 5. Repeat the sentence. 6. Find page seven. 7. Write this sentence on the blackboard. 8. Don't read text five. 9. Read text six. 10. Don't take the pencil.

**Fill in the blanks with adjectives:**

1. I have a ... coat. 2. Tom has a ... cap. 3. He has... gloves too. 4. Ann has a... handbag. 5. She has a... hat. 6. Jim has a... collar. 7. He has a... suit. 8. We have a few ... ties.

### **3.1. The Travel Trade**

### **3.2. Varieties and Functions of Travel Bureaus**

#### **III. Read and translate the text:**

Travel, whether for business or pleasure, requires arrangement. The traveler usually faces a variety of choices regarding transportation, accommodations, and, if the trip is for pleasure, destinations, attractions, and activities. The traveler may prefer to gather information on prices, value for money, schedules, characteristics of

a destination, and available activities directly, be it via conventional means of communication or *the Internet*, investing a considerable amount of time, energy, and possibly money to complete the trip arrangements. Alternatively, the traveler may avail himself of the services provided by a travel bureau, obtaining all these trip arrangements at no extra cost or for a trifling service charge. The travel bureau, when planning and finalizing the arrangements, may, in its own right, function as a travel agent or tour operator. In many cases, travel companies serve their clients by combining the functions of intermediary and package production activities, whereby they represent a „mixed type" of travel firm.

In short, we make a distinction between the following

### Basic Types of Travel Bureau Operation:

Classic Travel Agency	Combined Travel Agent And Tour Operator	Classic Tour Operator
It usually functions as the point of contact for someone who makes travel arrangements for business or pleasure. The service charges received on the sale of individual prearranged packages are the agent's sole revenues. Classic bureaus function as Business Travel Agents or Travel Agents.	It acts both as an agency and operator. However, tour operators frequently serve to derive basic revenues derived from travel arrangement. Mixed travel firms usually specialize in particular market segment tours; others focus their activities on niche products such as hunting or fishing trips, others have come to function as incoming agents and local operators.	Also referred to as Tour Operator or Tour Company, its basic function revolves around the sale of inclusive holidays for sale to the public. Tour operators are considered principals in the Travel Industry. More often they are regarded in much the same way as a wholesaler would be in the case of manufactured goods. Revenues mainly derive from the profit-margin calculated on the net total costs of all travel service components.

### 3.1. The Travel Agent

A travel agent or agency acts the role of an intermediary that is a business operation or person selling the travel industry's individual parts or a combination of the parts to the consumer. In marketing terms, a travel agency is an agent middleman, acting on behalf of the client, making arrangements with suppliers of

travel, such as airlines, hotels, car rentals, railroad operations, shipping companies, or tour operators, and receiving a commission from the suppliers.

In legal terms, a travel agency is an agent of the principal, specifically transportation companies. The agency operates as a legally appointed agent, representing the principal in a certain geographic area. The agency functions as a broker, bringing buyer and seller together, for the other suppliers like hotels, car rentals, ground operators, and tour companies.

Thus a travel agent is an expert, knowledgeable in schedules, tariffs and fare construction, routing, lodging, currency, rates and prices, entry and exit regulations concerning all countries and autonomous territories, destinations, attractions at resorts, and all other aspects of tourism and travel opportunities. In short, the travel agent, for that matter, acts the role of a highly qualified specialist and counselor.

According to Louis Harris and Associates, USA, a travel agent can be defined thus:

A travel agent, besides selling prearranged package tours, also prepares individual itineraries. He arranges for hotels, motels, accommodations at resorts, meals, sightseeing, transfers of passengers and luggage between terminals and booked accommodations. Furthermore, the travel agent can provide the traveler with a host of supplementary information, such as on rates, terms and conditions, and quality standards, which would normally be hard to obtain. The travel agent is paid for his services by the suppliers or principals through commissions. For example, if a travel agent issues an air ticket or makes a hotel reservation for a client, he gets paid by the carrier or the hotel in the form of a commission, unless no different agreement has been negotiated. In short, the travel agent saves the customer both time and money.

In terms of distribution channels in travel and tourism marketing, the travel agent also performs an important service on behalf of tourism suppliers. From the travel principal's viewpoint, the agent acts the role of a „retailer“.

As illustrated on the next page, travel retailing through agencies represents only an alternative way of distribution. Ever since the global proliferation of the Internet as a means of disseminating supplier information and enabling direct reservation via a wide selection of online services, the travel agency business faces an even more



competitive and difficult future.

## **I. Words and word combinations:**

arrangement - расположение, соглашение - joylashish, rozi bo'lmoq

accommodation - приют, помещение - joylashuv, joy

attraction - притяжение - talpinmoq

available - доступный, наличный - mavjud, naqd to'lash

alternative - взаимоисключающий, альтернативный - bir biriga inkor

choice - выбор - tanlov

conventional - договоренный, обычный - kelishilgan, oddiy

consumer - потребитель - iste'molchi

counselor - советник, адвокат - maslahatchi, oqlovchi

competitive- конкурсный, соревнующийся - musoboqa, bellashuvchi

consolidator - укрепитель, консолидатор - mustahkamlash

to constitute- составлять, основывать- tuzmoq

destination - место назначения - belgilangan joy

distinction - разница - farq, tafovut

to disseminate - разбрасывать, распространять - tashlamoq, tarqatmoq

to derive - происходить от, извлекать - sodir bolmoq, xulosa chiqarish

entry - вход - kirish

to face - стоять лицом к, стоять перед - yuzma yuz, oldinda turish

to finalize - завершать, доводить до конца- tugatmoq

ferry - перевоз, переправа- oborib bermoq

to focus - помещать, сосредоточивать (ся)- fikrni jamlash

host- множество, толпа- kopchilik

to issue- выходить, вытекать, происходить -chiqish, oqish, sodir bolmoq

to invest – вкладывать- hissa qo'shmoq

intermediary- посредник, посреднический - dallol

inclusive- включающий в себя, содержащий - tarkib topmoq

itinerary- путь, маршрут- yol, marshrut

knowledgeable - хорошо осведомленный - yaxshi tanish bo'lgan

leisure- досуг – bo'sh vaqt  
lodging – жилище- turar joy, uy  
means of communication - средства связи - aloqa vositalari  
multiple - краткий, краткое число - qisqa, qisqa raqam  
to negotiate- вести переговоры- mulohozakilmoq, kelishmoq  
to obtain- доставать, приобретать- ega bolmoq  
on behalf (on) - для, ради- uchun  
pleasure - удовольствие - qoniqmoq  
profit-margin - коэффициент прибыльности -daromad  
proliferation- увеличение, размножение - ko'paymoq  
premise- предпосылать- oldindan yubormoq  
revenue- (годовой) доход, доходные статьи - (yillik) daromad, daromad qismi  
to refer (to)- относиться (к)- olib bormoq  
retail - розничная продажа- chakana savdo  
referral- соотносящийся- ta'luqli  
schedule - график, расписание- jadval  
segment- отрезок, доля- kesma  
travel- путешествовать - sayohat qilmoq  
owned- принадлежащий -tegishli  
variety- разнообразный- hilma-hil  
wholesaler - оптовый торговец - ulgurji savdo

## **II. Answer the following questions:**

1. What does travel require?
2. What does the traveler usually face?
3. What is the aim of the travelling bureau?
4. What is the difference between different basic types of travel bureau?
5. What functions has agency as broker?

## **Brush up your grammar.**

### **III. Translate and use these words and word combinations in your own sentences:**

wholesaler; to negotiate; attraction; choice; available; distinction; competitive; leisure; to face; means of communication; to issue; lodging.

### **IV. Turn the following into negative and interrogative:**

1. I shall take my examination in History on Monday. 2. They will leave Moscow in July. 3. We shall meet at the University. 4. She will call on them tomorrow. 5. I shall stay with my parents for a month. 6. Nina and her sister will be busy in the evening. 7. He will return in three hours. 8. There will be many students there. 9. There will be a meeting here today. 10. He will go to the country this Sunday.

### **V. Complete the following sentences:**

1. Travel, whether for business or pleasure, requires ... .
2. The traveler may prefer to gather information on ... .
3. The travel bureau, when planning and finalizing the arrangements, may... .
4. In marketing terms, a travel agency is ... .
5. The agency operates as a legally ... .

### **VI. Insert the right verb: *Piece, bit, slice, lump, sheet, cake:***

1. Where is the ... of chalk you have brought? 2. There is no more soap at home. Will you buy a ... of soap on your way home? 3. Will you give me a ... of paper to write my dictation on? 4. How many ... of sugar do you take in your tea? 5. Will you cut the cold meat, please? Only don't make the ... too thin. 6. There was a ... of cheese and bread on the plate.

### **VII. Insert prepositions if necessary:**

1. Five years have passed since they moved ... this city. 2. This news was ... great importance ... me. 3. What do you usually do ... your spare time? 4. Robert Burns was born ... 1759 and died ... 1796 ... the age ... thirty- seven. 5. My life at the University brought me ... contact ... different people. 6. ... his eighth year he went to

the Philharmonic ... the first time. 7. Some of the famous painters rose ... fame only after their deaths. 8. I've looked ... a number ... books, but I didn't find any interesting short stories. 9. In his lecture he touched ... the works of Theodore Dreiser. 10. He has read several poems ... Shelley. 11. W. M. Thackeray belonged ... the same group of English realists as Dickens, Ch. Bronte and E. C. Gaskell. 12. Mr. Mudstone ill-treated little David pretending he wanted to make a real man ... him. 13. John Galsworthy made his first attempt as a writer when he was 27 years ... age. 14. Theodore Dreiser visited the USSR ... 1927. He expressed his opinion ... the Soviet Union ... his book ... the title Dreiser Looks ... Russia. He was one ... the first to tell the Americans the truth ... our country.

### **VIII. Put into Reported Speech.**

1. My friend said, "Moscow University was opened in 1755." 2. He asked his friend, "Have you written this poem yourself?" 3. He said, "I'm working hard as I want to pass my exams by the first of January." 4. Margaret asks me, "Have you brought any English books with you?" 5. The librarian said to the students, "We have just received some new books on travel." 6. The students said to their new teacher, "We read David Copperfield last term." 7. I asked John, "Was Mary at home when you called on her yesterday?" 8. The boy asked his little sister, "What are you writing in your note-book?"

### **IX. Use modal verbs or their equivalents: *Must, have, will have, had***

**David:** I ... go soon, I'm afraid, because I ... be at the station at 10.30 to meet my sister. I ... be late, or she won't know where to go (neg.).

**Joan:** I thought you ... be there at 10.15, not 10.30.

**David:** Yes, I ... , but now the time of the train has been changed. It ... go rather slow for a few miles because they are repairing the railway-lines.

**Joan:** When ... your sister leave again?

**David:** Well, she ... be back at her job at 8 a. m. on Monday, so she ... leave on Sunday evening.

**Joan:** Can't she stay a little longer?

**David:** I'm afraid not. She is coming for the week-end. She is a nurse and works at a hospital.

**Joan:** Oh, I see. My daughter is training to be a nurse too. She . . . studies for one year more, and then she . . . take an examination.

**David:** Well, I . . . stay here any longer (neg.), or I . . . run all the way to the station.

**Joan:** Yes, you . . . go. Good-bye.

**David:** Good-bye.

### **4.1. The Business Travel Agent**

#### **IV. Read and translate the text:**

At one time, travel agents would undertake bookings for all classes of traveler, whether they were traveling on holiday or for business reasons. However, as business travelers' needs became more specialized, the work of the holiday retail agent and the business travel agent began to diverge. Business travel agents usually receive commission on the products they sell, in much the same way as retail agents. However, in many cases they will charge their customers a management fee for the maintenance of the travel account. This management fee will allow for the provision of large amounts of information on the customer's travel pattern and will also enable the agent to invest time and effort in negotiating preferential customer travel deals and corporate rates with the principals.

### **4.2. The Leisure Travel Agent**

The term generally refers to travel intermediaries mainly dealing with customers seeking assistance in the planning and finalization of arrangements for private journeys and vacation trips. For that matter, the retail agent may primarily serve clients who are residents of the agency's catchment area, in which case he is considered an *Outgoing Agent* for outbound travelers. Conversely, if the travel agent is located at a given destination or resort area and mainly caters to the needs and wants of vacationers on site, he is generally regarded as an *Incoming Agent* for inbound travelers. More often than not Leisure Travel Agents perform both incoming and outgoing functions simultaneously.

### **4.3. The Tour Operator**

The tour operator (also called tour wholesaler) puts together a tour or vacation package and all its components and sells the product direct through his or her own company, through retail outlets, and/or through approved retail travel agencies. Tour operators can offer vacation packages to the traveling public at prices lower than an individual traveler can arrange on his own, because wholesalers can buy services such as transportation, hotel rooms, sightseeing services, airport transfers, and catering services in large quantities at discounted prices.

Tour operation became an important segment of the Western European and North American travel industry following the end of World War II. It has expanded substantially since the 1960s, largely because air carriers wanted to fill the increasing numbers of aircraft seats and due to the emergence of (mostly subsidiary) non-scheduled charter airlines. The tour operation business consists primarily of planning, preparing, and marketing a vacation package, be it in the form of a circular tour, multi-center holiday, or single-center stay. This includes contracting for the individual service components, making reservations and consolidating transportation and ground services into a tour assembled for a predetermined departure date to a specific destination. These packages are then sold to the public through retail outlets or online systems (direct distribution), franchise-contracted multiples, or approved independent travel agents (indirect distribution).

For example, in Germany there are currently some 1000 independent tour operators, with about 10 major tour companies, partly united in even larger holdings, accounting for approximately 80 percent of the industry's business. Consequently, as is the case in the rest of Europe, the tour wholesaler industry is concentrated among a small number of large operators, which forms a sharp contrast to the retail travel agent industry. Independent tour wholesalers provide significant revenue to transportation and ground service suppliers. They also provide the retailer and the traveling public with a wide selection of packages to a large number of destinations at varying costs, for varying lengths of stay, catering to diversified tastes and motivations, and in varying seasons. Furthermore, they supply advance notice and

increased assurance of future passenger volumes and travel flows to suppliers of individual travel services.

In Europe, the independent tour operator's business is characterized by relative ease of entry, high velocity of cash flow, low return on sales, and the potential for high return on equity because the investment necessary to start a business is small. The tour wholesaling business is usually one of three kinds:

**1. Major Independent Tour Operators**

**2. Airlines** working in close cooperation with a **Tour Operation Business**

**3. Minor Independent Retail Travel Agents** who also package their own tours for their clients, mostly specializing in a clearly defined market segment.

These three entities, along with highly specialized **Incentive Travel Companies** and **Travel Clubs**, comprise the industry. In Europe in the past 15 years or so, Major Independent Tour Operators have been dominating the holiday market to an even greater extent. This was achieved by a dual strategy: the process of **vertical** and **horizontal integration** with other travel companies.

**Vertical integration** takes place when two companies at different levels of the chain of distribution form a merger, thereby going into opposite directions. *Backward integration* takes place when the tour operator buys or „absorbs“ companies which contribute to its packages, such as airlines, hotels, coach operators, or caterers. *Forward integration* occurs when the tour operator takes over companies at the retail level that is travel agencies. In the travel industry, vertical integration has been a most successful way for tour operators to gain control of both the individual components of their packages and their sales outlets.

By contrast, **horizontal integration** takes place when two companies on the same level of the distribution chain form a merger, whereby one tour operator incorporates another one. In the travel trade this has frequently enabled a strong tour operator to swallow up weaker competition.

## **I. Words and word combinations:**

amount - раvнятьcя - teng bo'lish

approve- одобpять, утверждать - tasdiqlamoq

assurance - уверенность, страховка - sug'urta  
 commission - полномочие, поручение- topshiriq  
 conversely - обратно, наоборот - teskari  
 consolidate - подтверждать, объединяться - birlashtirmoq  
 consequently - следовательно - nazorat o'rnatish  
 comprise - содержать- mundarija  
 departure - отход, отклонение - chiqindi  
 dominate - преобладает- ega bo'lish  
 effort- достижение - yutuq  
 expand - расширять(ся) - o'zini yo'qotib qo'yish  
 ease - облегчать - yengillashtiriish  
 equity - справедливость- adolat  
 extent – протяжение - daraja  
 furthermore - кроме того - undan tashqari  
 frequently – часто - har zamonda  
 increase - увеличивать(ся) - kattalashtirmoq  
 integration - объединение - birlashtirish  
 incorporate - объединять(ся) - birlashishmoq  
 length - расстояние, длина - uzunlik, masofa  
 maintenance – поддержка - qullamoq  
 motivation - мотив - motiv  
 pattern- образец, модель- namuna  
 provision обеспечение - taminlash  
 preferential - льготный - imtiyozli  
 package - упаковка - o'ramoq  
 predetermine- предопределять – oldindan aniqlash  
 quantity - величина, количество - miqdor  
 residen- постоянный – har doim  
 resort - обращение, применение - almashtirmoq  
 serve - служить - hizmat ko'rsatish



simultaneously - одновременно - bir vaqtda

sharp- острый, отчетливый – o'tkir, aniq

supply- снабжать- to'ldirmoq

transportation- перевозка - yetqazib bermoq

undertake- предпринимать- tadbirkor

velocity- скорость- tezlik

## **II. Answer the following questions:**

1. Whom does the retail agent first of all can serve to?
2. How does the agent please the requirements of those having a rest?
3. What functions are carried out by agents simultaneously?
4. What does activity of the operator of round consist of?
5. How independent business of the operator of round is characterized?

## **Brush up your grammar.**

## **III. Translate and use these words and word combinations in your own sentences:**

supply; undertake; serve; velocity; simultaneously; assurance; consequently; equity; departure; motivation; quantity; maintenance.

## **IV. Turn the following into negative and interrogative:**

1. People often forget to wind their watch up regularly. 2. I shall try to translate the article without a dictionary. 3. I am listening to a tape-recorder. 4. We were dusting the books when the phone rang. 5. I have heard the Kremlin clock over the radio today. 6. I have been lying on the sofa and reading the book since morning.

## **V. Complete the following sentences:**

1. Business travel agents usually receive . . .
2. This management fee will allow . . .
3. If the travel agent is located at a given . . .
4. Tour operation became an important segment . . .
5. They also provide the retailer and the traveling public with . . . .

**VI. Insert the right verb:** *(The) other, another, (the) others, each other, one another:*

1. These two friends are always ready to help ... 2. These three boys hardly know ... 3. If you don't like this novel, you may choose some ... book. 4. I can't come tomorrow. I'll come some ... day. 5. Homer was greater than any ... Greek poet. 6. Some students have already passed the examination, are going to do it on Monday. 7. Here are the books we must take to the laboratory. I'll take these three books. Will you please take ...? 8. Their house is on ... side of the street. 9. Have you got any ... magazines? I'm sorry, but there are no ... 10. I don't like this dress. Will you show me ... one? 11. I've made two mistakes in my paper. One is a slip of the pen (описка), but ... is a bad grammar mistake.

**VII. Insert prepositions if necessary:**

1. Kate is very good ... English. She always helps her friends ... their Home-Reading, Phonetics or Grammar. There are no weak students ... her group. They all work hard ... their English and help each other ... their work. 2. If a student gets ... the group, everybody is ready to help him. It doesn't take him long to catch ... the group. 3. If you are interested ... research work, you may join ... some scientific society. There are many ... them ... our faculty. You are sure to find something ... your liking. 4. Did you write a composition ... Monday? – Yes, we did. I got “excellent” it. Next week we shall write a paper ... Grammar. 5. You can hand ... your application ... the Entrance Requirements Department. It is next door ... the Dean's Office. 6. ... winter we shall take exams ... English and the Geography ... England. ... a month we shall have our first examination. I have already begun to read ... it. 7. I hope nobody will fail ... English. It is most unpleasant to fail ... an examination. 8. Peter is good ... Phonetics. He works hard ... his sounds. He spends much time ... the language laboratory ... the faculty. He listens ... records and works ... a tape-recorder. 9. Please help me ... this rule. It is rather difficult. Will you give me your Grammar ... a few days? – Well, yes, of course. Why don't you get a copy ... the library?

### **VIII. Put into Reported Speech:**

1. He said, "I must go at once," 2. She said, "You mustn't cross the road against the red light." 3. She said to him, "Must the door be kept shut?" 4. He said to her, "Must we be here by six or can we come a little later?" 5. The doctor said to the patient, "You mustn't smoke so much." 6. She said to her friend, "Have a cup of tea." (to offer) 7. She said to me, "Work at your sounds and intonation if you want to speak well." (to advise) 8. She said, "To her friend, "Please come and see me whenever you have a few hours to spare." (to ask) 9. He said to his little sister, "Don't switch on the TV." (to forbid) 10. The teacher said to the student, "Don't write too close." (to tell) 11. Mother said to her daughter, "Don't go shopping today if you are busy." (to allow) 12. He said to her, "Stop talking." (to order).

### **IX. Use modal verbs or their equivalents: *Mustn't, needn't***

1. We . . . ring the bell; I have got a key. 2. A Zoo notice: Visitors . . . feed this animal. 3. She . . . writes this exercise. She can do it . . . orally. 4. He . . . does the whole exercise. Ten sentences are enough. 5. You . . . turn on the light; I can see quite well. 6. Pupils . . . talk during the lesson. 7. I . . . go shopping today. There is plenty of food in the house. 8. Mother to child: You . . . interrupt me when I am speaking.

### **5.1. Incoming Travel Bureaus**

#### **V. Read and translate the text:**

A sizable number of travel bureaus earn part of their income by providing services to incoming visitors, and many of them have come to specialize in this market segment. In doing so, they usually function as a Combined Travel Agent and Tour Operator (cf. 2.1). In this case the travel agent is located at a given destination or resort area and mainly caters to the needs and wants of inbound vacationers on site, frequently on a contractual basis in cooperation with one or several Outgoing Tour Operators in the tourists' country of origin. Services rendered for inbound tourism will include:

1. Facilitator services for arriving passengers  
(Meeting and greeting at airports or seaports)

2. Organizing transfers between airports/hotels and vice versa
3. Arranging for or operating sightseeing tours in the resort area
4. Supplying courier services for included or optional excursions
5. Rendering secretarial services
6. Providing interpreters and translators
7. Procuring local tourist guides/city guides
8. Arranging meetings and conferences
9. Obtaining tickets for special events, theater bookings and concerts
10. Planning and preparing programs for special interest groups
11. Restaurant reservations
12. Reconfirmation of flight reservations
13. Making changes required to travel documents due to alterations
14. Organizing optional excursions
15. Facilitator services for departing passengers

Concerning the incentive tour to America discussed in Chapter 7 the company arranging for the transfers and sightseeing tours would be providing services for our incoming tourists. The local ground handling agents obtain revenues through commission on the various elements of the services rendered, or by adding charges in the form of service fees.

There are travel companies dealing solely with this side of the industry and the job is, in fact, specialized. Whether or not a travel bureau would be dealing with inbound tourists would mainly depend on the location, and on the actual volume of incoming visitors from distant source areas. When dealing with inbound tourism, be it on a large or small scale, the agent will need detailed information on the area, adequate historical knowledge, new venues, maps, constantly updated destination brochures, organizational talent and careful planning. Size of group and nationality will also be important, and if sightseeing tours and optional excursions are to be organized, alternative routes and all-weather programs are an absolute must should an unexpected traffic detour arise or the intended event be rained out. Local ground handlers will develop a close working relationship with coach operators and other

suppliers in resort. The inbound tourism business is taking place throughout the world and around the clock, so there are lots of managerial aspects to consider, with aircraft to await at airports, ships to meet at ports, an influx of tourists during peak seasons, and the immediate availability of transportation, or the total length of sightseeing tours.

## **5.2. Travel Agency and Tour Wholesaler Organizations**

Organizations acting on behalf of travel agents and tour operators have been established on national, transnational and global scales. Both are designed to serve the best interest of the travel retailing and tour wholesaling industry. Their general purpose consists in the promotion and advancement of the interests concerning travel agents and tour operators alike, and to safeguard the traveling public against fraud, misrepresentation, and other unethical practices. Thus, they support and regulate the activities of their voluntary members and non-members on the one hand, and protect the interests of consumers on the other.

The American Society of Travel Agents (ASTA) is the largest and most influential trade association of travel and tourism professionals the world over, with some 28,000 members in 2000. ASTA is organized into 27 US chapters and 39 chapters overseas, each with its own elected officers and appointed committees. An ancillary organization, ASTA Canada, serves Canadian members. The society's membership may be found in 128 countries. All officers of ASTA are working travel agents. They are elected every two years by the society's active members. Day-to day activities are administered by a staff of over 70 professionals located at ASTA's world headquarters in Washington, D.C., and a regional office in San Diego, California. The chapter for Germany is located in Frankfurt/Main.

Particularly in the British Commonwealth and in the United States, and to a lesser degree in other countries as well, there are travel agents' organizations whose purpose is to raise business and professional competency and to award certification. In the United States, the Institute of Certified Travel Agents provides an educational and certification program leading to the designation commonly known as CTC (Certified Travel Counselor). Candidates qualifying for certification must

successfully pass four-hour examinations in travel agency business management, marketing, sales management, and international travel and tourism. An original research paper or a seminar evaluation report must also be submitted. The candidate needs five years of relevant experience in the industry, two of which can be with a carrier or other tourism organization and three years with a travel agency. Similar programs are implemented in the British Commonwealth. For instance, the ABTAC (Association of British Travel Agents' Certificate) is an examination-based qualification developed by ABTA and the Travel Training Company. It replaces the earlier COTAC (Certificate of Travel Agency Competence) and other exam-based qualifications run by ABTA's National Training Board and the City and Guilds of London. ABTAC was introduced following pressure from the industry that wanted an examination-based certification to supplement the other methods of assessment used with NVQs (National Vocational Qualification), which is a series of competence-based qualifications, not restricted to the travel industry but taken up by its training lead body with some enthusiasm in the early 1990s. (*Also see chapter 3.1*)

At national levels, there are also smaller organizations promoting the interests of travel agents, which are usually inferior to the respective major trade associations. However, their purpose is basically similar, save that they supply a more restricted range of services to their members.

On a continental or even global scale, travel agents' superior or "superimposed" organizations safeguard their members' interests and business-related concerns in negotiations with other tourism trade associations and international government agencies. Examples include UFTAA, WATA, IFTO (see below) and, within the European Union, ECTAA (European Commission of Travel Agents' Association) and ETOA (European Tour Operators Association).

## **II. Words and word combinations:**

Advancement - продвижение, успех - yuksalish, omad

bureau- бюро, контора - idora

chapter - глава- bo'lim

depend – зависеть - qaram bolmoq

develop -развивать(ся) - rivojlanmoq  
evaluation- оценка - baho  
headquarters - штаб - квартира -shtab- xona  
income – доход - daromad  
interpreter- переводчик- tarjimon  
implement- приводить в исполнение -ijroga keltirmoq  
membership- членство –a'zolik  
peak- пик, вершина- cho'qqi  
purpose -назначение, намереваться -maqsad  
promote- продвигать- siljitmoq  
render - оказывать - hizmat ko'rsatmoq  
relevant- относящийся к делу - ishga taaluqli  
reconfirmation –переподтверждение- qayta tasdiqlov  
reservation- оговорка, скрывание- bahona, yashirmoq  
sizable- значительный, большого размера- muxim, katta olchov  
safeguard- защита- muhofaza  
throughout- через- orqali  
unexpected -неожиданный – to'satdan  
voluntary- добровольный- kongilli  
within- в пределах -meyorida

### **III. Answer the following questions:**

- 1.What do services given for staying tourism include?
- 2.What is the purpose of organizations working on behalf of agents of travel and operators of round established in national , transnational and global scales?
- 3.What is greatest and most influential trading association of travel of tourism all over the world?
- 4.What institute in the USA provides educational program and the program of the certificate?
- 5.What organizations of agents protect interests of their member and the problems connected with business problems at negotiations with other associations?

## **Brush up your grammar.**

### **IV. Translate and use these words and word combinations in your own sentences:**

bureau; depend; income; develop; purpose; relevant; promote; sizeable; voluntary; evaluation.

### **V. Turn the following into negative and interrogative:**

1. This book has been recommended to us by our teacher. 2. Scientific articles are published in this magazine. 3. The new film is being demonstrated in all the big cinemas of Leningrad. 4. The meat was eaten up by the dog. 5. This watch will be repaired. 6. People are allowed to smoke in the room.

### **VI. Complete the following sentences:**

1. There are travel companies dealing solely with . . .
2. The inbound tourism business is taking place throughout the world . . .
3. Organizations acting on behalf of travel agents and tour operators have been established . . . .
4. They are elected every two years . . .
5. At national levels, there are also smaller organizations promoting the interests....

### **VII. Insert the right verb: *Else, more, still, another, other, yet:***

1. What ... medicine did the doctor prescribe? 2. Who ... wants to go to a rest-home?
3. She will stay at the sanatorium several days ... . 4. Will anybody ... call on Peter in the evening? 5. Isn't the medicine ready ... ? 6. I don't think he is ... in hospital. 7. What ... did the doctor tell you? 8. I shall drink ... glass of hot milk. I ... have a sore throat. 9. I can't go to the library today. I feel poorly. Ask someone ... to join you. 10. What ... remedies do you take for a headache? 11. I think that he will ... be keeping to his room on Monday. 12. The doctor did not allow her to go out ... . 13. We hope that some ... doctors will take part in the discussion. 14. The doctor was sure that ... week in the country would do him a world of good. 15. Give the child some ... apples. An apple a day keeps the doctor away.



### **VIII. Insert prepositions if necessary:**

1. Are you planning to see the New Year ... at home or somewhere ... the open? 2. This town is so small that it won't take you more than an hour to walk ... one end of the town ... the other. 3. He doesn't know the spelling ... the word "weak". He wrote "ee" ... "ea". 4. Will you switch ... the radio and try to tune ... Moscow? 5. Everybody will have gone ... bed ... the time you return. 6. It is only 8 o'clock. It's rather early to see the Old Year ... There is still plenty ... time ... midnight. 7. Don't stuff your bag ... so many books. You won't need them all. 8. We arrived ... the station too late: the train had already left. 9. We started walking ... the cottage which stood deep ... the woods. 10. Best wishes ... a Happy New Year. – Thank you, the same ... you. 11. I met Nick quite ... chance ... a New Year fancy-ball, and I didn't recognize him at first. 12. I'm ... indoor games ... summer. I prefer to play ... the open.

### **IX. Put into Reported Speech:**

Mike took up the receiver and answered the telephone. He said: "Hullo!"

A woman's voice answered: "Hullo!" and asked: "Is that you, Mike?"

*Mike answered:* "Yes."

*The woman's voice said:* "This is Lucy, Mike. I shall have a party at my house tomorrow evening. Can you and Mary come? The party starts at eight o'clock."

*Mike answered:* "Yes thank you, Lucy. We'll come. We are free tomorrow evening."

*Lucy said:* "I shall borrow Tom's records. If it's fine, we shall sit outside and play the records. If in wet we'll sit inside."

*Mike said:* "That sounds nice. If you like, I'll bring some records too. Who else will be at your party?"

Lucy answered: "Alice and Tom will, Ted won't be able to come because he will go to the country tomorrow on the business."

*Mike asked:* "Will Bob be there?"

Lucy answered: "I don't know, Mike, I must telephone him but I don't know his

number.”

*Mike said:* “ Well, I shall see him tonight. I’ll be at the University tonight, and he’ll Be there too. I’ll ask him if you like, and I phone you tomorrow morning. I ‘m sure I’ll see him tonight.”

*Lucy said:* “ Thanks very much, Mike.”

## **X. Use modal verbs or their equivalents: *Must, can***

a) 1. I ... go now. ( It’s late.) What a pity you ... now. (It’s time for you to catch the last train.) 2. We ... begin before five. (If we don’t do it we cannot finish our work in time.) We ... begin before five. (We cannot begin later because that’s the time arranged.) 3. He ... cook dinner himself. (I can’t help him.) He ... cook dinner himself. (He has got no one to help him.) 4. He ... stay at my place. (I ask him to do so.) He ... stay for the night. (He can’t get back tonight.) 5. You ... wash the dishes. (Mother can’t do it today.) You ... wash the dishes. (I insist on it.)

b) 1. I ... come in time. 2. We ... do it easily. 3. Our friends ... buy new furniture now. 4. ... you remember the street where she leaves? 5. They are glad ... to help each other.

### **6.1. Licensing Laws and Trade Regulations**

### **6.2. Freedom of Trade Versus Trade Legislation**

## **VI. Read and translate the text:**

Entry regulations with regard to the establishment and management of a travel bureau business, whether for the purpose of agency or wholesaling activities, are quite different from country to country, so that this subject does not allow a general treatment. While in some countries the trading and industrial code is highly liberalized with hardly any barriers to entrepreneurial ambitions, trade legislation in other countries requires prospective managers in the travel business to prove their qualifications through specialized education, examinations and relevant experience in the fields of transport and tourism.

Even within the European Union there are still no standardized requirements for managers in the tourist trades, although long-term endeavors are under way to

harmonize entry regulations for all European citizens. To give an example, Germany largely adheres to a policy of free access to trade, which means that travel business managers are free to set up shop without any qualification requirements, while Austrian trade legislation continues to enforce relatively rigid competence and certification ordinances.

However, even under a highly liberalized legislative trading and industrial code of practice, travel bureau managers may still face comparatively restrictive conditions under which to run their businesses. In other words, the transport and travel industry has initiated a self-regulatory mechanism to control those who undertake to serve the public as wholesalers or intermediaries.

In the United States a travel agent must have a „conference appointment" to receive a commission from suppliers for the services rendered the client. Since the majority of business done is air travel, which accounts for some 65% of total sales, the most important appointments are those made by the Airlines Reporting Corporation (ARC) and the Passenger Network Services Corporation (PNS). The ARC covers domestic airlines and the PNS embraces international airlines. For travel agents in order to obtain conference appointment status, the following criteria must be met:

1. Managerial experience
2. Pre-determined volume of business per year
3. Attractive location and appearance of business premises
4. Financial responsibility and dependable solvency
5. Demonstrated management and marketing ability
6. Qualified staff experienced in airline ticketing and fare construction know-how

Two other important appointments are imperative for selling cruises and train travel. As far as cruises are concerned, the Cruise Lines International Association awards the necessary appointments. For domestic rail travel, appointments are required from the National Railroad Passenger Corporation (Amtrak). Similar to ARC and PNS policies, applicants have to fulfill certain requirements for qualification.

These are the basic conference appointments that the retail travel agent

requires to insure receiving commission payment from all modes of transportation. In the United States, the majority of agencies have these appointments. Likewise, influential mass market tour operators will impose demanding criteria on travel agents wishing to sell their vacation products.

In the United Kingdom, the service and manufacturing industry have initiated the National Vocational Qualification (NVQ) project. The scheme refers to a series of competence-based trade qualifications, which is not restricted to the travel industry but was taken up by its training lead body with great enthusiasm and high expectations in the early 1990s. For travel agents to qualify, it takes the ABTAC (ABTA Travel Agents Certificate), an examination-based competence award developed by ABTA and the Travel Training Company. It replaces the earlier COTAC (Certificate of Travel Agency Competence) and COTAM (Certificate of Travel Agency Management) run by ABTA's National Training Board and City and Guilds of London. ABTAC was introduced following pressure from the industry that wanted an examination-based entrepreneurial qualification to supplement the other methods of assessment used with NVQ's. (*Also see chapter 2.2*)

## **6.2. Trading and Industrial Code in Austria**

In Austria, national trade legislation provides for managers of travel bureaus clear-cut requirements in order to qualify for the job.. According to the Austrian trading and industrial code, entrepreneurship in the travel agency and tour operation business is defined as an *“nicht bewilligungspflichtiges, gebundenes (Anmeldungs-)Gewerbe”*. Paraphrased in English, this means that, although it takes no authorization (abolished in 1993!) by the provincial governor, the business manager is bound to fulfill certain trade requirements and, if this is the case, has to register his intended business at the local or regional trade supervisory authority.

Austrian trade requirements for travel agency executives to start or take over a business:

### **General Requirements**

- EU-Citizenship
- Majority (19 years of age or over) and Legal Capacity

- Personal and Commercial Reliability

(no police record and no previous insolvency in any other trade)

#### Trade-specific Requirements

- Qualification Certificate

=> Graduation from secondary school for tourism or

=> Post-secondary education in tourism

(college/university degree) or

=> Qualification exam for travel agency management

to be taken at the provincial board of trade/chamber of commerce

- Practical Experience

=> Subsequent/Previous employment as travel consultant, etc.

with travel agent/wholesaler/airline for a minimum of two years

### 6.3 Varieties of Travel Bureau Operation in Austria

Fully Appointed Travel Bureau §166 (1)	Restricted Travel Bureau Operation § 166 (2)
Issuance, intermediary sale and procurement of tickets for all modes of national and	
Intermediary procurement of passenger transportation supplied by commercial carriers	
Intermediary sale and procurement of accommodations and catering for travelers	Intermediary sale and procurement of accommodations and catering within the destination region of the
Tour Operation and organization of inclusive vacation packages offered direct or through intermediary agents to the traveling public	Tour Operation and organization of inclusive vacation packages, exclusively involving coach travel as a means of transport, offered direct or <del>through intermediary agents to the</del>
Intermediary sale of inclusive vacation packages (produced by other wholesalers)	Intermediary sale of inclusive vacation packages (produced by other wholesalers)

## **Exemptions from Trade Regulations:**

Issuance, intermediary sale and procurement of tickets through carriers (Transport operations of the same kind, connecting services)

Issuance, intermediary sale and procurement of tickets for public local transport services (including regional mass transit systems)

Intermediary sale or procurement of accommodations through air and rail carriers (in connection with the issuance of tickets)

Intermediary procurement of taxicab services through centralized radio systems

Intermediary procurement of rental private rooms for tourists

## **Ancillary Trade Activities in Connection with Travel Bureau Licensing**

Taking care of tourists in resort

Intermediary procurement of ancillary services pertaining to travel, tourist stays, or conventions; sale of certain travel-related printed material.

## **II. Words and word combinations:**

Appearance – появление - paydo bo'lmoq

concern - дело, иметь отношение- ish, munosobatda bo'lmoq

citizenship - гражданство- fuqarolik

convention - собрание, съезд - majlis, yig'in

demand - требование, запрос- so'rov

define- определять- aniqlamoq

fare - плата за проезд- yo'l haqi

fulfill - выполнять - bajarmoq

governor - правитель, губернатор -hukumdor

establishment - установление, учреждение- o'rnatmoq

entrepreneurial- предпринимательский -tadbirkorlik

enforce -заставлять, настаивать- majburlamoq

initiate - принятый, приступать- qabul qilingan, kirishmoq

insure - страховать(ся) –sug'urta qilmoq

impose - облагать, навязывать - yuklamoq

inclusive - включающий в себя- o'z ichiga oladi  
legislation - законодательство- qonun chiqarilish  
ordinance - указ- buyruq  
prospective - будущий, ожидаемый- kelgusida  
prove - доказывать -isbotlamoq  
premise - предпосылка- oldingi buyurtma  
procurement - приобретение, закупка - ega bo'lmoq  
pertain - относиться (к)- tegishli  
regulation-регулирование- tartibga solish  
regard -наблюдать- kuzatmoq  
restrictive- ограничительный - chegaralamoq  
treatment- обращение- murojaat qilish

### **III. Answer the following questions:**

- 1.What the trading legislation in other countries from offered managers demand?
- 2.What for the agent of travel in the United States should have a “conference appointment”?
- 3.What six criteria agents of travel should execute to receive the status a “conference appointment”?
- 4.What do travel managers face in the conditions to run their business?
- 5.What are the two other important appointments?

### **Brush up your grammar.**

### **IV. Translate and use these words and word combinations in your own sentences:**

concern; citizenship; demand; governor; legislation; fare; define; entrepreneurial; treatment; prove; restrictive; premise; treatment.

### **V. Turn the following into negative and interrogative:**

1. The Petro's have bought a sideboard.
2. She has read all the books in her library.
3. I have heard of those writers.
4. I have left your book at home.
5. She has seen some of Shaw's plays.
6. I have dusted the room.
7. The students have written some short

stories. 8. The teacher has told the students about some English writers. 9. They have chosen light-green wall-paper. 10. Nick has put his papers into the drawer.

## **VI. Complete the following sentences:**

1. Entry regulations with regard to the establishment and management of a travel bureau business, whether for the purpose of agency or wholesaling activities, are...
2. The transport and travel industry has initiated . . .
3. Two other important appointments are . . .
4. These are the basic conference appointments that the retail travel agent requires to insure . . .
5. In Austria, national trade legislation provides . . . .

## **VII. Insert the right verb: *To see, to look (at), to stay, to remain, to leave:***

1. "We shall have to operate on that leg, Mrs. Wash." "When?" I asked, not daring ... Mo - Mo.
2. "Don't worry, mother", she said. I'm all right now. Don't you ... I'm much better already?"
3. Bart noticed a great change in Jan since he ... her on Sunday.
4. She laid back and ... him with frightened eyes.
5. They took their temperatures in silence. No one ... openly at her neighbor or at the woman in the bed directly opposite. No one wanted the other ... the question in her eyes.
6. The little boy tried ... his tongue. He stuck it out, and shut one eye, and tried to examine it with the other, but he could only ... the tip.
7. The doctor told me my little darling would ... in hospital until she recovered.
8. When she ... the hospital you had better take her to the sea-coast and ... there for a week or two.
8. Please ... here till I return. I can't ... my sick daughter alone.
9. I've been invited to go and ... with some friends of mine in their cottage in Repino. We ... in a day or two.
10. I not break the news of his father's death to him. The letter his mother had written ... in my drawer all day. I gave it to him only in the evening when we were alone.



### **VIII. Insert prepositions if necessary:**

1. Take these tablets ... your cough, to be ... the safe side. Otherwise you may fall ill ... the 'flu. It's strange that you can't get rid ... it ... such a long time. 2. He is ill ... quinsy ... a very severe form. He has been keeping ... his bed ... a fortnight already and is sure to stay ... bed ... another week. 3. The doctor put him ... the sick-list, because he has a very serious complication ... his heart ... quinsy. 4. As you are subject ... colds you must start hardening yourself (закаляться). It is the best remedy ... it. 5. I see you are constantly suffering ... your liver (печень). 6. Many people died either ... starvation or ... wound ... the blockaded Leningrad. 7. If you complain ... an earache, go and have this prescription made up ... the chemist's. 8. I feel I'm aching all ... and running a temperature. I think we must send ... a doctor. 9. If you don't want to put ... weight, stop eating so much bread and pastry (печенье). Cut it ... to the minimum. 10. Well, Julian, your temperature isn't much above normal. Nothing to worry ..., but I think you had better go ... bed at once. A little rest will do you a world ... good. You've been overdoing things lately, and if it is a touch of 'flu, it may develop ... something serious. Off to bed then, and I'll make you a hot drink.

### **IX. Put into Reported Speech:**

My friend Tom wrote: "I work in an office six days a week. On Sunday I am free. Six days a week I get up early at half past six. I always have a shower and I shave, and then I have my breakfast. I usually leave home early, because I walk to the office. I always like this walk to the office, because I often meet my friend Bill, and then we walk together. However, I don't always walk to the office. My mother sometimes has a job for me before I go to work. I am always glad to do these jobs for my mother, because she is very good to me. When I do a job for my mother after breakfast I usually catch the bus to the office." "Then he continued: "Write a letter to me, please, and don't delay the answer. Where do you live now? Do you work and study? When do you begin your work and classes? Must you get up early? Is it difficult to work and to study? How many days a week do you study? Are your lessons interesting? Can you speak English a little?"

## **X. Use modal verbs or their equivalents:**

1. The bus has gone and we . . . walk home. 2. Anne . . . makes her own clothes when she was only fourteen. 3. Last year we . . . save up enough money to buy a refrigerator. 4. She . . . not go to the railway station to see him off. She was busy. 5. Jane . . . speaks German well when she was only ten. 6. Pete . . . passes that difficult examination last month. 7. . . . you . . . work late last night? 8. . . . the builders . . . finish the work in time? 9. John . . . draws plans very well even before he began to study architecture. 10. We . . . meet early in the morning yesterday.

### **7.1. ART OR SCIENCE**

#### **VII. Read and translate the text:**

##### **Management is the art and science of making appropriate choices.**

To one degree or another, we are all involved in managing and are constantly *making decisions* concerning how to spend or use our resources.

Like most things in our modern, changing world, the function of management is becoming more complex. The role of the manager today is much different from what it was one hundred years, fifty years or even twenty-five years ago. At the turn of the century, for example, the business manager's objective was to keep his company running and to make a profit. Most firms were *production oriented*. Few constraints affected management's decisions. Governmental agencies imposed little regulations on business. The modern manager must now consider the environment in which the organization operates and be prepared to adopt a wider perspective. That is, the manager must have a good understanding of management principles, an appreciation of the current issues and broader objectives of the total economic political, social, and ecological system in which we live, and he must possess the ability to analyze complex problems.

The modern manager must be sensitive and responsive to the environment - that is he should recognize and be able to evaluate the needs of the total context in which his business functions and he should act in accord with his understanding.

Modern management must possess the ability to interact in an evermore-complex

environment and to make decisions that will allocate scarce resources effectively. A major part of the manager's job will be to predict what the environment needs and what changes will occur in the future.

Organizations exist to combine human efforts in order to achieve certain goals. Management is the process by which these human efforts are combined with each other and with material resources. Management encompasses both science and art. In designing and constructing plans and products, management must draw on technology and physical science, of course, and, the behavioral sciences also can contribute to management. However much you hear about "scientific management" or "management science", in handling people and managing organizations it is necessary to draw on intuition and subjective judgment. The science portion of management is expanding, more and more decisions can be analyzed and programmed, particularly with mathematics. But although the artistic side of management may be declining in its proportion of the whole process it will remain central and critical portion of your future jobs. In short:

- Knowledge (science) without skill (art) is useless, or dangerous;
- Skill (art) without knowledge (science) means stagnancy and inability to pass on learning;

Like the physician, the manager is a practitioner. As the doctor draws on basic sciences of chemistry, biology, and physiology, the business executive draws on the sciences of mathematics, psychology, and sociology.

## **II. Answer the following questions:**

- 1.The function of management is becoming more complex. Why?
- 2.What must management possess nowadays?
- 3.Management encompasses both science and art. In what can we see it?

## **Brush up your grammar.**

### **Fill in the blanks with articles where necessary:**

1. ... chief aim of ... philharmonic societies are to develop ... love for ... good music among ... people.
2. ... thermometer is ...instrument for measuring ... temperature.

3. ... temperature today is not as high as it was yesterday. 4. ... observation and ... experience are two great teachers. 5.... air is necessary for .... life. 6. Comrade A. made ... excellent speech at... meeting last night. 7. ... length, breath and ... height of... cube are equal. 8. He deserves ... punishment. 9. Can you find ... time for this work? 10.I have noticed ... great change in him lately. 11.I have ... great deal of... confidence in that man. 12. Every machine requires some sort of... power to operate it. 13. ... history is his subject, especially ... history of ... Middle Ages. 14 . ... poetry by A. Oripov is beautiful. 15.There was ...expression in his eyes that I could not understand. 16. ... great Uzbek critic A. Kahhor said that... poetry should be ... expression of... life. 17. He finished his work without... difficulty. 18.... task presented ... difficulty, which we could not overcome at first. 19. He was not discouraged by ... difficulty of... task.

### **Translate into English:**

1. Он работает на заводе. 2. Ник живет в Бостоне. 3. Тед играет в саду. 4. Они спят на открытом воздухе. 5. Сэм учится в институте. 6. Трудно говорить об этом. 7. Нам пора быть дома. 8. А он знает Теда? 9. Её родители не очень старые.

### **Translate into English using the Past Indefinite Tense:**

1. Я читал эту книгу. 2. Я работал в саду. 3. Они ждали меня дома. 4. Мы нашли письмо в ящике. 5. Я кончил свою работу вчера. 6. Его папа долго жил в Москве. 7. Ник дал мне свой зонт. 8. Отец Ника вернулся ночью. 9. Вчера шел дождь. 10. В 12 часов мы пошли спать.

## **8.1. SCIENTIFIC MANAGEMENT**

### **VIII. Read and translate the text:**

No one has had more influence on managers in the 20th century than Frederick W. Taylor, an American engineer. He set a pattern for industrial work which many others have followed, and although his approach to management has been criticized, his ideas are still of practical importance

Taylor founded the school of Scientific Management just before the 1914-18 war. He argued that work should be studied and analyzed systematically. The operations required to perform a particular job could be identified, then arranged in a logical sequence. After this was done, a worker's productivity would increase, and so would his/her wages. The new method was scientific. The way of doing a job would no longer be determined by guesswork and rule-of-thumb practices. If the worker followed the prescribed approach, his/her output would increase.

Taylor's solutions to the problems were based on his own experience. When he was with Bethlehem Steel, Taylor criticized management and workers. He conducted many experiments to find out how to improve their productivity. He felt that managers used not the right methods and the workers did not put much effort into their job. They were always 'soldiering' - taking it easy. He wanted both groups to adopt a new approach to their work. The new way was as follows:

1. Each operation of a job was studied and analyzed;
2. Using the information, management worked out the time and method for each job, and the type of equipment to be used;
3. Work was organized so that the worker's only responsibility was to do the job in the prescribed manner;
4. Men with the right physical skills were selected and trained for the job.

The weakness of his approach was that it focused on the system of work rather than on the worker. With this system a worker becomes a tool in the hands of management. Another criticism is that it leads to deskilling - reducing the skills of workers. And with educational standards rising among factory workers, dissatisfaction is likely to increase. Finally, some people think that it is wrong to separate doing from planning. A worker will be more productive if he/she is engaged in such activities as planning, decision-making, controlling and organizing.

## II. Words and word combinations:

patter	скорословие	tez gapirish, yengil tovush chiqarmoq
although	хотя	-garchi
approach	подходить	yaqinlashmoq murojaat
criticized	критиковать	tanqid qilmoq
ignorance	незнание	bexabar
identified	опознавать	tanimiq
arranged	поставлять	tartibga solmoq
logical	логически	mantiqiy
wages	заработанная плата	haftalik ish haqi
guesswork	полагать	taxmin qilish
prescribed	написать	yozib bermoq
solutions	решение	eritma, yechish, xulosa
conducted	поведение	xulq-atvor
improve	улучшаться	yaxshiroq
effort	усилие	say-harakat
soldiering	как солдат	askardek
weakness	слабость	zaiflik, madorsizlik
tool	инструмент	asbob-uskuna
deskilling	тупой	savodsiz
perform	исполнять	namoyish

## III. Answer the following questions:

1. Give some information about FW Taylor and his contribution to management.
2. Speak for and against his principles.

## Brush up your grammar.

### Translate into English:

1. Они будут жить в общежитии.
2. Его жена будет работать в театре.
3. Он будет ездить на работу троллейбусом.
4. Мы не будем вас ждать.
5. У них не

будет занятий в среду. 6. Он не придет раньше шести. 7. Вы будете здесь во вторник? — Думаю, что да. 8. Ваш брат будет дома вечером? — Да. 9. Лаборатория будет открыта в субботу? — Нет. 10. Сегодня будет собрание? — Говорят, что будет. 11. В их доме будет газ? — Будет. 12. В их квартире будет телефон? — I Будет. 13. Где он будет жить в Ташкенте? 14. Куда вы поедете- I летом? 15. Мне вас подождать? — Да, пожалуйста. 16. Принесите, пожалуйста, магнитофонную ленту. 17. Нам продолжать? — Конечно. 18. Мне остаться? — Нет, не нужно. 19. Ответьте, пожалуйста, на первый вопрос. 20. Положите эти вещи сюда. 21. Мне придется подождать их. 22. Вам придется прийти снова. 23. Ему придется ехать на такси. 24. Нам будет нужно поговорить с ним еще раз. 25. У нас есть все, так что вам не нужно будет идти в магазин. 26. Ей не придется идти туда на этой недели. 27. Они не смогут ответить на эти вопросы. 28. Вы можете идти пешком? — Я попробую. 29. Когда вы сможете решить этот вопрос? — Через несколько дней. 30. Я не смогу присутствовать на собрании в среду. Мне нужно будет повести ребенка к врачу. 31. Я буду смотреть телевизор, когда выполню домашнее задание. 32. Когда кончится урок, я позвоню домой. 33. Если в воскресенье будет хорошая погода, мы не останемся в городе. 34. Как только придут посетители, я их направлю к секретарю. 35. Если маме будет лучше, сестра сможет поехать с вами в Бухару. 36. Когда Аня кончит играть на пианино, она поможет нам приготовить обед. 37. Мы будем кататься на коньках пока не замерзнем. 38. Ему придется хорошенько подумать, прежде чем он ответит на ваш вопрос. 39. Когда наши соседи купят пианино, их сын будет брать уроки музыки. 40. Я смогу ответить вам после того, как поговорю с деканом. 41. Он не придет, пока вы ему не позвоните.

**Fill in the blanks with the articles and pronouns *some* and *any* where necessary:**

1. Lomonosov, ... great Russian scientist, was born in ... small village, on ... shore of... White Sea. 2. Chkalov was... first man to fly over... North Pole. 3.... great Russian writer Gogol was born in ... Ukraine in 1809. 4. Saint-Petersburg is situated

on ... Neva. 5.... Elbrus is... highest peak of... Caucasian Mountains. 6.... Crimea is surrounded by ... Black Sea. 7.... Caucasus separates... Black Sea from ... Caspian Sea. 8. ... rice and ... cotton grow in ... Ukraine now. 9. ... people who live in ... Holland speak ... Dutch. 10. ... Europe and ... America are separated by ... Atlantic Ocean. 11.... Marocco is in ... North Africa. 12. They were born on ... same day and in ... same town. 13. I want to write ... letter to my sister. Have you... fountain pen? 14.... last page of... book is torn. 15. They met at... gate of... school. 16. I am leaving for Boston ... next week. 17. He read ... letter... second time. 18. My room is on ... second floor. 19. What... silly mistakes I have made! 20.... large steel bridge joins... two banks of... river. 21. In our part of... country... November is... stormy month. 22. What... cold weather we are having! 23. All books must be returned to ... library before ... next Monday. 24.... next train leaves at 8.20. 25. What ... beautiful music they are playing! 26. What ... strange idea! 27. My daughter will go to ... school... next year. 28. There is... large school in ... village. 29. They reached ... Pacific Ocean by means of... Panama Canal. 30. Has Helen returned ... book she borrowed ... last month? 31. I called on ... Stepanovs yesterday, but did not find them at home as they had already left for ... Crimea. 32. He lives in ... country in ... summer. 33. I spent ... summer of 1996 in ... Sochi. 34. I like ... autumn in Tashkent. 35. He said that he would call on us... following Sunday. 36. ... West Indies are in ... Atlantic between ... North America and ... South America. 37. ... last evening ... sunset was beautiful. 38.... view from... top of... mountain is excellent. 39. We saw ... ship sailing near ... coast. 40. Both ... copper and ... lead are found in this mine. 41. In... department store you can buy... food, ... shoes, ... clothing and other goods.

## **9.1. MANAGEMENT BY OBJECTIVES**

### **IX. Read and translate the text:**

Management by objectives (MBO) is a system which was first described by Peter Drucker in 1954. Since then, MBO has attracted enormous interest from the business world, and its principles have been applied in many of the world's largest companies.



P. Drucker emphasized that an organization and its staff must have clear goals. Each individual must understand the goals' of the enterprise he/she works for, and must make contribution to them. It is also vital that the individual knows what his/her manager expects of her. An individual must know what sort of results he/she is expected to achieve.

If an organization uses MBO approach, it must pay careful attention to planning. A special feature of MBO is that the subordinate participates with the manager in developing objectives.

Various kinds of MBO systems are used in organizations. Here is an example of how a programmed might work in a company. The programmed consists of several stages. First, the subordinate's job is defined. Next's his/her current performance is evaluated. Then, new objectives are developed by the subordinates and their managers. Finally, the programmed is put into action. Later, there are periodic reviews of the person's performance, and his/her progress is checked.

The subordinates and the manager discuss the objectives and make plans for achieving them. The manager may help in some way, perhaps by providing more training for the subordinate or buying more modern machines. From time to time, the subordinate and the manager meet to discuss progress. It is vital that the manager receives feedback from the subordinate on performance and achievements.

There are many benefits of MBO. The system helps the subordinates to see clearly their role in the organization. They have a say in how their job is performed, and what goals should be. Workers feel more responsible and motivated. MBO is a good technique for assessing the individual's performance. People are judged on results, rather than on the personal feelings and prejudices of the managers.

The main limitations of the system are that it is time-consuming and may create a lot of paperwork. In practice, MBO programmers are often fully supported by managements. This could be because managers are not always skilled at interviewing and giving guidance.

## II. Answer the following questions:

1. Who is the 'father' of MBO?
2. What are the principles of the system?
3. How does the programmed work?
4. What are the benefits and limitations of the system?

## Brush up your grammar.

### Translate into English using the Past Continuous Tense:

1. Я читал газету (когда зазвонил телефон).
2. Шел дождь (когда я ехал сюда).
3. Мой друг спал (когда я пришел).
4. Я смотрел телевизор (когда отец вернулся).
5. Я пил кофе (когда брат позвал меня).
6. Я шел домой (когда профессор остановил меня).
7. Он работал в саду (когда это случилось).
8. Я тебя искал (когда ты встречал друга).
9. Тед готовился к экзаменам (когда я был у него).
10. Они стояли у окна (когда я открыл дверь).

### Translate into English using the Present Perfect:

1. Мой брат только что вернулся из Америки.
2. Вы закончили свою работу?
3. Сайд-никогда не читал эту книгу.
4. Я не видел его с лета.
5. Джон давно передал Тому книгу.
6. Твой папа давно пришел.
7. Лекция давно кончилась.
8. Они приехали в 8 часов утра.
9. Я только что нашел твое письмо.
10. Вы когда-нибудь были там?

## 10.1. MANAGEMENT AS A PROFESSION

### X. Read and translate the text:

The criteria necessary for professional status include three major components:

- An acceptable *level of competence* in a specified field of knowledge.
- The placing of *the interests of society before personal interests* in carrying out functions of the profession.
- A *code of conduct* as behavior imposed upon members and usually enforced internally.

If we examine the field of management in light of these characteristics, what shall

we find out?

There is no question that management as a discipline has developed a body of knowledge, which is becoming more and more sophisticated part of the curriculum in many academic institutions. Research in the field, particularly in the quantitative and behavioral areas, shows promise of making even more significant advances in the future. More and more academic institutions offering business programs are devoting their primary attention to graduate education in the area of management, with a particular emphasis on both theoretical and practical research. A growing number of business schools are making efforts to integrate faculty move closely with members of the business community so as to apply research findings to actual business problems.

With respect to the second criterion of professionalism, that of placing the interest of society before personal interest in the conduct of activities the issue is much less clear-cut. Businessmen in general recognize that the role of management does include the responsibility of devoting business resources to the common interests of society. One difficulty facing the manager, however is determining what is meant by the "interest of society". Many corporations fear to allocate significant resources to social and ecological programs because stockholders would complain that such allocation is not consistent with their own financial interests. Corporations that fail to allocate stockholder resources for social and ecological programs receive criticism from political, and civic groups accusing them of being interested only in profits. But we should admit that corporate management is indeed becoming more involved in the problems of society, whether because of self-interest or concern for others.

It is in the third criterion of professionalism that the case for management is perhaps the weakest. Let's consider an example taken from the Harvard Business Review. Executives were presented with the following hypothetical situation: "The minister of a foreign nation where extraordinary payments are common in order to lubricate decision making machinery asks you as Marketing Director for a \$ 200,000 consulting fee. In return he promises special assistance in obtaining a \$ 1 million

contract which would produce a \$ 5 million profit for your company. What would you do?" 36 per cent of these executives said that they would pay the fee, feeling it to be ethical in the moral climate of the country; 22 per cent said they would pay the fee but felt it was unethical though necessary to insure the sale; and 42 per cent said they would refuse to pay the fee. This simple example shows that each person in business looks to his or her own personal code of ethics to determine acceptable behavior in a given situation. There is a wide variety of behavior results, since individuals view a given situation in different ways, as their personal values and principles dictate. We recognize that each member of our society must answer ultimately to his or her own conscience. But it remains for the field of management to develop a position that is consistent with the professional, ethical status of its members.

## **II. Answer the following questions:**

1. What components do the criteria necessary for professional status include?
2. Why do business schools try to integrate academic education with members of the business community?
3. Why is the issue of 'placing interests of society before personal interests' less clear-cut?
4. Why is 'a code of conduct' the weakest point?

## **Brush up your grammar.**

### **Translate into English using the Past Perfect:**

1. Он сказал, что его брат уже приехал.
2. Я знал, что он никогда не был там.
3. Тед сказал, что Фред давно нашел письмо.
4. Том сообщил, что Мэри закончила работу.
5. Мы знали, что декан давно пришел.
6. Я закончил письмо к 5 часам вечера, когда вы смотрели телевизор.
7. Мы как раз поели, когда вы позвонили.

## **KNOWING YOURSELF**

There have been many studies during the past few years that have attempted to identify the characteristics of successful entrepreneurs. On such study compared many of the lists already developed. Those characteristics common, to all or most of the lists

indicated that an entrepreneur tends to have the following characteristics:

- High level of physical energy
- Ability to set clear goals and plans to reach goals
- Strong positive attitudes
- High levels of moral strength
- Willingness to take chances
- Industrious - need to be always working at something
- Takes the initiative in starting work
- High level of reasoning ability
- Able to make decisions
- Willing to lead others
- Organized
- Positive attitude towards others
- Uses time effectively
- Willing and eager to learn
- Desire to satisfy the needs of others
- Able to change and adapt to changing environment
- Able to seek and find information needed to achieve their goals
- Avoids procrastination
- Have a determined persistence
- Informed about latest trends and needs
- Willing to take responsibility
- Knows how to manage money
- Able to motivate others
- Always looking for opportunities
- Willing to recognize and reward contributions of others
- Restless eager to do something new
- Learns from failure and moves on.

Obviously not all entrepreneurs are alike, but based on a variety of studies most of the successful ones have the above characteristics.

## II. Answer the following questions:

1. What characteristics do you find absolutely necessary for every manager?
2. Which of them are inborn and which ones can be acquired?
3. What are of primary importance?
4. Do you possess them?

## Brush up your grammar.

### Translate into English:

1. Вам нужно заниматься спортом. — Я уже пять лет играю в футбол. 2. Ваш дядя приезжает в четверг. 3. Я сажусь в поезд в восемь часов, и в девять часов я уже в городе. 4. Кто любит проводить лето в городе? — Только Алиса. 5. Я хочу включить радио и послушать этого певца. 6. Я не могу вынуть эту книгу из шкафа. 7. "Почему ты смотришь на меня так (like that)? Это меня огорчает", — говорит Эмма. 8. Стив достает письмо из портфеля и дает его Бену. 9. В плохую погоду она плохо себя чувствует. 10. Джеку 20 лет. Он уже студент. 11. Алиса уже три года работает учительницей. 12. Нику только три года. Он еще не читает. 13. Дик ходит в лес на прогулку, даже в плохую погоду. 14. Даже летом в этих краях часто идет снег. 15. Смотри! Идет снег. 16. "Я не могу даже подумать об этом!" — говорит Нелли. 17. О чем Пит рассказывает? — О своих планах. 18. "Я вижу, вы наконец понимаете меня", — говорит Джейн. 19. Отнесите ему все необходимые учебники. 20. Какой последний урок в среду? — Немецкий. 21. Кто хочет отдыхать летом? — Мы! 22. Кого ты хочешь навестить в пятницу? 23. Бен занимается рыбной ловлей (fishing). Он это очень любит! 24. Вы обычно отдыхаете за городом или остаетесь в городе? — Я провожу свободные дни в лесу. 25. Не включай радио. Я перевожу очень трудный текст. 26. Дети! Уже десять часов. Пора спать. 27. Светает. Уже утро.

## 11.1. "INTERNATIONAL" MANAGERS

### XI. Read and translate the text:

*Executives* and *managers* who can operate effectively across cultures and national borders are invaluable players in the global business arena. As the world grows ever smaller, improved *cross-cultural* skills and an international perspective are critical executive qualities. As more and more companies expand abroad, competition for top talent to run new international operations will steadily intensify.

The 2010s will test the capacities of multinational corporations to; react rapidly to global changes in human resources as in all other areas of the company.

Global selection systems enable a company to find the best person anywhere in the world for a given position. The system measures applicants according to a group of 12 character attributes. These twelve categories are: motivations, expectations, open-mindedness, and respect for other beliefs, trust in people, tolerance, personal control, flexibility, patience, social adaptability, initiative, risk-taking, sense of humour, interpersonal interest, spouse communication.

Beyond superior technical and managerial skills, an effective international executive displays a combination of desirable personal qualities. These include adaptability, independence, leadership - even charisma.

What part can management education play in developing the international manager? A good deal. Management education can provide training in the so-called "hard" skills such as international marketing and finance and in the so-called "soft" skills such as international relationships. We can easily define certain "hard" skill and knowledge areas that the international manager will need and which are very susceptible to formal education and training approaches. These include an understanding of the global economy and foreign business systems, international marketing, international financial management, political risk analysis and the ability to analyze and develop sophisticated global strategies.

We Can also point to some "soft" skill areas such as communication, leadership, motivation, decision-making, team-building and negotiation where research indicates that national cultural differences can have important effects. (The international

manager is said to spend over half of his or her time in negotiation.) International managers need at least to be aware of some of the issues involved. They need, furthermore, not only to be aware of how foreign cultures affect organizational behavior and management style, but also to understand how their own culture affects their own style.

### **III. Answer the following questions:**

1. Use your knowledge and logical reasoning to express your point of view why the 12 categories mentioned in the text are so important for an international manager.
2. What is meant by 'soft' and 'hard' skills?
3. Technical and managerial skills and personal qualities – do they help each other? In what way?
4. Explain the meaning of the word charisma. Give your examples of charismatic persons.
5. In what way can education contribute to 'creating' an internationally mobile and internationally thinking manager?

### **Brush up your grammar.**

#### **Translate into English paying attention to the use of Tenses:**

1. Если погода будет плохая, мы не поедem на дачу. 2. Вчера у меня было много дел. Утром я занимался в институте. После занятий я поехал в библиотеку им. Бобура готовить доклад по истории. Как только я закончил работу, я позвонил товарищу. 3. Если завтра будет дождь, мы останемся в городе. 4. Я знаю, что если там будут шахматисты, он присоединится к ним. 5. Когда ты будешь писать письмо родителям? — Я напишу им сегодня вечером, если никто не придет. В субботу вечером меня часто навещают друзья, о. Завтра преподаватель будет задавать вопросы по новому тексту. Мне надо выучить все новые слова. 7. Я думаю, он придет на следующей неделе. Он даст телеграмму о дне приезда, и мы его встретим. 8. Мне очень хочется посмотреть фильм "Тропою грома" ("The Path of Thunder") еще раз (once again). В это воскресенье я с друзьями пойду в кино. 9. Вы поедете в Нью-Йорк, не правда ли? — Да. Я

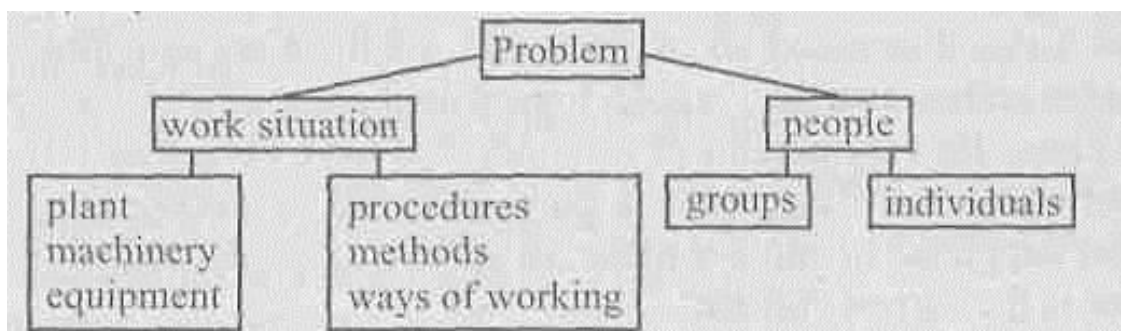


проведу там несколько дней. 10. Когда вы освободитесь? В шесть часов, если вечером не будет собрания. — Тогда я вам позвоню в 6.30., и мы поедем на лекцию о русской! музыке, хорошо? — С удовольствием. Я люблю такие (such) лекции. 11. Я не мог приехать к вам позавчера, так как был занят. 12. Мы не можем присоединиться к ним, так как один из нас будет занят.

## **XII. Read and translate the text:**

### **12.1. PROBLEM SOLVING**

Problems can be located in only two places - in the work situation and in people. Problems in the work situation can be further subdivided into those located in plant, machinery and equipment, and problems located in procedures, methods and ways of working. Problems with people can be subdivided into those located in individuals and those in groups.



Locating the source of a problem is not a simple task because different people see the same problem caused by different reasons. Nevertheless, your first task in a problem-solving meeting is to agree on the source of the problem.

When the source of the problem has been located, a decision has to be made. Decisions are of two types: quality decisions, and acceptance decisions. Quality decisions are those which may be regarded as good decisions and will solve the problem. However, the word "good" is open to argument here. Decisions can only be judged retrospectively. You can't not say "This is a good decision", only, "That was a good decision". For this reason the word "quality", rather than good, is used to describe a decision which, when implemented will be efficient. Acceptance decisions are those which will be accepted by the people involved in the problem.

The majority of decisions tend to fall in the middle, where quality and

acceptance are of equal importance. Who takes the decision then? The majority of problems are being solved during meetings. Here are seven sections to guide you in the conduct of such meetings.

1. *Understand the language.* Problems cannot be solved if the language is not thoroughly understood. And not simply the language of the country, but the language of the particular subject, trade, industry.

2. *Get the facts.* The difficulty in getting all the facts is that, often, we do not know how many facts there are. When we meet to solve problems, we are considering symptoms.

3. *Locate the cause of the problem.* If opinions in the meetings are strongly divided as to the cause, then you must develop possible courses of action for each.

4. *State in objective-terms.* This is stating the problem without subjective opinion, without adjectives that indicate what someone thinks about the statement. Where possible, the problem should be stated in quantitative rather than qualitative terms.

5. *Consider possible solutions.* Possible solutions are not probable solutions; they are possible. Make sure that all possible solutions are recorded for consideration.

6. *Screen solutions.* When a meeting makes a lot of progress, ideas flow, much discussion takes place, and solutions are sometimes tabled more in enthusiasm than in cold, logical deliberation. Screen the possible solutions. Be very careful of solutions that have been transferred from other situations. This is not a good basis for accepting the solution. What happened in another place, in another time, is unlikely to be the same in the current climate.

7. *Select decisions.* Some solutions are incompatible and therefore mutually exclusive. Some solutions can be combined. Determine the cost of all solutions; establish how practical they are; how many can be combined; the likely outcome of implementing them; the degree of acceptability by those who have to carry them.

1. Define your own problem (your neighbor's, your friend's, your relative's) and try to find the solution to it using your own recommendation (instruction). Refer to additional literature if necessary.

## MEETINGS

Meeting is an essential part of manager's work. They are held for three main reasons: 1) to carry out training, 2) to transmit information, 3) to solve a problem.

Read the following recommendations and try to follow them in your life.

*Before you call the meeting:*

- Decide if the meeting is the best method of achieving the objective;
- Put the objective in writing;
- Collect all the information necessary;
- Select specific items for discussion;
- Anticipate difficulties, awkward members and prepare documents and courses of action to overcome the difficulties expected;

-Prepare the agendas with no more than 5 objectives. *During the meeting;*

- state the purpose of the meeting
- outline the objectives it is hoped to achieve
- do not impose your views on the group
- direct discussion toward the objectives
- develop participation by contrasting different viewpoints
- watch the clock and note reaction of members who appear to be losing interest

-where opinion is divided a vote is to be taken. *After the meeting:*

- the secretary of the meeting prepares "minutes"
- minutes must be an accurate account of the substance of the meeting. No opinions, no discussions, no irrelevant talk. They should be brief
- minutes should follow the agenda of the meeting.

Tips for better meetings

1. Hold them early in the day and don't allow phone calls to interrupt the proceedings.

2. Pay particular attention to meeting; chairs should not be plastic covered but fabric-covered and firm.

3. If you know you are going to have a difficult person at the meeting, sit that

person on your right or left. If this person is allowed to sit opposite you, the meeting will often be split into two.

4. Get everyone to contribute to the discussion but don't put people on the spot by asking, "What do you think, Jane?"

5. Place your watch on the table in front of you so that people can see you are going to run to time; start on time; finish when you say you will.

6. Avoid letting people know what you think before they have made their views known.

## II. Words and word combinations:

reason	рассуждать	sabab
recommendation	рекомендация	tavsiya
decide	решать	qaror
objective	цель	xolisona
necessary	необходимо	kerakli
discussion	дискуссия	munozara
difficulties	смутные	qiyin
purpose	цель	maqsad
impose	навязывать	qabul qildirmoq
participation	участие	qatnashmoq
different	другой	turli xil
divide	делить	bo'linmoq
opinion	мнение	fikr
agenda	повестка	kun tartibi
attention	внимание	etibor
opposite	напротив	qarama-qarshi
split	разделять	ajralmoq
contribute	жулик	hissa qo'shmoq
run	запускать	yugurmoq
avoid	избегать	oldini olmoq

### III. Answer the following questions:

1. You often take part in different meetings. What are their main drawbacks? Are they held in accordance with the recommendations given in the text? What points are most often violated?

### Brush up your grammar.

### Open brackets and translate into English:

1. We (можем обсудить) that later. 2. He did not know there were the papers they all (должны были подписать). 3. He (должно быть подписал) all the papers before he left. 4. I (не могу дать) you any details. 5. The day before (ему предстояло уехать) they sat in the garden playing a game of chess. 6. (Вам не нужно оставаться) if you don't want to. (Я бы хотел) to stay. 7. The rain (никак не прекращается). 8. When my brother was here, he (бывало, часто приходил и помогал) me with my translation. 9. (Вам следовало написать) to us about your plans.

## 13.1. ADVERTISING IN EARLY WESTERN HISTORY

### XIII. Read and translate the text:

As long as there have been concepts or goods for popular consumption, some form of advertising has existed to make them known. Primitive selling was face-to-face affair, but by 3000 B.C. Babylonian merchants were hiring barkers to shout out their goods to passers-by, and hanging signs over their doorways to represent what they sold. The Babylonians really *launched advertising*. Some prepared "institutional" *advertising campaigns* for their kings—stenciling the bricks used to build temples with letters announcing the name of the temple and the king who built it. This practice was followed by at least one Egyptian king, who has been accused of plastering his name over every worthwhile edifice in sight, whether built by him or not.

Written advertising as we recognize it today did not appear until the Romans began spreading literacy around the known world. In Roman times, announcements on town walls spread message such as this one uncovered in the ruins of Pompeii:

*The Troop of Gladiators of the Adel will fight on the 31st of May. There will be*

*fights with wild animals and an Awning to keep off the sun.*

When the Barbarian hordes overran the Roman Empire in the fifth century, the Western world was plunged into the Dark Ages—a period when not just advertising but commerce in general was lost. Eventually, law and order returned, and not long after, so did advertising. Merchants hired town criers to interject "commercials" for their goods amid the news of wars and executions. And, in England, inn owners and tavern-keepers raised sign-making to a fine art, vying with one another to create the most eye-catching graphics.

By the end of the fifteenth century, tack-up want ads were regularly produced by scribes to be hung in public places. These were followed by "shoebills," artfully decorated business cards for trade's people. Then, in 1625, two Englishmen printed the first "news book" that contained an ad—*The Weekly News*. A flurry of news books, all with advertising, followed.

In America, early advertising efforts appeared when colonial merchants earned on the European tradition of symbolic tavern signs, like the early sign of the Crowing Cock known to Dutch settlers of Manhattan. (There is, in fact, still a Crowing Cock tavern sign hanging in midtown Manhattan). Vehicles for print advertising also developed early: journalists ran off the first printing job on the Cambridge Press in Boston (still operating as The Harvard University Press), and in 1728 Benjamin Franklin established the *Philadelphia Gazette*, a newspaper that became a favorite of advertisers for plain writing and elegant typography. As commerce and newspapers grew up in America, so did advertising. By 1784, the Pennsylvania weekly called (lie *Packet and General Advertiser* had become semi-weekly, then daily, featuring an entire front page of advertising for dry goods, foods, wines, and other popular items.

## **II. Answer the following questions:**

1. What can you say about the Babylonians' contribution to advertising?
2. When did the written advertising appear?
3. In what forms did ads exist in the 15-17 centuries in England?
4. What is the history of the American advertising development?
5. What do you think the "tack-up want ads" can mean?

## **Brush up your grammar.**

### **Translate into Russian:**

a) 1. You must tell him everything. 2. You must have told him everything. 3. You must not tell him anything as yet (пока) about your plan. 4. They must be happy to have their over fulfilled plan. 5. They must have already introduced the-new method of work. 6. We, too, must introduce the new method of work. 7. You must have heard about our plan.

b) 1. You should read more in English. 2. You should read all these books, and you have read only a few of them. 3. I should like to read this book, can you lend it to me for a few days? 4. You will have it in a few days' time; I can't give it to you now, as I am reading it. I shall finish it on Sunday. 5. Shall I translate? 6. You should have done it. 7. I should think they will attain good result.

c) 1. Philip could not have advised him to do such a thing. 2. I could come tomorrow if you think it necessary. 3. The river is not far, we can easily walk there and back. 4. He could have helped us, but he didn't. 5. I can come at once. 6. Could he have been serious?

d) 1. Nothing could have been less interesting than his story. 2. Might anything have happened to him? 3. Perhaps I may let you into the secret. 4. You ought to come too. 5. He needn't come if he doesn't want to. 6. The door won't open. 7. He was to play the part of King Lear.

## **14.1. WHAT DOES IT TAKE TO BECOME AN AD MANAGER?**

### **XIV. Read and translate the text:**

Most advertising professionals enjoy the work they do, because the excitement of developing strategies for competing in a tough marketplace, the challenge of creating breakthrough communications and the satisfaction of seeing the final ad in print or on television offer great reward indeed. And the gratification of being involved in a glamorous end of the business world can be combined with high earnings, too - often enough, while the advertising practitioner is still quite young. Since personal talent and ability are so crucial for the business of advertising, the rigid

seniority system found in the industries is uncommon.

The ad manager's various roles call for a person with a high degree of advertising expertise and professionalism. Some qualities that tend to make successful ad managers are sales ability, enough sophistication to view a proposed campaign and make a skilled appraisal of its likelihood of success, sound planning and managerial skills, quantitative ability, a keen understanding of all marketing functions, and a personal flair for diplomacy. Some traits usually associated with less successful advertising managers are personal insecurity, reflected in arbitrary martinet type decision-making or even worse, a willingness to change direction with every corporate whim; and a need to claim all the credit for advertising successes (though a lot of other people helped, and everyone knows it) and blame the "dumb agency" for every problem. In other words, an effective ad manager must be able to determine what kind of advertising will work for the company and know where to take a stand on it.

The survey was made to find out, among other things, what professionals really thought it takes to be successful in advertising and? What advice they would give to young people seeking an advertising career. There is a prevalent feeling that the future lies not with the marketing/communications expert, well versed in all aspects of this very varied field. But the most important attributes for a successful ad man are initiative and aptitude for planning campaign, strategy ... and writing courses are the best subject you can take.

1. What other qualities, knowledge, skills are necessary for an ad manager to be a success? Defend your point of view.

**Brush up your grammar.**

**Translate into Russian:**

1. In spite of the rain, we continued on our way. 2. Though some scientists at that time thought that there was conformity between the electrical and magnetic forces, they did not know how to prove it. 3. In spite of his having written to her, he got no reply. 4. Though many scientists were working at the problem of using electricity for lighting purposes, the problem was not soon solved.



## 15.1. CONSUMER BEHAVIOUR FROM THE ADVERTISING PERSPECTIVE

### XV. Read and translate the text:

Because their job is to match people and products, advertisers are keenly interested in *consumer buying behavior*. The objectives of consumer advertising are to motivate, modify, or reinforce consumer attitudes, perceptions, beliefs, and behavior. This requires the effective blending of the behavioral sciences (anthropology, sociology, psychology) with the communicating arts (writing, drama, graphics, photography). The behavioral characteristics of large groups of people give directional force to advertising aimed at those groups. Thus, advertising uses trends in *mass-consumer behavior* to create fashion or habit in specific consumer behavior.

Social scientists have developed many sophisticated theories of consumer behavior. They have given the marketing community a wealth of data and a variety of theoretical models to explain the sequence of behaviors involved in making a purchase decision. For our purposes, we shall look at this information from the viewpoint of the advertiser.

The primary mission of advertising is to reach prospective customers to influence their *awareness, attitudes, and buying behavior*. To do this, an advertiser must make the marketing communication process work at its highest level of efficiency.

The moment a medium delivers an *ad message* to the consumer; his mental computer runs a rapid evaluation program called the **consumer decision-making process**. This involves a series of sub processes that are affected by a variety of influences.

First, three **personal processes** govern the way the consumer discerns raw data (*stimuli*) and translates them into feelings, thoughts, beliefs, and actions. These include the perception, the learning, and the motivation processes. These processes determine how consumers see the world around them, how they learn information and habits, and how they actualize their personal needs and motives.

Second, an advertiser needs to understand how the consumer's mental processes

and behavior are affected by two sets of influences. **Interpersonal influences** on consumer behavior include the consumer's *family, society, and culture*. **No personal influences**-factors often outside the consumer's control-include such things as time, place, and environment. All of these further affect the personal processes (perception, learning, motivation) mentioned above.

After dealing with all these processes and influences, the consumer faces the pivotal decision, to buy or not to buy? But taking that final step typically requires yet another process, the **evaluation of selection alternatives**-where brands, sizes, styles, and colors are chosen. And even if the purchase is made, the consumer's **post purchase evaluation** will have a dramatic impact on all his subsequent purchases.

Like the marketing communication process, the decision-making process is circular in nature. The advertiser who understands this process can develop messages that are more capable of reaching and being understood by consumers.

## **II. Answer the following questions:**

1. Explain, in your own words, why advertising people must understand the complexity of human behavior.
2. What three processes is consumer behavior governed by?
3. Explain your understanding of perception, learning and motivation.

## **Brush up your grammar.**

### **Translate into English paying attention to the use of Tenses:**

1. Если погода будет плохая, мы не поедem на дачу. 2. Вчера у меня было много дел. Утром я занимался в институте. После занятий я поехал в библиотеку им. Бобура готовить доклад по истории. Как только я закончил работу, я позвонил товарищу. 3. Если завтра будет дождь, мы останемся в городе. 4. Я знаю, что если там будут шахматисты, он присоединится к ним. 5. Когда ты будешь писать письмо родителям? — Я напишу им сегодня вечером, если никто не придет. В субботу вечером меня часто навещают друзья, о. Завтра преподаватель будет задавать вопросы по новому тексту. Мне надо выучить все новые слова. 7. Я думаю, он придет на следующей неделе. Он даст телеграмму

о дне приезда, и мы его встретим. 8. Мне очень хочется посмотреть фильм "Тропой грома" ("The Path of Thunder") еще раз (once again). В это воскресенье я с друзьями пойду в кино. 9. Вы поедете в Нью-Йорк, не правда ли? — Да. Я проведу там несколько дней. 10. Когда вы освободитесь? В шесть часов, если вечером не будет собрания. — Тогда я вам позвоню в 6.30., и мы поедем на лекцию о русской! музыке, хорошо? — С удовольствием. Я люблю такие (such) лекции. 11. Я не мог приехать к вам позавчера, так как был занят. 12. Мы не можем присоединиться к ним, так как один из нас будет занят.

## 16.1. PUBLIC RELATIONS

### XVI. Read and translate the text:

**Public relations (PR)** are a term that is widely misunderstood and misused to describe anything from selling to hosting, when in fact it is a very specific communication process. Every company, organization, association, and government body deals with groups of people affected by what that organization does or says. They might be employees, customers, stockholders, competitors, suppliers, or just the general population of consumers. Each of these groups may be referred to as one of the organization's publics. The process of public relations manages the organization's relationships with these publics.

Companies and organizations know they must consider the public impact of their actions and decisions because of the powerful effect of public opinion. This is especially true in times of crisis, emergency, or disaster. But it is just as true for major policy decisions concerning changes in business management, pricing policies, labor negotiations, introduction of new products, or changes in distribution methods. Each of these decisions affects different groups in different ways. Conversely, effective administrators can use the power of these groups' opinions to bring about positive changes.

In short, the purpose of everything labeled **public relations** is to influence public opinion toward building goodwill and a positive reputation for the organization. In one instance, the PR effort might be to rally public support; in

another, to obtain public understanding or neutrality; or in still another, simply to respond to inquiries. Well-executed public relations are a long-term activity that molds good relationships between an organization and its publics.

Many firms use public relations activities such as publicity {*news releases*, media advertisements, feature stories) and special events (open houses, factory tours, *VIP parties*, grand openings) as supplements to advertising to inform various audiences about the company and its products and to help build corporate credibility and image.

**Advertising is generally described as openly sponsored and paid for media communications between sellers and buyers.** Certainly, like public relations, the purpose of advertising is to affect public opinion. However, this is normally accomplished through the open attempt to sell the company's products or services.

Public relations activities, like product advertising, may involve media communications, but these communications are not normally openly sponsored or paid for. Usually they take the form of news articles, editorial interviews, or feature stories. One means of relaying a public relations message, though, is through corporate advertising.

Public relations are less precise than advertising. Advertising can be strictly controlled so that its reach and impact can be charted in advance, but public relations communications are not so easily quantifiable: PR's results depend more on the experience, ingenuity, and tenacity of the people engaged in its *day-to-day execution*. Although PR communications may be less controlled than advertising, such communications often have greater credibility.

## II. Words and word combinations:

public relations	по связям	ijtimoiy munosabat
term	срок	muddat
widely	широка	keng ko'lamda
misunderstood	неправильно	tushunmovchilik
derive	описывать	tasvirlamoq

process	движение	taraqqiyot jarayoni
body	количество людей	odamlar guruhi
duels	количество	biroz miqdordagi
affected	жеманный	ta'sirini o'tkazmoq
might	мощь, могущество	kuch qudrat
employs	служащих	xizmatchilik
manure	управлять	boshqarmoq
specific	особенный	o'ziga xos
communication	информация	axborot
organizations	организации	tashkilotlar
consider	обсуждать	ko'rib chiqmoq
actions	действий	xarakatlar
decisions	решений	qarorlar
powerful	мошной	kuchli, aniq
opinion	мнения	fikr, nuqtai nazar
especially	особенно	ayniqsa
concerning	касательно	haqida, taluqli
pricing	цена	narx
disaster	катастрофа	falokat

### III. Answer the following questions:

1. Differentiate between PR and advertising. Give your own examples of both.

### Brush up your grammar.

### Open brackets and translate into English:

1. We (можем обсудить) that later. 2. He did not know there were the papers they all (должны были подписать). 3. He (должно быть подписал) all the papers before he left. 4. I (не могу дать) you any details. 5. The day before (ему предстояло уехать) they sat in the garden playing a game of chess. 6. (Вам не нужно оставаться) if you don't want to. (Я бы хотел) to stay. 7. The rain (никак не прекращается). 8. When

my brother was here, he (бывало, часто приходил и помогал) me with my translation. 9. (Вам следовало написать) to us about your plans.

### **17.1. There is business for profit or no business at all**

#### **XVII. Read and translate the text:**

Most of today's tourism enterprises are not anymore privately owned. Shareholders decide in a yearly meeting whether they are satisfied with their return on investment or not. Accordingly management has to perform in order to guarantee a reasonable yearly interest rate. With permanently growing competition, more and more emphasis is being laid on the operation's Marketing conception. Managers are being employed according to their experience in marketing matters and paid upon success.

With globalization moving on rapidly, the world of tourism is confronted with a new situation in business competition and customer preferences. Accommodation is not regarded as the primary product any longer: transport has become equally important and F&B services are offered in numberless varieties anywhere. But what the customer really wants today is the „event", the „happening" or simply the „kick", which has to be embedded in a tailor-made package of products and services at easy access.

Therefore co-operations between tourism suppliers are becoming more and more important. Even small hotels and restaurants have to engage in regional tourism boards and Marketing associations, supporting each other rather than competing.

Under these circumstances Marketing has become a very tough business task, demanding a special personal attitude and life style: besides creativity and flexibility, service willingness and work discipline are the most important attributes in a Marketing manager's job profile.

#### **WHAT IS MARKETING?**

Marketing is not a newly invented philosophy or technique but rather a natural and instinctive conduct in business life that has been developed and refined worldwide all over the centuries, ever since mankind engaged in sales activities, as the following story from old times will prove:

It has been a very good year for orange farming so far. There will be a very good

harvest all over, high above average, not only in quantity but also in regards of quality. Consequently there will be very rich supply on all the markets and all the farmers will try to fix very competitive prices, meaning rather low, in order to sell as much as possible. This is the **actual situation analysis**.

But one farmer wants to sell his product at his usual price and therefore puts special attention to his orange tree plantation in order to present fruits of very high quality. This is his **policy**. And indeed, his harvest really is of an outstanding quality. But how will the people get to know about his top class oranges? He cannot just sit and wait for the potential buyers to come to his farm, so he goes to the market, where he can be sure to meet them. This is his way of **sales and distribution**.

Now on the market our farmer sees that there are already many other farmers, offering oranges. He realizes that if he just puts up his stand like anyone else he will not attract any more customers - from the outside there is not much difference between one orange and the other. This is his **competition analysis**.

So he cuts one of his oranges in half and shows the immaculate mouth-watering fruit flesh and lets them taste it, proving that his product really is of excellent quality. He has also thought about what price he can ask for his oranges - lower prices of some competitors do not worry him, because he is convinced of his product. A good **product** for the right **price** - this is his **offer**.

As he is not shy he calls out loud to the people passing by, praising his oranges the best on the market and at the same time stating their price. That is his **advertising**. Of course the competitors note his success and copy his method. But our farmer goes one step further: he invites potential buyers to taste his fruits and - on top of this - gives every customer who buys minimum two kilos of oranges a bunch of flowers from his garden. This is his **sales promotion**.

So he sells his product successfully and when the market closes, he is nearly sold out for that day. While cleaning up his stand he sees some children playing in the street and presents them with the last few oranges left. By doing so he supports his **public relations**. Now he goes home with the good feeling of success. Well, as you see, Marketing is not at all complicated. Things have worked that way for centuries. So, why has Marketing

become of such utmost importance in today's business life?

## **MARKET RESEARCH**

Generally in business life we need information in order to take decisions.

\* Decision is a fixation of the individual personal will in the present moment, based on information acquisitioned in the past, with the intention to manipulate future results referred to as objectives.

What kind of information are we looking for?

- general market situation?
- consumer's needs and motives?
- consumer's demographic and psychographic profiles?
- current consumer trends?
- up-coming trends?
- competition profile?,
- competitor's strategies and activities?

Market research is the process of systematic collecting, recording, processing and analyzing of data about potential buyers and competitors with reference to the seller's position in the market. Market research can help create a business plan, launch a new product or service, fine tune existing products and services, expand into new markets etc. It can be used to determine^ production volumes based on the knowledge variable factors like age, gender, location and income level as well as ethnic background and other personal inclinations of the (potential) consumer target market, as it will reveal a market's size, characteristics and potential. Qualified results of market research are needed for business planning in terms of strategy and product development, they kind of represent the consumer's voice within the seller's operational organization.

Just one simple example of what market research can do for a business: after having installed a cross-functional market research team US motor car producer Chevrolet took decisive action in developing a product concept for a completely new Corvette, who's sales success had seriously stagnated over recent years. The results of this professional market research program enabled the responsible product managers to come up with a completely



new conception that balanced four consumer-driven attributes: comfort., quality, styling and performance. This connectional change was considered radical because comfort and convenience were at no time traditional Corvette values. However, market research results showed changes in consumer's preference and therefore supported the alternative conception - and were right: the new Corvette turned out a huge success!

Generally Market Research fulfils four different functions:

- exploratory: in new fields of research
- descriptive: monitoring
- evaluative: market share research
- explanatory: reasoning for certain developments

Basically there are two types of Market research:

- \* Primary Research: establishing of new data
- \* Secondary Research: actualization of existing data

Marketing scientists also speak of:

- \* Experimental and Non-Experimental research  
depending whether You work under controlled or natural conditions
- \* Quantity- and Quality-focused research  
depending whether You look for numeric or non-numeric data

## **Market research for business planning**

Market research is discovering what people want, need, or believe. It can also involve discovering how they act. Once Your research project is completed, it can be used to determine how to market your specific product to a specific target market. Of course, however, market research also carries the risk of misleading management in their business planning, as the gathered information may be partly wrong or misinterpreted. The most known risk factors are time and accuracy.

Market information should not only reveal information about actual and potential customers, but also investigate the general situation of supply and the demand for Your product range as well as pricing. Market information can be obtained in several different varieties and formats from numerous more or less reliable sources, as for example

professional research agencies, governmental organizations, trade associations and free business or branch cooperation's.

What are the most important questions to be answered by market research?

- \* Who are the customers?
- \* Where are they located and how can they be contacted?
- \* What quantity and quality do they want?
- \* What price are they willing to pay for a certain product?
- \* What is the best time to sell?
- \* How much demand is there for the particular product?
- \* How much is the actual supply at hand?
- \* Who are the main suppliers/sellers/competitors?

## **TOURISM STATISTIC TERMS**

recommended by the World Tourism Organization

- |                           |                                  |  |
|---------------------------|----------------------------------|--|
| <b>* Forms of Tourism</b> | domestic:                        | citizens of one country or region<br>travelling within this same area                |
|                           | inbound:                         | non-residents travelling to a given country  |
|                           | outbound:                        | residents travelling to other countries  |
|                           | internal:                        | comprises domestic and inbound   |
|                           | national:                        | comprises domestic and outbound  |
|                           | international:                   | comprises inbound and outbound   |
| <b>* Travelers</b>        | visitor:                         | all people travelling and eventually<br>staying overnight up to a period of 12 month |
|                           | someday visitor:                 | not staying overnight  |
|                           | overnight visitor:               | tourists who stay at least one night   |
|                           | international visitors:          | inbound and outbound domestic<br>visitors:   |
|                           |                                  | as above   |
|                           | <b>* Purposes for Travelling</b> |  |

- business and professional reasons
- health treatment
- religion and pilgrimages
- other

**\* Means of Transport**

- |           |   |
|-----------|---|
| Air:      | scheduled flights<br>non-scheduled flights<br>other services  |
| Waterway: | passenger lines<br>and ferries<br>cruises<br>other  |
| Land:     | railway<br>motor coach / bus<br>private vehicles (up to 8 seat capacity)<br>vehicle rental<br>other means (e.g. bicycles and roller blades) |

**\* Accommodation** hotels and similar: \* hotels, pensions, inns, hostels

- \*specialized establishments: health institutions
- work and holiday camps conference centers

- \* private accommodations: rooms in family homes
- own dwellings, weekend homes rooms provided without charge

**\* Tourism Expenditure**

- |   |                         |
|---|-------------------------|
| - accommodation                                   | - board, catering (F&B) |
| - transport                                       | - shopping              |
| - recreation, culture and sports activities other |                         |

## **PROFESSIONAL TOURISM MARKETING TERMS**

**\* Market:** place where buyers and sellers meet; group of people identified through a common need or motive or inclination: e.g. the “Italian market”;

**\* Key Market / Key Account:** a seller's top priority market/client with either bulk

business or VIP status providing vital revenue

- \* **Target Market:** selected group of potential customers
- \* **Market Segment:** specially defined group of customers
- \* **Arrivals:** number of people arriving in a given destination or checking into a hotel or other venue
- \* **Overnight Stays (Bed-Nights):** measure for duration of a person staying in a hotel; number of beds sold/occupied in a certain period
- \* **Room Nights:**  
measure for unit sales in a hotel; number of rooms sold/occupied in a certain period
- \* **Maximum Potential Unit Sales:** maximum number of units sellable in a certain period
- \* **Actual-Potential Comparison:** how much of the possible has been realized?  
also defined as yield percentage (see Yield Management)
- \* **Double Occupancy Percentage:** percentage of rooms occupied by two guests; ratio of guest-per-room survey no. of guests - no. of rooms sold
- \* **Average Duration (Length) of Stay:** overall statistical figure expressed by number of days
- \* **Month-to-date / Year-to-date:** statistical term of business monitoring

## **BUSINESS & MARKETING STATEMENTS CORPORATE PHILOSOPHY**

Refers to the of the owner's basic beliefs that dictate the manner in which a operation conducts it's business. It must be expressed and described to be easily understood by management, employees, investors, suppliers, creditors and customers and the general public.

It is subject to change in the event of new ownership. Generally it survives changes in management, competition and even consumer preferences.

Examples:

- \* conducting our business in an ethically agreeable manner
- \* understanding the needs of our customers
- \* ensuring the dignity of all our employees
- \* we want to be best in whatever we do

## **MISSION STATEMENT**

defines the nature of the business as well as the desired type of customer and the general nature of the product.

It may need to be renewed due to changing environmental and competitive factors as well as internal factors such as new ownership or marketing strategies, as it sets strategic directions for the operation.

Obviously it builds on the above stated corporate philosophies.

## **POSITIONING STATEMENT**

Positioning is the business task of distinguishing Your product from its many competitors in terms of image, product and/or service quality and value in order to clearly identify itself and to gain acceptance and recognition in the general public's and potential customer's mind. . Above all, a U.S.P. should be stated, perhaps by means of a slogan or brand name. This message must be transmitted to all actual and potential customers, management and employees as well as all related business partners and audiences.

## **THE U.S.P.**

### **THE UNIQUE SELLING PROPOSITION**

The actual objective of defining the U.S.P. is to grant the incomparability of your product against your competitors. It should also support the establishing of your product's name as a brand with a certain presence in the market and, even better, in people's minds. Remember: the U.S.P. is the most important part of your positioning statement.

If you take for example a restaurant - there are so many to choose from. Which one are you going to patronize if you have friends to entertain? The one you don't know? The one that had bad write-ups lately? The one that serves the same food as all the others? Or the one that has something special to offer, where the owner is a remarkable personality, who really served you well on several occasions before, even if it was somewhat expensive?

Genuine individuality surely is the major ingredient, but there is no recipe for absolute success, as an U.S.P. can only be built on genuine facts and assets in order to appeal to your customer's motives, needs and feelings and finally satisfy them.

Why go to a restaurant with a view out over the sea or city? Will the food be better

because of this feature? Most probably not, but most people enjoy viewing a beautiful scenery, and so besides the motive of hunger they also satisfy their need for sensations in the original meaning of the word. Therefore an U.S.P. often refers to the so-called second motive.

Basically there are four possibilities, for creating the U. S. P. of a business unit or product:

**\* Uniqueness / Exclusivity**

- the only coffee shop in town with golden tea spoons
- the only hotel with a lake-view for all rooms

**\* Originality**

- the original Salzburg Mozartkugel
- the first man on the moon

**\* Superlatively**

- the hotel with the fastest room service in the world
- the restaurant with the biggest steaks in town

**\* Special features**

- the hotel offers an incomparable setting in the park
- the restaurant provides unusually attractive service uniforms
- extraordinary historic ambience
- surprise entertainment

## **Internal Segmentation of Actual Business**

Today tourism managers are facing enormously strong competition in rapidly changing markets. New destinations with new types of hotels on both ends of the economic scale seem to enforce specialization. Shifting population patterns brought on by high unemployment and rising costs for social welfare, energy and environment care have caused a decrease in individual leisure travel especially in Europe and the USA, which again boosted the competitive situation in group business. Most hotels have difficulties in maintaining their occupancy percentage and average daily rate goals.

The key to improvement is greater efficiency in market segmentation. A hotel cannot design itself to fit precisely the desires and needs of every possible market, but must design

itself to please and satisfy the needs and desires of its principal markets. To reach Your potential in today's business climate, You must develop a sophisticated plan of action in several carefully chosen market segments.

## **The Key market segments**

It is entirely up to you how far into detail you want to go with segmenting your existing customers. Some operations simply differentiate individual and group customers in their rooms department as well as private parties and business events in their banqueting department. This will of course only provide little information for further business data analysis and market research.

Generally in today's tourism movements you will find a mixture of the below listed, overall acknowledged main market segments.

- |                                     |                              |
|-------------------------------------|------------------------------|
| * Fit's: Tourist/visitor/vacationer | * It's and In-House packages |
| * Individual business travelers     | * Trade shows/expositions    |
| * Conventions -                     | * Corporate meetings         |
| * Tour groups                       | * Incentive groups           |
| * Crowds attending special events   | * Sports groups              |
| * Government and Military personnel | * ..... ?                    |

## **CUSTOMER RELATIONSHIP MANAGEMENT**

Over the past decades European economy went through different stages:

In the 70ies:            Production and Service

In the 80ies:            Marketing

In the 90ies:            Quality

Now in the early years of the new millennium with still enormously growing competition hotel operators have started to engage in a new line of customer relationship: Clienting!

The main idea is to concentrate on your customer's needs and motives, instead of wasting time and money by advertising your product to a whole lot of unidentified people who most probably are not interested. The main question is: How to make your customer a serious and reliable partner, in order to keep him happy and repeat-consuming?

Basically we are working according to three acknowledged, values:

- 1- Service and Revenue Generation,
- 2- Innovation
- 3- Individualism

Which have been standard measures for so long – agreed? But nowadays the customer's attitude is a different one, the actual main trend in our Hedonistic Society is:

"I want everything - and I want it right now!

Because I am the customer and I have the money!"

So, obviously we will have to apply a new way of thinking to secure our place in the market:

- 1- step back from Your old habits
- 2- change Your Marketing conception
- 3- re-organize Your budgets  
accordingly

Remembering our USP and branding philosophy implies that we do not only want to be unique, but we should also be trendsetter and branch leader in terms of quality. In comparison to "up-grading" our new working slogan must be "up-trading". Is it possible that within certain limits a hotel can extend better service than an operation? Considering our customer's very special needs and motives the answer is: Yes, why not?

Up-trading refers to value for money. Of course top class luxury hotels can offer more elegant furniture and more staff per customer. But that does not guarantee a higher degree of friendliness and warmth in attending to our guests. Some customers don't want to pay for elegant furniture or three receptionists ushering him into a \$ 300, - per night - room. Ask yourself: what can you do to tie your customers to your business, to make them not only regulars but partners and supporters, how to make them members of your fan-club?

## **BASIC ELEMENTS OF MARKETING STRATEGIES**

Obviously there is no straight-forward recipe for developing a strategy, as every business operation should work out its own Market Approach Plan according to its individual realities and selling propositions, but surely certain recurrent patterns can be



detected across all business branches and industries:

- \* Customer/Trend directed Product Design
- \* Image Creation / Branding
- \* Recess Market (Market Niche) Concentration
- \* Guest Club Memberships / Bonus-Systems
- \* Undercut Pricing
- \* Direct Personal Sales
- \* High Level Media Advertising
- \* Intensive Promotional Activities
- \* Customer Relation Management
- \* Cross Marketing
- \* Strategic Co-operations and Joint Ventures

N.B.: Naturally any specific strategy will combine some of the above listed Elements as to vary market approach according to different markets.

There are various points to start with:

- list Your customer's needs and motives
- re-check Your definition of guest satisfaction
- change Your list of services accordingly
- change Your way of calculation: from production cost to customer supply
- list all possibilities of how to make Your customers work for You
- recheck Your definition of value for money

How does any person become Your customer?

- Identification
- Personalization
- Data Mining
- Encouragement
- Service
- Payment

And then? In which way do we care for our customers when they are not in our hotel or restaurant? Until yesterday most of us were working as Product Managers, being responsible

for some or other part of the product or service delivered by the operation. From now on let's see ourselves as "Customer Relations Managers".

### The Pyramid of Satisfaction:

Our customer's motives will be met by

***Inspirational Factors***

***Special Quality Factors***

***Basic Factors***

- Remember: Satisfaction is the positive difference between expectation and result!

## **II. Words and word combinations:**

recommend	рекомендовать	tavsiya etmoq
organization	организация	tashkilot
non-resident	нерезидента	norezident
comprise	включать	yopmoq
eventually	в конце концов	oxir – oqibat
leisure	свободное время	bo'sh vaqt
relative	родственники	qarindoshlar
scheduled flights	регулярный рейсы	jadvalli qatnov
motor coach	междугородный автобус	shaharlararo avtobus
nowadays	настоящее время	hozirgi vaqt
attractive	привлекательный	maftunkor, jozibali
benefits	преимущества	foydali tomon
consideration	рассмотрение	ko'zdan kechirmoq
admitted	признанный	tan olmoq
disadvantage	невыгодное положение	noqulay fursat
obvious	очевидный	ochiq – oydin
amounts	количество	miqdor
contribute	способствовать	hissa qo'shmoq
attracting	привлечение	jalb qilmoq
economic growth	экономического роста	iqtisodiy o'sish

essential	существенный	muhim, ahamiyatli
citizen	гражданин	fuqaro
escape	бежать	saqlanish
facilities	средства	qulaylik
created	созданный	yaratilgan
unemployment	безработица	ishsiz
destruction	уничтожение	vayrona, vayrongarchilik
landscape	пейзаж	manzara
destination	места позначение	tur, mo'ljal
scale	весы	o'lcham
enforce	настаивать	majburlamoq
shifting	занова перекладовать	qayta harakat qilish
welfare	благополучение	munosabat
leisure	досуг	qariyb
boost	финансировать	qo'llab-quvatlash
fit	припадок	o'rnatmoq
precisely	точный	aniq
sophisticate	философ	donishmand odam
entirely	полный	to'liq, umuman
mixture	смешивать	aralashmoq
acknowledge	признавать	bilib olmoq
convention	заседание	majlis
satisfaction	удовлетворять	qoniqarli, qoniqish
identification	идентификация	idenfikatsiya
personalizes	персонализация	personilizatsiya
membership	членство	a'zoliqi

## **Brush up your grammar.**

### **Translate into English:**

1. Вы меня слышите? 2. Вы меня слушаете? 3. Вы слышали мой вопрос? 4. Послушай! Я слышу какой-то шум. Что это может быть? 5. Ты слушал вчера радио? Ты слышал концерт пианиста П.? 6. Я рад слышать, что вы здоровы. 7. Послушайте новый рассказ. 8. Давайте слушать музыку. 9. В четверг приезжает Сергей. — Рад слышать это. 10. Говорите громче, мы вас не слышим. 11. Я услышал об этом только вчера. 12. Не слушай его! Он не прав. 13. Что ты слушаешь? — Текст 10-го урока. 14. Я не хочу их слушать. 15. Мы слушали радио полтора часа. 16. Подождите нас. 17. Не ждите меня. Я занят до пяти. 18. Что ты здесь делаешь? — Я жду подругу. 19. Кого вы ждете? 20. Вам долго пришлось ждать такси? — Четверть часа. 21. Я не люблю ждать. 22. Я не люблю заставлять людей ждать. 23. Мы не ждали письма от него. 24. Не ждите их, они все еще работают. 25. Вы долго меня ждали утром? 26. Я ждал от вас более быстрого ответа. 27. Ты ждешь своего тестя? 28. Не ждите нас в воскресенье. Мы не сможем прийти. 29. Он ждал вас до четырех и ушел.

## **18.1. SERVICE DIFFERENTIATION AND MARKET SEGMENTATION**

### **XVIII. Read and translate the text:**

We have discussed the notion of market segmentation, in which the monopolist is able to set different prices for his output in different markets. But can the monopolist always segment the market in this way? In many realistic situations there is nothing to prevent the customers of one market from buying in another market. However, sometimes the monopolist can construct a barrier to prevent this. As we said, he might sell discounted tickets to students, but require proof of student status.

One way to create market segmentation is by **service differentiation**. This is accomplished by producing versions of a service that are not fully substitutable for one another. Each service is specialized for the target market segment. For example think of a company that produces alcohol. The markets consist of customers that use alcohol as a pharmaceutical ingredient and customers that use it in lamps for lighting.

In order to segment the market, the manufacturer might add a chemical adulterant to the alcohol that prevents its use as a pharmaceutical. If this market is the least price-elastic, then he will be able to charge a higher price for the pure alcohol than for the alcohol sold for lamps. Note that the marginal cost of producing the products is nearly the same. The lamp alcohol might actually be a bit more expensive, since it involves addition of the adulterant.

This type of price discrimination is popular in the communications market. The network operator posts a list of services and tariffs and customers are free to choose the service-tariff pair they like better. Versioning of communication services requires care and must take account of substitution effects such as arbitrage and traffic splitting. Arbitrage occurs when a customer can make a profit by buying a service of a certain type and then repackaging and reselling it as a different service at market prices.

### **Brush up your grammar.**

#### **Put questions to the italicized members of the sentences:**

1. Ann has a book in her bag. 2. They have English books. 3. Nina has a nice flat. 4. Jack has a new cycle. 5. We have five exams. Fill in the blanks with correct form of the verb *to have*:

1. We ... a good flat. 2. Ann ... a fine room. 3. Jack... a nice desk. 4. You... a good shelf. 5. She ... ink in the inkstand (чернильница). 6. He ... an English book. 7. They ... books and notebooks on the shelf.

## **19.1. Hotel management**

### **XIX. Read and translate the text:**

Hotel managers run room rental businesses. Duties vary with the size and type of the business.

**MANAGERS OF LARGE HOTELS.** In large hotels, general managers are in charge of the entire hotel. They set room rates, monitor income and expenses, and supervise other staff. Large hotels have restaurants and meeting rooms. These hotels hire assistant managers to supervise the various areas of the hotel. Often, the job title

of the assistant manager describes their duties. General Manager has responsibility over the entire hotel. The general manager must oversee all over management and make sure every aspect of the hotel is running as intended. The general manager is also in charge of hiring and firing staff, as well as approving funds to different departments within the hotel.

Lodging managers are responsible for a small establishment and staff. They must ensure that the lodge is run in an efficient manner and often run all aspects of the hotel. Lodges have a more personal and home-like feel than a large hotel. Employment of lodging managers is decreasing more than other management positions in the hospitality field. This is mostly due to the long hours and stressful work environment. The lodging manager also averages less money than general managers. Those with degrees in hospitality management have the best chance at obtaining a management position. Executive housekeepers make sure that all areas of the hotel are clean. Front office managers are in charge of reservations and room assignments. Food and beverage managers oversee restaurants and banquets. They plan menus, set prices, and order supplies. Convention services managers coordinate all hotel activities related to meetings. They meet with clients and plan a schedule. Then they work with the food service and front office managers to serve and lodge the visitors. They must also make sure that the guests are treated with respect and have an enjoyable time at the hotel. Assistant managers hire, train, and supervise the members of their staff. They use computers to write reports about their area or to order food or supplies. They may meet and talk with the general manager several times a week. Some assistant managers are in charge of accounting, sales, and maintenance.

**MANAGERS OF SMALL HOTELS.** Managers of small hotels perform different duties than managers of larger businesses. This is because there are fewer employees in smaller hotels and motels. Many times these managers are more likely to fill in for absent workers. Thus a manager may clean rooms, take reservations, or make general repairs. Managers in small hotels have many administrative tasks. For example, they interview and hire new staff. They also keep track of the money they

take in each day. Managers may schedule pick-up and delivery for the laundry service. Resident managers live in hotels and motels. They are on-call 24 hours a day. They usually work an 8-hour day, while overseeing the hotel. In their off hours, resident managers are called for emergencies or problems. In some hotels, the general manager also serves as the resident manager.

**WORK ACTIVITIES.** 1. Manage and maintain all year or seasonal lodging facilities. 2. Observe and monitor workers' performance to make sure that company rules and procedures are being followed. 3. Confer and cooperate with other department managers to coordinate hotel activities, such as weddings. 4. Answer questions about hotel policies and services. They also resolve customer's complaints. 5. Arrange telephone answering service, mail delivery, and answers customers questions about area. 6. Use computers to order food and beverages, or prepare reports. 7. Purchase supplies or services from outside vendors, such as laundry, repair, and trash. 8. Inspect hotel for cleanliness and appearance. 9. Coordinate front-office duties and resolve problems. 10. Greet and register guests. 11. Show, rent, or assign rooms or cabins. 12. Collect payment and record money earned and spent. 13. Receive and process advance payments. They usually send out letters to confirm that they have received payment. They may return checks if space is not available. 14. Interview and hire staff. 15. Assign duties to workers and schedule shifts.

**GENERAL ACTIVITIES.** 1. Inspect hotels to gather information and monitor surroundings and decide what needs to be done. 2. Communicate with other managers to plan large events. May negotiate with managers about whose staff will help with projects. 3. Make decisions and develop plans for how to manage hotel. 4. Analyze financial information on computer and create reports for owners. 5. Handle money and record payments onto computer. Computers allow managers to know how much money is earned daily or monthly. 6. Identify staffs' actions and evaluate whether it meets hotels' standards. 7. Estimate the number of rooms needed for special events. Managers may monitor the number of open rooms when renting to non-event customers. 8. Answer customers' questions, make them feel at home, and build on-going relationships. 9. Update what they know about community and help

customers understand what they can do in the area. 10. Schedule work activities and communicate duties and hours to staff. Coach staff on how to do the job and motivate them to finish projects. 11. Coordinate front desk staffs' work, and build a team environment. 12. Interview applicants and judge the quality of their skills to staff various positions in hotels. 13. Perform general physical activities and administrative tasks when delivering mail or answering phones.

**A CAREER IN BUSINESS.** Many office workers dream of working their way up to the top from messenger to president of a corporation. The way lies through middle management positions. Middle management includes junior executives who may recommend action to top management or see that the company's policies are being carried out. At the very top are senior executives who establish the policies for their companies, especially those that involve finances. The top managers of the large corporations have a great deal of power and influence.

It is still possible to start out at the bottom and go all the way to the top. Because the financial operation of business is so important, some accountants became top executives. In companies, where technology is important, people with an engineering background can also rise to the top. Nowadays, however, education plays a central role in the selection of men and women for management jobs. Many US universities have courses in business administration. The graduates of these courses often start out in middle management jobs. From there, they can easily get promoted if they show the necessary personality and ability.

***Questions to the text:***

1. How can an office worker rise to the top in company?
2. What may junior executives do?
3. What do senior executives do?
4. What can happen in companies where technology is important?
5. What do many US universities offer?
6. What happens to the graduates who have taken these courses?



## CONCLUSION

In the early years of the third millennium, after roughly speaking 200 years of modern tourism and half a century of professionalized tourism the industry is confronted with enormous changes in society and environment, as there is an ongoing search for development and innovation. When will the first hotel on the moon be going into operation? What will it look like? Will there be any human staff on the premises? Questions that cannot be answered right now, but be assured that in some people's minds such ideas are floating and in time to come will be put into realization.

Hotels - of any sorts - will remain tries heart of tourism, as they fulfill the very basic needs of mankind: rest, shelter, hunger and thirst, in whatever way. Therefore it is vital to anybody connected to the industry to be aware of its problems and chances. Especially managers and trainers - responsible for educating and guiding trainees and staff - are required to introduce hotel work of any kind as a worthwhile opportunity to make a decent living.

Marketing, however, has become the main management task as more and more hotels are built with the money of numerous investors, who maybe never will see the respective property from the inside, with the only purpose of financial success - shareholders usually are not interested in operating details but merely in their yearly dividend. In consequence of the effects of globalization owner-managed hotels are bound to disappear from the scenery worldwide sooner or later.

Thus Marketing and Sales is gaining more and more importance compared to the early times of tourism. Competition has grown to an enormously extent, products have become comparable through and through, introducing a real new(!) product is nearly impossible - before you even think of it someone else has already realized the same business idea. That is the situation we are facing today in all business branches. *Don't* worry; your chances are as good as anyone else's. But don't wait for anyone telling you what to do, as people generally only pursue their very own interests; rather rely on yourself and try to find your own way!

To some people Marketing Salas means a glamorous job with fabulous dinner meetings and adventurous trips around the world. Well, that may be included, but hopefully

by now you have realized that besides education, knowledge, experience and creativity the absolute keywords to success are self-discipline and diligence.

Finally I want to thank you for cooperation, for accepting my personal ways and for the good times we had together. Please, keep in touch, if only to give me some individual feedback on my lecturing or on ITH in general!, as I believe in continuous improvement.

Also, I should be very happy to hear about your personal development as well in private as in your professional career. So, good luck to you, don't give in too easily, it's worthwhile to engage in the struggle, and remember:

There's business for profit or no business at all, and life is very hard in the mountains, especially in winter time!

Wishing you all the very best, keep well and in touch yours cordially.

## **Glossary of Travel, Tourism and Hospitality**

- **Accommodation capacity:** The measure of accommodation stock at a defined destination. May be given by various different measures: e.g. number of establishments; number of main units within an establishment (e.g. rooms, caravan stances); capacity in terms of residents (e.g. bedspaces).
- **Accounting period:** Normally one year, the period for which accounts are drawn up
- **Accreditation:** A procedure to establish if a tourism business meets certain standards of management and operation.
- **add-on:** any component of a package tour that is not included in the package price
- **Advanced ecotourism:** A level of accreditation consisting of all core criteria as well as some of the advanced certification criteria.
- **adventure tour:** a tour designed around an adventurous activity such as rafting or hiking
- **Adventure tourism:** A form of tourism in natural areas that incorporates an element of risk, higher levels of physical exertion, and the need for specialised skills.

- **affinity group:** a group sharing a common interest, usually from an organization. See also pre-formed group.
- **after-departure charge:** expenses such as telephone charges that do not appear on a guest's account at check out.
- **agent:** one who acts or has the power to act as the representative of another. Most frequently in travel anyone other than a principal, such as a retail travel agent, receiving agent, ticket agent, local operator or wholesaler (usage uncommon in No. America)
- **air sea:** a cruise/travel program which includes both air/sea arrangements. Often combined with local hotel arrangements for pre/post stays
- **airline classes of service:** variety of terms used to express a particular type of aircraft cabin service. Classes vary with types of compartments, seating comfort, and amenities, with variation between domestic and international flights, and denoted by a fare code on the ticket.
- **airline fare:** price charged for an airline ticket. Some of the categories are as follows: advance purchase excursion (APEX): heavily discounted excursion fare available on many international routes. Reservations and payment will be required well in advance of departure, with varying penalizes for cancellation; excursion: individual fares that require a round-trip within time limits, discounted from coach fare, limited availability; group: discounts from regular fares for groups; and regular or normal: any unrestricted fare.
- **airline reporting conference (ARC):** a consortium of airline companies, who by agreement, provide a method of approving authorized agency locations for the sale of transportation and cost-effective procedures for processing records and funds to carriers. Not all airlines are ARC companies.
- **All-inclusive:** A form of package holiday where the majority of services offered at the destination are included in the price paid prior to departure (e.g. refreshments, excursions, amenities, gratuities, etc).
- **Allocentric:** Of a minority of tourists: adventurous, outgoing, self-confident, independent, needing little tourist infrastructure. Enjoys high contact with locals.

- **Alternative tourism:** In essence, tourism activities or development that are viewed as non-traditional. It is often defined in opposition to large-scale mass tourism to represent small-scale sustainable tourism developments. AT is also presented as an 'ideal type', that is, an improved model of tourism development that redresses the ills of traditional, mass tourism
- **American plan:** type of rate that includes the price of the hotel room, breakfast, lunch and dinner. AP is the common abbreviation. See also room rates.
- **Antifoul:** applied to ship's hull to prevent encrusting of barnacles, seaweed, and other marine organisms.
- **Artefact:** An object; an item of material culture.
- **Assets:** Something of value that will provide future benefit or utility, can be used to generate revenue. Usually owned, so simply described as 'things we own'.
- **association executive:** A full-time professional administrator who is employed by an association and is responsible for planning and promoting annual conventions and association meetings.
- **attraction:** a place, event, building or area which tourists want to visit
- **attraction:** a natural or man-made facility, location, or activity which offers items of specific interest to tourists.
- **Auditing:** A process to measure and verify the practices of a business.
- **average room rate:** the total guest room revenue for a given period divided by the number of rooms occupied for the same period. Since it can be related to investment, this statistic is frequently used as a measure of economic feasibility.
- **back to back:** term used to describe tours operating on a consistent, continuing basis, usually without time between.
- **Backpacker:** A visitor, for the purpose of a holiday or special event, who stays in a backpackers lodge/hostel.
- **bed and breakfast:** (B & B) overnight accommodations usually in a private home or boarding house, with a full American-style or continental breakfast included in the rate, often without private bath facilities

- **Benchmarking:** Measuring performance against that of best in class companies, determining how the best-in-class achieve those performance levels and using this information as a basis for your own company's targets, strategies and implementation (Pryor, 1989).
- **Benchmarking:** Process of comparing performance and activities among similar organizations either against an agreed standard or against those that are recognized as being among the best
- **Benchmarks:** Points of reference or comparison, which may include standards, critical success factors, indicators, metrics.
- **Best Practice:** Operational standards considered the most effective and efficient means of achieving desired outcomes.
- **bias:** preferential display on a reservations computer of a host carrier flight schedule.
- **biodiversity:** a variety of wildlife in an area
- **Biological diversity (biodiversity):** The variety of life forms and genes they contain, and the ecosystems they form. Biodiversity is usually considered at four levels; genetic diversity, species diversity, community diversity, and ecosystem diversity.
- **block:** a number of rooms, seats, or space reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages.
- **bonding:** the guarantee of protection for a supplier or consumer. In the travel industry, certain bonding programs are mandatory. The ARC insists that travel agents be bonded to protect the airlines against defaults. Professional operators and agents buy bonds voluntarily to protect their clients.
- **booking form:** a document which tour purchasers must complete which gives the operator full particulars about who is buying the tour. It states exactly what is being purchased, ( including options) and must be signed as acknowledgment that the liability clause has been read and understood.

- **bulk fare:** fare available only to tour organizers or operators who purchase a specified block of seats from a carrier at a low, non-commissionable price and then have the responsibility of selling the seats, including a commission in their marked-up price.
- **Bureaucracy:** An organisation typified by formal processes, standardisation, hierarchic procedures, and written communication
- **business plan:** an action plan that entrepreneurs draw up for the purpose of starting a business; a guide to running one's business
- **Business Travel or Business Events:** Travel for commercial rather than leisure purposes. Business travel is sometimes used as a cover-all to include what are sometimes referred to as the “MICE” markets – meetings, incentives, conferences and exhibitions
- **Business travel:** Travel for a purpose and to a destination determined by a business, and where all costs are met by that business.
- **Business Travel:** Travel of 1: 365 days duration for the purpose of attending a convention or training, conducting official/government or private business.
- **cafeteria:** a food-service operation of a limited menu, in which customers carry their own trays to seating
- **Capacity management:** A process that seeks to ensure that their organisations operate at optimum capacity whilst maintaining customer satisfaction levels.
- **Capital expenditure:** The cost of long-term assets; such as computer equipment, vehicles and premises. Importantly these are bought to use over several years and not to resell.
- **carrier:** transportation company such as an airline, motorcoach, cruise line, or railroad which carries passengers and/or cargo carrying capacity: the amount of tourism a destination can handle.
- **Carrying capacity:** The amount of visitor activity that a site or destination can sustain.
- **Carrying-capacity analysis:** Originally a term applied in ecology referring to the maximum number of animals of a given species that a particular habitat could

support. In the context of tourism, it refers to the maximum number of tourists a destination can support.

- **cash flow:** monies available to meet the company's daily operating expenses, as opposed to equity, accounts receivable, or other credits not immediately accessible
- **Certified Tour Professional:** CTP: a designation conferred upon tour professionals who have completed a prescribed course of academic study, professional service, tour employment and evaluation requirements. It is administered by the National Tour Association.
- **Certified Travel Counselor:** CTC: a designation attesting to professional competence as a travel agent. It is conferred upon travel professional with five or more years of industry experience who complete a two year, graduate-level travel management program administered by the Institute of Certified Travel Agents.
- **Chain of distribution:** The means by which products (package holidays in this instance) are distributed from producers (principals) to consumers (tourists), often via wholesalers and retailers (tour operators and travel agents).
- **charter operations:** (1) term referring the transportation of pre-formed groups which have the exclusive use of the vehicle. (2) An operator authorized to arrange transportation, however, is not limited to dealing with pre-formed groups, but can itself form the tour group.
- **Charter:** A legal contract between an owner and an organisation for the hire of a means of transport for a particular purpose. An individual traveller will use an intermediary to arrange to be carried on the transport. Often applied to a flight which is the result of a charter.
- **charter:** to hire the exclusive use of any aircraft, motorcoach, or other vehicle
- **circle trip:** a journey with stopovers that returns to the point of departure
- **city guide:** a person who has a speciality of guiding in the city only
- **closeout:** finalization of a tour, cruise, or similar group travel project after which time no further clients are accepted. Any unsold air or hotel space is released, and final payments are sent to all suppliers.

- **Coach Tour:** A guided bus tour for a group of holiday makers that follows a scheduled itinerary. Visitors purchase all arrangements from the Inbound Tour Operator prior to arrival in NZ.
- **Code of conduct:** Guidelines advising a tourism stakeholder, including tourists, on how to behave in an environmentally responsible manner.
- **Code of Ethics / Conduct / Practice:** Recommended practices based on a system of self regulation intended to promote environmentally and/or socio-culturally sustainable behaviour.
- **commercial rate:** a special rate agreed upon by a company and a hotel. Usually the hotel agrees to supply rooms of a specified quality or better at a flat rate to corporate clients.
- **commercial recreation system:** recreational products, services, and facilities created and operated by privately owned businesses or corporations as opposed to public facilities
- **commission:** the percentage of a selling price paid to a retailer by a supplier. In the travel industry, travel agents receive commissions for selling tour packages or other services.
- **common carrier:** a privately owned carrier which offers transportation for a fee
- **complimentary room:** a guest room for which no charge is made. Complimentary rooms with a tour group are usually occupied by the tour manager or driver.
- **Computer reservation systems (CRS):** Computerised Reservation Systems used for inventory management by airlines, hotels and other facilities. CRSs can allow direct access through terminals for intermediaries to check availability, make reservations and print tickets.
- **concessionaire :** a firm which, under contract rights, operates for another party (in many cases, a government agency) food and beverage services, lodging facilities, and other services on-site at an attraction
- **concierge:** a hotel employee who handles restaurant and tour reservations, travel arrangements, and other details for hotel guests



- **conditions:** the section or clause of a transportation/tour contract which specifies what is not included and which may spell out the circumstances under which the contract may be invalidated
- **conductor, and (in Europe) courier:** Tour manager/guide - both terms have roughly the same meaning and are used interchangeably. A person with this title is usually at a professional, well trained level.
- **confidential tariff:** a schedule of wholesale rates distributed in confidence to travel wholesalers and agents. Better known as a net rate.
- **configuration:** the interior arrangement of a vehicle, particularly an airplane. The same airplane, for example, may be configured for 190 coach-class passengers, or it may hold 12 first-class passengers and 170 coach passengers, Configuration is also used in conjunction with how the plane is arranged such as three seats on each side or in larger planes two seats on each side with four middle seats.
- **confirmed reservation:** an oral or written agreement by a supplier that he has received and will honor a reservation. Oral confirmations have no legal weight. Even written or telegraphed confirmations have specified or implied limitations. e.g.: a hotel not honoring a reservation after 6 pm., unless late arrival has been guaranteed in some manner.
- **Conservation:** Can be broadly interpreted as action taken to protect and preserve the natural world from harmful features of tourism, including pollution and overexploitation of resources.
- **Conservation:** The protection and maintenance of nature while allowing for its ecologically sustainable use.
- **consolidation:** cancellation by a charter tour operator of one or more tours/flights associated with a specific charter departure or departure period, with the transfer of passengers to another charter tour/flight to depart on or near the same day.
- **consolidator:** a person or company which forms groups to travel on air charters or at group rates on scheduled flights to increase sales, earn override commissions or reduce the possibility of tour cancellations.

- **consortium:** a loosely knit group of independently owned and managed companies such as travel agencies, tour operators, hotels, or other suppliers, with a joint marketing distribution process
- **continental breakfast:** at a minimum, a beverage (coffee, tea or milk) and rolls or toast. Fruit juice is often added.
- **continental plan:** a hotel rate which includes a continental breakfast with the overnight room stay.
- **contract:** a legally enforceable agreement between two or more parties
- **contractor:** an operator who provides services to wholesalers, tour operators and travel agents
- **convention and visitors bureau (CVB):** a non-profit local organization supported by transient room taxes, government budget allocations, private memberships, or a combination of any of these funding mechanisms. A CVB typically encourages groups to hold meetings, conventions, and trade shows in its area.
- **Convention or Conference Bureau:** Usually a publicly funded organisation charged with the promotion of a town or region for conferences, meetings and exhibitions.
- **co-op tour:** a tour which is sold through a number of wholesalers, cooperatives, or other outlets in order to increase sales and reduce the possibility of tour cancellations.
- **Cost-benefit analysis:** Full analysis of public and private costs and benefits of project.
- **costing:** the process of itemizing and calculating all costs the tour operator will pay on a given tour. Costing is usually the function of the operations manager.
- **Cost-plus pricing:** A method of pricing where an amount, to cover profit, is added to costs to establish the selling price, this is an internally orientated pricing method.
- **coupon, tour:** a voucher that can be exchanged for a travel product
- **courier:** a European definition for tour manager/guide
- **cover charge:** a fee, usually a flat amount per person, charged to patrons to cover the cost of music and entertainment

- **Critical incident point (CIP):** A critical incident point or 'moment of truth' is any event which occurs when the customer has (or even perceives that he has) contact with a service organisation.
- **Cultural Authenticity:** Ensuring the appropriate dreaming stories, spiritual beliefs, history, ceremony and art is attributed to the relevant area.
- **Cultural tourism:** Travel for the purpose of learning about cultures or aspects of cultures.
- **culture:** people's customs, clothing, food, houses, language, dancing, music, drama, literature and religion
- **Culture:** A set of shared norms and values which establish a sense of identity for those who share them. Typically applied at the level of nation and/or race.
- **Culture:** The sum total of ways of living by a group of human beings that is transmitted from one generation to another.
- **Customer:** "An organization or a person that receives a product" (ISO, 2000a: 10).
- **customized tour:** a tour designed to fit the specific needs of a particular target market
- **customs:** the common term for a government agency charged with collecting duty on specified items imported into that country. The agency also restricts the entry of persons and forbidden items without legal travel documents
- **cut-off date:** designated day when the buyer must release or add commitments to their event or tour
- **day rate:** a reduced rate granted for the use of a guest room during the daytime, not overnight occupancy. Often used when someone needs a display room, office, or is in-transit due to odd airline schedules.
- **Day visitors:** Visitors who arrive and leave the same day, irrespective of why they are travelling
- **Decision-making unit (DMU):** The combination of inputs to a purchasing decision
- **Degradation:** Any decline in the quality of natural or cultural resources, or the viability of ecosystems, that is caused directly or indirectly by humans.
- **deluxe tour:** in travel usage, presumably of the highest standard

- **Demographic Profile:** Characteristics used in research such as age, gender, occupation, income, marital status, place of residence, etc.
- **departure tax:** fee collected from the traveler by the host country at the time of departure
- **Dependency theory:** This theory maintains that developing countries are kept in a position of dependency and underdevelopment due to existing economic and institutional power structures sustained by leading Western nations. Dependency theorists argue that the policies and activities of multinational corporations, national bilateral and multinational aid agencies such as the World Bank and the International Monetary Fund (IMF) tend to widen the gap between rich and poor countries and perpetuate the dependency of developing nations.
- **deposit policy:** a specified amount or a percentage of the total bill due on a specified date prior to arrival
- **deposit:** an advance payment required to obtain confirmed space
- **deregulation:** the act of removing regulations from the travel industry. The Airline Deregulation Act of 1978, which amended the Federal Aviation Act of 1958, provided for the end of the Civil Aeronautics Board's regulating authority over domestic airlines on January 1, 1985, for removing travel agent exclusivity, thus paving the way for carriers to appoint and pay commissions to non-travel agents, and for the removal of antitrust immunity for travel agents. The motorcoach industry was deregulated in 1982.
- **Designation:** The act of conferring a legal status on a building which requires compliance with specific legislation on conservation and preservation.
- **destination:** the end point of a journey
- **Destination Management Company (DMC):** A company working in a specific destination to handle all bookings and arrangements for tours or conferences, including hotel accommodation, transfers, sightseeing, meetings and special events. Tour operators or conference planners are likely to use the services of a DMC because of their specialist local knowledge.

- **destination management company:** (DMC) a company that provides on-the-scene meetings assistance for corporations and associations
- **destination marketing organization:** (DMO) a category of membership of the National Tour Association which includes state or provincial tourism offices, convention and visitors bureaus, and chambers of commerce which promote a city, region, or state as a travel destination
- **destination:** the place to which a traveler is going. In the travel industry, any city, area, or country which can be marketed as a single entity for tourists.
- **dine-around plan:** a plan that permits tourists to dine at a variety of restaurants using vouchers and coupons on a tour
- **direct spending:** money that goes directly from a tourist into the economy of the destination
- **director, tour:** a person, usually employed or subcontracted by the tour operator, who accompanies a tour from departure to return, acting as a guide and troubleshooter and performing all functions to make the tour operate. Also see tour manager or escort.
- **Discretionary income:** Money received from employment or other sources which can be freely spent on leisure pursuits (such as travel and tourism) after general living costs, taxation etc. are taken into consideration.
- **Discrimination:** Unequal treatment of persons on grounds which are not justifiable in law, e.g. in the UK, discrimination on the grounds of sex or race.
- **Distribution:** The process employed to provide customers access to the product. For travel products distribution focuses largely on the ways in which the customer can reserve or purchase the product.
- **Disturbance:** Accelerated change caused by human activity or extreme natural events.
- **Diversification:** The process of developing new products for new markets, in order to achieve business growth.
- **diversity:** variety; multiplicity; range; assortment

- **domestic escorted tour:** a packaged, pre-planned itinerary, including the services of a tour manager (escort) within a traveler's own country
- **domestic independent tour:** DIT: a custom-made tour of a part of the USA planned exclusively for a client by a travel agent
- **Domestic supply of tourism commodities:** Domestic supply of tourism commodities is defined as the total production in Canada of the tourism commodities which are mainly produced by tourism industries. Not all of domestic supply is purchased by visitors, so that supply exceeds tourism demand for the national tourism indicators (NTI). For example, visitors purchase only a small proportion of food and beverage services, with most going to local consumption. Also, supply does not include imports. For example the sale of a ticket on a non-Canadian airline is excluded from supply.
- **Domestic tourism:** Travel within the country of residence.
- **Dominant scenic alteration:** An alteration in the scenic landscape that is visually obtrusive.
- **double-occupancy rate:** the price per person for a room to be shared with another person; abbreviated ppdo and most often quoted in the industry
- **double-room rate:** the full price of a room for two people (twice the double-occupancy rate)
- **downgrade:** to move to a lesser level of accommodations or a lower class of service
- **Due diligence:** Taking what is considered in law to be reasonable care.
- **Dwell time:** Length of time a visitor spends at an attraction or destination. Dwell time is often taken into consideration when setting admission fees as a way of ensuring perceived value for money
- **Earth Check™ indicators:** Proprietary system belonging to Green Globe 21, which uses carefully selected indicators to measure and benchmark key environmental and social impacts, as well as operational efficiency.

- **Ecologically sustainable:** Using, conserving and enhancing the community's resources so that ecological development is maintained, and the total quality of life can be sustained now and in the future.
- **ecommerce:** Internet facilitated commerce, using electronic means for promoting, selling, distributing, and servicing products.
- **economy fares or services:** in U.S. domestic airline operations, passenger carriage at a level below coach service; in international operations, carriage at a level below first class
- **ecosystem:** an area where living and non-living things interact
- **Ecosystem:** A dynamic system of plant, animal, fungal and micro-organism communities, and the associated non-living physical and chemical factors.
- **ecotour:** a tour designed to focus on preserving the environment of environmentally sensitive areas
- **eco-tourism:** a combination of tourism and the environment (e.g. planning before development; sustainability of resources; economic viability of a tourism product; no negative impact on either the environment or local communities; responsibility for the environment from developers, the tourism industry and tourists; environmentally-friendly practices by all parties concerned and economic benefits flowing to local communities)
- **Ecotourism:** Defined by The International Ecotourism Society as 'responsible travel to natural areas that conserves the environment and sustains the well-being of local people'.
- **Ecotourism:** Ecologically sustainable tourism with a primary focus on experiencing natural areas that foster environmental and cultural understanding, appreciation and conservation.
- **educational tour:** tour designed around an educational activity, such as studying art
- **endangered species:** in severe danger of becoming extinct in the near future unless immediate steps are taken to protect the species
- **Energy conservation:** Positive initiatives to reduce the consumption of energy to the minimum level required.

- **environment:** the diverse community activities and cultures of a country's inhabitants, as well as its scarce and sensitive natural resources
- **Environmental auditing:** Inspection of a tourism organisation to assess the environmental impact of its activities.
- **Environmental education:** Formal and informal learning processes that are designed to raise awareness and teach new values, knowledge and skills, in order to encourage more sustainable behaviour.
- **Environmental impact assessment:** A study undertaken to assess the effect of an action upon a specific environment or the social or cultural integrity of a community.
- **Environmental impact statement:** The report resulting from an environmental impact assessment.
- **Environmental impact:** The effects that a community has on the environment as a consequence of its activities.
- **Environmental management systems:** Systems established by tourism organizations with the aim of mitigating negative environmental impacts.
- **Environmental scanning:** The process of collecting information to carry out a systematic analysis of the forces effecting the organization and identifying potential threats and opportunities with view to generating future strategies.
- **errors and omissions insurance:** insurance coverage equivalent to malpractice insurance, protecting an agent s or operator s staff if an act of negligence, an error, or an omission occurs which causes a client great hardship or expense.
- **escort:** (1) a person, usually employed or subcontracted by the tour operator who accompanies a tour from departure to return, acting as a troubleshooter. This term is often incorrectly interchanged with courier, conductor, host, manager, director, or leader, since each term designates different duties although they do perform the escort function.
- **escorted tour:** (1) a pre-arranged travel program, usually for a group, escorted by a tour manager or leader. In a fully conducted tour, the escort will also provide guide service throughout.



- **escrow accounts:** funds placed in the custody of licensed financial institutions for safekeeping. Many contracts in travel require that agents and tour operators maintain customers deposits and prepayments in escrow accounts until the time of service.
- **ethnic tour:** tour designed for people usually of the same heritage traveling to their native origin, or to a destination with ethnic relevance
- **European plan:** a type of rate that consists of the price of the room only, no included meals
- **Evolutionary theories:** Theories of tourism which see destinations evolving, in the sense that the types of tourists change, or evolve, over time.
- **excursion:** journey where the traveler returns to the original point of departure
- **executive coach:** a luxury motor coach with seating of 25 or fewer with upscale amenities
- **Exotic plants:** Plants whose genetic stock comes from beyond the area in which they are found.
- **extensions :** an arranged sub-tour offered optionally before or after a tour or cruise at an extra charge
- **Externalities:** Those costs or benefits arising from production or consumption of goods and services which are not reflected in market prices.
- **FAM tour:** an abbreviation for familiarization tour which is often a complimentary or reduced-rate travel program for travel agents, tour operators, travel writers or others to acquaint them with a specific destination or attraction, thereby helping to stimulate sales
- **fauna:** all the animals of a particular area
- **fixed expense:** an expense related to the tour as a whole, which does not vary with the number of passengers such as a meal or a per person entrance to an attraction
- **flag carrier:** a transportation carrier designated by a country to serve international routes
- **flora:** all the plants of a particular area

- **folio:** an itemized record of a guest's charges and credits, maintained in the front office till departure, and can be referred to as guest bill or guest statement
- **food cover:** a unit of food service provided to a customer. The term is not synonymous with meal because a food cover may comprise only a cup of coffee or bowl of soup
- **Force majeure:** This is an unforeseeable or uncontrollable situation or train of events that would excuse a breach of contract.
- **foreign flag:** any carrier not registered in the USA (applies to air and sea transportation)
- **franchise:** the right to market a product or service, often exclusively for a specified area by a manufacturer, developer, or distributor in return for a fee
- **Frequent Independent Traveler:** FIT: custom designed, pre-paid tour with many individualized arrangements. Also used as foreign independent traveler
- **front office:** office situated in the lobby of a hotel, the main functions of which are (1) control/sale of guest rooms, (2) providing keys, mail, and information, (3) keeping guest accounts, rendering bills/payments, and (4) providing information to other departments
- **full house:** a hotel with all guest rooms occupied
- **full-service restaurant:** a food-service establishment with several menu selections and table service
- **function room:** room used for functions, also called banquet room
- **function:** a pre-arranged, catered group activity, usually held in private room/area
- **gateway:** the point of access to a country or region, usually an airport or seaport, although certain frontier points and railway stations can be given the designation
- **gateway city:** city with an international airport
- **gateway:** city, airport, or area from which a flight or tour departs
- **Globalization:** Generally defined as the network of connections of organisations and peoples are across national, geographic and cultural borders and boundaries. These global networks are creating a shrinking world where local differences and national boundaries are being subsumed into global identities. Within the field of

tourism, globalization is also viewed in terms of the revolutions in telecommunications, finance and transport that are key factors currently influencing the nature and pace of growth of tourism in developing nations.

- **Green Globe/Green Globe 21:** GREEN GLOBE 21 is the worldwide benchmarking and certification programmed which facilitates sustainable travel and tourism for consumers, companies and communities. It is based on Agenda 21 and principles for Sustainable Development endorsed by 182 governments at the United Nations Rio de Janeiro Earth Summit in 1992. [www.greenglobe21.com](http://www.greenglobe21.com)
- **Greenhouse effect:** The trapping of the sun's thermal radiation by gases and water vapour, keeping the surface of the earth warmer than it would be otherwise.
- **Greenhouse gases:** Gases that contribute to the greenhouse affect. These include carbon dioxide, methane and water vapour. One source of greenhouse gases is the burning of fossil fuels, such as oil, gas and coal.
- **ground operator:** a company or individual providing such services as hotel, sightseeing, transfers, and all other related services for groups. See receptive operator.
- **ground package:** often expressed as a percentage (eg. 100% or 110%) of the lowest regular fare for the air travel scheduled.
- **group leader:** an individual, acting as liaison to a tour operator, acts as escort
- **group tour:** a pre-arranged, pre-paid travel program for a group usually including all components. Also see packaged tour.
- **guaranteed tour:** a tour guaranteed to operate
- **guest account:** an itemized record of a guest's charges and credits
- **guide:** (1) a person qualified to conduct tours of specific localities or attractions (many reliable guides are licensed), (2) an airline, bus, railroad, or ship manual of schedules and fares, usually printed seasonally
- **guided tour:** a local sightseeing trip conducted by a guide
- **head tax:** fee charged for arriving and departing passengers in some foreign countries

- **heritage:** a very broad expression that describes anything that has a link with some past event or person (e.g. cultural heritage refers to past customs and traditions with the unspoken implication that these are worthwhile or creditable)
- **heritage site:** a place that capitalises on its connection with heritage
- **Heritage:** Things of value that are inherited which people want to keep. Heritage can be natural, cultural, tangible, intangible, personal or collective. Natural heritage is often conserved in places such as reserves and national parks. Cultural heritage practices are often conserved through ongoing traditions and practices.
- **Heritage:** Today's perception of a pattern of events in the past.
- **High conservation value:** Recognition of the great significance of a natural or cultural site.
- **high season:** the period of the year when occupancy/usage of a hotel or attraction is normally the highest. High usage invariably means higher prices for rooms or admission. Also referred to as on-season or peak season.
- **History:** A pattern of events in the past.
- **host:** (1) a representative of the group (organizer) that may arrange optional excursions and answer questions but does not have escort authority (2) liaison to the tour operator or tour manager, or (3) a representative who provides only information or greeting services or who assists at the destination with ground arrangements without actually accompanying the tour.
- **HRM:** Human Resource Management, concerned with the strategic management of human resources to achieve a competitive advantage.
- **hub and spoke tours:** tours which utilize a central destination with side trips of varying length to nearby destinations
- **human-made attraction:** an attraction created by people
- **immigration:** the process by which a government official verifies a person's passport, visa or origin of citizenship
- **Impacts:** Effects, which may be either positive or negative, felt as a result of tourism-associated activity. Tourists have at least three kinds of impacts on a

destination: economic, sociocultural and environmental. Tourism also has effects on tourists, in terms of possible attitude and behaviour changes.

- **Impromptu Travel:** No arrangements booked in country of destination prior to travel. (Another name for FIT travel).
- **inbound tour operator:** company specializing in domestic tours for foreign visitors in the strictest sense. Can also be used interchangeably with receptive operator.
- **inbound tour:** group of travelers whose trip originated in another city or country
- **incentive or incentive commission:** See override.
- **incentive tour:** (1) a trip offered as a prize, particularly to stimulate the productivity of employees or sales agents, or (2) the business of operating such travel programs
- **incidentals:** charges incurred by participants of a tour, but are not included in the tour price
- **inclusive tour:** tour in which all specific elements – transportation, airfare, hotels, transfers, and other costs – are offered for a flat rate. An inclusive tour does not necessarily cover all costs such as personal items and telephone.
- **independent contractor:** a person contractually retained by another to perform certain specific tasks. The other person has no control over the independent contractor other than as provided in the contract. In the context of group travel, a tour manager is often retained by the tour operator, or tour brochure designer/writer might be hired in this capacity.
- **independent tour:** an unescorted tour sold through agents to individuals. For one price, the client guaranteed air travel, hotel room, attraction admissions and (typically) a car rental.
- **Indigenous people:** Indigenous peoples are those who are descendants of the ...
- **Indigenous species:** A species that occurs at a place within its historically known natural range, and forms part of the natural biological diversity of a place.
- **indirect air carrier:** generally synonymous with charter tour operator. A tour operator, travel agent, or other promoter who (under federal regulations) contracts

for charter space from a carrier for resale to the public. In theory, indirect air carriers act as independent, risk-taking entrepreneurs, promoting their own product

- **info-mediaries:** Organisations which provide websites/electronic guides as an information resource, sharing other resources such as web links to organisations that sell tourism/travel. The infomediary may be an organisation or company in its own right, or may form part of an individual company's or organisation's customer service
- **Information systems:** Systems that use information technology to capture, transmit, store, retrieve, manipulate, or display information.
- **Infrastructure:** Construction needed to support economic development.
- **Innovative best practice:** A practice that is considered to be of the highest quality, excellence, or standing – a leader in the field.
- **Intangibility:** The characteristic of not being touchable: a good is tangible whereas a service is intangible
- **Intermediary:** An organisation within the chain of distribution whose function is to facilitate the supply of a given product from producers to consumers. In the travel industry examples are travel agencies and tourism information offices.
- **intermediate carrier:** a carrier that transports a passenger or piece of baggage as part of an inter-line movement, but on which neither the point of origin or destination is located
- **intermodal tour:** tour using several forms of transportation such as airplanes, motorcoaches, cruise ships, and trains to create a diversified and efficient tour package
- **Interpretation:** An educational process that is intended to stimulate and facilitate people's understanding of place, so that empathy towards, conservation, heritage, culture and landscape is developed.
- **Interpretation:** Revealing the significance and meanings of natural and cultural phenomena to visitors, usually with the intent of providing a satisfying learning experience and encouraging more sustainable behaviour.

- **Introduced species:** A translocated or alien species found at a place outside its historically known natural range, as a result of the intentional or accidental dispersal by human activities. Includes genetically modified organisms.
- **IT Number:** a registration number that is assigned to a tour package
- **itinerary:** the travel schedule provided by a travel agent or tour operator for the client. A proposed or preliminary itinerary may be rather vague or very specific. A final itinerary spells out all details, including flight numbers, departure times, and similar data, as well as describing planned activities.
- **land operator:** a company that provides local services, see also ground/receptive operator
- **lead time:** advance time between initiating a tour and its departure date
- **Leadership:** Influencing and directing the performance of group members towards the achievement of organisational goals
- **leg:** portion on a journey between two scheduled stops
- **Leisure travel:** Travel undertaken for pleasure and unrelated to paid work time.
- **Length of stay:** No of nights spent in one destination. Most tourist boards seek to find ways of increasing visitors' length of stay
- **letter of agreement:** a letter from the buyer to the supplier accepting the terms of the proposal. This may also be the supplier's initial proposal that has been initialed by the buyer
- **Lifecycle:** The particular pattern through which a destination evolves.
- **Limits of acceptable change:** Environmental indicators that can monitor changes over time as a consequence of tourism.
- **load factor:** average number of seats occupied, e.g. motorcoach or air
- **local:** belonging to a particular place or region
- **low season:** that time of the year at any given destination when tourist traffic, and often rates, are at their lowest. Also referred to as off-peak or off-season.
- **macro business:** a large, formal business that employs many people
- **manifest:** final official listing of all passengers and/or cargo aboard a transportation vehicle or vessel

- **Market orientated pricing:** A method of pricing that benchmarks prices against competitors when deciding on price.
- **market segment:** the concept of dividing a market in parts
- **Market segmentation:** Market segmentation is a marketing approach that encompasses the identification of different groups of customers with different needs or responses to marketing activity. The market segmentation process also considers which of these segments to target.
- **markup:** (1) difference between the cost and the selling price of a given product; (2) difference between the net rate charged by a tour operator, hotel, or other supplier and the retail selling price of the service.
- **Mass tourism:** Traditional, large scale tourism commonly, but loosely used to refer to popular forms of leisure tourism pioneered in southern Europe, the Caribbean, and North America in the 1960s and 1970s.
- **master account:** the guest account for a particular group or function that will be paid by the sponsoring organization
- **master bill:** all items contracted by the operator and supplier that will be paid by the operator
- **MAVERICS:** Characterization of tourists of the future as multi-holidaying, autonomous, variegated, energized, restless, irresponsible, constrained and segmented.
- **Mediation:** An attempt to settle a dispute using a neutral third party
- **meet and greet:** pre-purchased service for meeting and greeting a client/group upon arrival in a city, usually at the airport, pier, or rail station. Service may include assisting the client/group with entrance formalities, collecting baggage, and obtaining transportation to the hotel
- **micro business:** a small, often informal, business that employs very few people
- **Minimal impact practices:** Deliberate human behaviour that reduces the negative impact of people or objects on the environment to a minimum.
- **Minimum charge:** the amount that each customer must pay no matter what is consumed. For example: a two-drink minimum in a club



- **Minimum land package:** the minimum tour expressed in terms of cost and ingredients that must be purchased to qualify for an airline inclusive tour, or contract bulk inclusive tour fare. Such packages usually include a certain number of nights lodging, other specified ingredients such as sightseeing tours and/or entertainment and/or car rental. The minimum rate for the combined air fares and
- **Mode of travel:** The type of transport used to make a journey between an origin and a destination, and can include walking and cycling as well as all forms of mechanical transport.
- **Monitoring:** The ongoing review and assessment of the natural or cultural integrity of a place in order to detect changes in its condition with reference to a baseline condition.
- **Motivation:** Internal and external forces and influences that drive an individual to achieving certain goals.
- **motor coach tour operator:** a company that creates tours in which group members are transported via motor coach on a planned itinerary of stops
- **motor coach:** a large, comfortable, well-powered bus that can transport groups and their luggage over long distances
- **Mystery tour:** a tour to an unpublished destination -- passengers get a surprise!
- **nationwide tour:** sold to people throughout the nation
- **Natural area:** Areas that exist in or are formed by nature which are not artificial, and can include cultural aspects.
- **natural attraction:** a tourist attraction that has not been made or created by people
- **natural disaster:** a destructive force (e.g. earthquake, flood, volcanic eruption)
- **Nature Tourism (Nature-based tourism):** Ecologically sustainable tourism with a primary focus on experiencing natural areas.
- **Negligence:** Failing to exercise what is legally considered to be reasonable care.
- **Net wholesale rate:** a rate usually slightly lower than the wholesale rate, applicable to groups when components are specifically mentioned in a tour brochure. The rate is marked up by wholesale sellers to cover tour costs.

- **no show:** guest with confirmed reservations who does not arrive and has not canceled
- **No-frills:** A low-cost scheduled travel package based on minimizing operator service and costs, which are passed to the consumer as a low price.
- **Non-profit:** Non-profit organizations are those which are driven by non-financial organizational objectives, i.e. other than for profit or shareholder return.
- **Occupancy:** the percentage of available rooms occupied for a given period. It is computed by dividing the number of rooms occupied for a period by the number of rooms available for the same period.
- **off-peak:** a period in which a hotel or attraction is not in its busiest season
- **Off-site management:** Provision of pre-visit (or otherwise off-site) educational and interpretive materials to raise awareness of management issues and encourage minimal impact behavior.
- **on-demand public transportation:** transportation services, such as taxicabs that do not have regular schedules
- **On-site assessment:** A site-visit by a quality systems member to verify material submitted during the accreditation application.
- **On-site management:** Management of visitor impacts and behaviour on-site through the use of signs, formed tracks or board-walks, barriers and the physical presence of management staff.
- **open jaw:** an arrangement, route, or fare, authorized in a tariff, granting the traveling public the privilege of purchasing round-trip transportation from the point of origin to one destination, at which another form of transportation is used to reach a second destination, where a passenger resumes the initial form of transportation to return to the point of origin. Used for airline travel mainly
- **Operations management:** "The ongoing activities of designing, reviewing and using the operating system, to achieve service outputs as determined by the organization for customers" (Wright, 1999).

- **Operations:** performing the practical work of operating a tour or travel program. Operations usually involve the in-house control and handling of all phases of the tour, with both suppliers and clients.
- **option date:** the date agreed upon when a tentative agreement is to become a definite commitment by the buyer
- **option:** tour feature extension or side trip offered at extra cost
- **Organization:** A deliberate arrangement of people to achieve a particular purpose
- **outbound operator:** a company which takes groups from a given city or country to another city or county
- **outbound tour:** any tour that takes groups outside a given city or country, opposite of inbound
- **outfitter:** a business that provides services or equipment at a recreational facility
- **overbook:** accepting reservations for more space than is available
- **override:** a commission over and above the normal base commission percentage
- **pacing:** The scheduling of activities within an itinerary to make for a realistic operation and give a certain balance of travel time, sightseeing, events and free time
- **package tour:** a combination of several travel components provided by different suppliers, which are sold to the consumer as a single product at a single price
- **package:** (1) pre-arranged combination of elements such as air, hotel, sightseeing, and social events put together and sold at an all-inclusive package price; (2) to package, meaning to combine elements as above into an all-inclusive package product
- **packager:** an individual or organization that coordinates and promotes the package tours and establishes operating guidelines for the tour
- **passport:** government document permitting a citizen to leave and re-enter the country
- **pax:** industry abbreviation for passengers
- **peak fare, rate, or season:** highest level of charges assessed during a year

- **Perish ability:** The characteristic of being perishable. In tourism the term is used to describe, for example, a particular hotel room on a specific night or a particular seat on a specific flight: they cannot be 'stored' and sold later, so they are perishable.
- **Personal disposable income:** The amount an individual has left over for personal expenditure on goods and services, after payment of personal direct taxes, national insurance and pension contributions.
- **Person-trip:** A Person-trip for non-residents begins each time a non-resident traveller enters Canada. The person-trip concludes when the traveller leaves Canada. For residents, each time a person departs from Canada a person-trip begins. It ends when the traveller returns to Canada.
- **Physical evidence:** The tangible evidence of a service, including everything which can be seen, touched, smelt and heard.
- **Pollution:** Harmful effects on the environment as a by-product of tourism activity. Types include: air; noise; water; and aesthetic.
- **port of entry:** point at which persons enter a country where customs and immigration services exist
- **Positioning:** The process of ensuring potential customers have a desired perception of a product or service, relative to the competition.
- **pre- and post-trip tours:** optional extension packages before or after a meeting, tour or convention
- **pre-formed group:** a tour group in existence prior to the tour, the members of which share a common destination and purpose
- **Price elasticity of demand:** A measure of the variability that can be expected in sales when prices are changed. Unity elasticity would see equal increase in sales to in reaction to a decrease in price. Inelastic demand would not change when prices went down or up.
- **Price elasticity of demand:** A relationship between the changes in prices charged for a good or service (here taken as hotel rooms) and the change in the amount demanded.

- **Pricing:** decision-making process of ascertaining what price to charge for a given tour, once total costs are known. Pricing involves determining the markup, studying the competition, and evaluating the tour value for the price to be charged; function performed by the operations manager.
- **primary market:** a country in which the US Travel & Tourism Admin (USTTA) maintains an office
- **Process control:** A systematic use of tools to identify significant variations in operational performance and output quality, determine root causes, make corrections and verify results (Evans and Lindsay, 1999:345).
- **Process design:** Involves specifying all practices needed, flowcharting, rationalization and error prevention (Rao et. al., 1996:540-541).
- **Process improvement:** A proactive task of management aimed at continual monitoring of a process and its outcome and developing ways to enhance its future performance (James, 1996:359).
- **Process management:** Planning and administering the activities necessary to achieve a high level of performance in a process and identifying opportunities for improving quality, operational performance and ultimately customer satisfaction. It involves design, control and improvement of key business processes (Evans and Lindsay, 1999:340).
- **Process:** "A set of interrelated or interacting activities which transforms inputs into outputs" (ISO, 2000a:7).
- **Product:** "The result of a process" (i.e. output), which may be either a service, or a good (hardware or processed materials) or software (e.g. information) or their combination (ISO, 2000a:7)
- **Profit:** The excess of revenue over expenses, if expenses exceed revenues in a given period the organization will make a loss.
- **proof of citizenship:** a document, necessary for obtaining a passport, that establishes one's nationality

- **Protected area:** Any area of land and/or sea dedicated to the conservation, protection and maintenance of biodiversity and natural and cultural resources, which is managed through legal or other means.
- **Protected:** guarantee by a supplier or wholesaler to pay commissions, plus all refunds to clients, on pre-paid, confirmed bookings regardless of subsequent cancellation of a tour or cruise.
- **Public policy:** Is whatever governments choose to do or not to do (Thomas Dye 1992: 2). Such a definition covers government action, inaction, decisions and non-decisions as it implies a very deliberate choice between alternatives (see Hall and Jenkins 1995).
- **Quality:** The degree to which a set of inherent characteristics of a product fulfils customer requirements (ISO, 2000a).
- **Qualm ark:** Classification and grading system for the New Zealand tourism industry, using 5 star system.
- **rack rate:** regular published rate of a hotel or other travel service
- **Rack Rate:** Retail price of accommodation, airfares, and activities/attractions.
- **Regulation:** Control through formalized processes.
- **release:** (1) signed form giving the tour operator permission to use a person s name, picture or statement in an advertisement; (2) to give up space, as in returning unsold airline reservations
- **Renewable energy:** Energy sources that is practically inexhaustible. For example solar, hydro and wind energy.
- **Requirements:** Stated, generally implied (as a custom or common practice for the organization, its customers and other interested parties) or obligatory needs (ISO, 2000a).
- **resort:** a hotel, motel or condominium complex located in an area associated with recreation and leisure, such as the mountains or the seashore. Normally offer facilities for sports and recreational activities.

- **Responsibility clause:** that section of a brochure that spells out the conditions under which a tour is sold. The clause should name the party responsible for the tour financially.
- **Responsible tourism:** Type of tourism which is practised by tourists who make responsible choices when choosing their holidays. These choices reflect responsible attitudes to the limiting of the extent of the sociological and environmental impacts their holiday may cause.
- **Restoration:** Returning existing habitats to a known past state, or to an approximation of the natural condition, through repairing degradation, removing introduced species, and renegotiating using native locally occurring species.
- **retailer:** (1) travel agents or (2) one who sells directly to the consumer
- **Revenue expenditure:** The cost of resources consumed or used up in the process of generating revenue, generally referred to as expenses.
- **Revenue management:** Revenue management is a management approach to optimizing revenue, often based on managing revenues around capacity and timing (yield management), for different market segments or from different sources of funding.
- **risk monies:** funds that an agency would not recoup should a tour not take place, such as nonrefundable deposits, promotional expenses, and printing costs
- **room rates:** day rate: usually one-half the regular rate for a room during the day up to 5 pm; flat rate: a specific room rate for a group agreed upon by the hotel/group in advance; group rate: rate based on an agreed upon minimum number of rooms used, also called flat rate; net group rate: a wholesale rate for group business (usually a minimum of 10 and 15 people) to which an operator may add a markup if desired; net wholesale rate: a rate usually lower than the group rate, applicable to groups or individuals when a hotel is specifically mentioned in a tour folder; published rate: a full rate available to or advertised to the public, The rate can change, depending upon the season. Also known as rack rate.
- **room service:** food or beverages served in a guest's room

- **Rooming list:** the list of names or passengers on a tour or other group travel program, submitted to a hotel/motel. The names are not alphabetized as on a flight manifest, but rather room by room indicating who is rooming with whom. Twin-bedded rooms, singles and triples are usually listed in separate categories.
- **Run-of-the-house rate:** flat rate for which a hotel or motel agrees to offer any of its available rooms to a group. Final assignment of the rooms is the discretion of the hotel.
- **Sales:** Revenue from ordinary activities: not necessarily cash.
- **Seasonality:** A phenomenon created by either tourism supply or demand (or both) changing according to the time of the year.
- **sector:** a part or branch of the whole industry that provides particular goods and/or services
- **series operator:** a travel agent, wholesaler, tour operator, or broker who blocks space in advance for a series of movements over a given period of time, not necessarily on a back-to-back basis
- **service:** work done for the benefit of another
- **service charge:** (1) a specified percentage of a hotel's daily rate (usually 10% or 15 %) charged to the guest, who in return is relieved of the responsibility for tipping; (2) a fee charged to a client by a travel agent in addition to the commissions paid to him or her by the principals
- **service delivery:** the manner in which customer needs are met
- **Service encounter:** The moments of interface between customer and supplier
- **Service marketing mix:** The addition of People, Physical Evidence and Process to the four areas of activity more usually associated with marketing products,,: Price, Place, Promotion and Product.
- **service provider:** a person or company that supplies a particular service
- **Service:** non-physical, intangible attributes that management controls, including friendliness, efficiency, attitude, professionalism, and responsiveness.
- **Services cape:** The location in which the service encounter takes place



- **shore excursion:** a land tour, usually available at ports of call and sold by cruise lines or tour operators to cruise passengers
- **short haul:** 1-3 hour flight
- **shoulder season:** period when there is neither a high nor low demand for a destination, usually falling in the spring or fall months for most areas
- **single supplement:** an extra charge assessed to a tour purchased for single accommodations
- **site destination selection company:** company that investigates and suggests potential meeting sites to suit corporate or association needs
- **Skills gaps:** Employers perceive existing employees have lower skill levels than needed to achieve business objectives, or where new, apparently trained and qualified for specific occupations, entrants still lack requisite skills.
- **Skills shortages:** Lack of adequately skilled individuals in the labour market due to low unemployment, sufficiently skilled people in the labour market but not easily geographically accessible or insufficient appropriately-skilled individuals.
- **Small business:** A small business is one which has a small number of employees, profit and/or revenue. Often these are owner-managed, with few specialist managers. Some definitions of small businesses distinguish between businesses with under 10 employees, which are micro-businesses, and those with 10-49 employees, which are classified as small businesses.
- **SME(s):** Small and Medium Enterprises
- **Social:** Relating to human society and interaction between its members.
- **souvenir:** a product purchased by a tourist as a reminder of a holiday
- **special event tour:** a tour designed around a particular event, e.g.: Mardi Gras
- **Special interest tour:** a tour designed to appeal to clients with a curiosity or concern about a specific subject. Most special interest tours provide an expert tour leader and usually visit places and/or events only relevant to that interest.
- **Special market:** a foreign country with high potential for US inbound travel which does not have an office of the US Travel and Tourism Administration (USTTA).

- **Stakeholder:** Any person, group or organization with an interest in, or who may be affected by, the activities of another organization.
- **state travel office:** an official government agency or privately run, non-profit organization responsible for travel development and promotion of a state or province
- **State:** 'The state' is a set of officials with their own preferences and capacities to effect public policy, or in more structural terms a relatively permanent set of political institutions operating in relation to civil society' (Nordlinger 1981, in Hall and Jenkins 1995). The state includes elected politicians, interest or pressure groups, law enforcement agencies, the bureaucracy, and a plethora of rules, regulations, laws, conventions and policies.
- **Statute:** The law as made by parliament, e.g. in the UK, the Disability Discrimination Act (1995). A statute is made up of many parts called 'sections' or 'provisions'.
- **Statutory instrument:** The vast majority of delegated legislation in the UK is in the form of statutory instruments governed by the Statutory Instruments Act 1946
- **step-on guide:** an independent guide who comes aboard a motorcoach to give an informed overview of the city or attraction to be toured
- **Strategic information systems:** Systems designed to support the strategic management decision processes and implementation.
- **Strategy pyramid:** A visual way of representing the different levels of the strategy conceptualization and implementation process. The most general assumptions are shown at the apex and the practical, implementation actions are at the base.
- **subcontractor:** a local operator who provides services for a wholesaler
- **supplier:** the actual producer of a unit of travel merchandise or service such as a hotel or restaurant
- **Suppliers:** Individuals, companies or other organizations which provide goods or services to a recognizable customer or consumer.
- **surety bond:** insurance to guarantee that an insure will carry out the specific work he or she was hired to do

- **sustainable:** something which can be kept in the same or a better condition for the future
- **Sustainable development:** Development carried out in such a way as to meet the needs of the present without compromising the ability of future generations to meet their needs.
- **Sustainable tourism:** According to the World Tourism Organization, this is "envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled with maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."
- **Sustainable tourism:** Tourism that can be sustained over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place.
- **Sustainable tourism:** Tourism that is economically, socioculturally and environmentally sustainable. With sustainable tourism, sociocultural and environmental impacts are neither permanent nor irreversible.
- **tariff:** (1) fare or rate from a supplier; (2) class or type of a fare or rate; (3) published list of fares or rates from a supplier; (4) official publication compiling rates or fares and conditions of service
- **themed tour:** a tour designed around a specific theme such as fall foliage, also a special interest tour
- **tour basing fare:** a reduced-rate excursion fare available only to those who buy pre-paid tours or packages. Tour basing fares include inclusive tours, group inclusive tours, incentive tours, contract bulk inclusive tours, and group round-trip inclusive tours.
- **tour broker:** a person or company which organizes and markets tours
- **tour catalog:** a publication by tour wholesalers listing their tour offerings
- **tour conductor:** see tour manager/director
- **Tour consultant:** individual within an agency selling and advising clients regarding a tour. The consultant is sometimes a salesperson with particular expertise in escorted tour sales.

- **tour departure:** the date of the start by any individual or group of a tour program, also used in referral to the entire operation of that single tour
- **tour escort:** the tour company staff member or independent contractor who conducts the tour. Often called the tour manager or tour director. It is technically a person that only escorts the group and does not have charge of the commentary portion.
- **tour leader:** usually a group leader, also see escort
- **Tour manager:** a person employed as the escort for a group of tourists, usually for the duration of the entire trip, perhaps supplemented by local guides. The terms tour director, leader, escort,
- **tour manual:** (1) a summary of facts about a company s rules, regulations, and official procedures; (2) a compendium of facts about a destination, including its attractions, accommodations, geography, and special events, used by destination marketing organizations to attract tour operators and visitors and their area
- **tour menu:** a menu that limits group clients to two or three choices at a special price
- **tour operator:** a person or company which creates and/or markets inclusive tours and subcontracts with suppliers to create a package. Most tour operators sell through travel agents and/or directly to clients.
- **tour option:** any component of a package tour that is not included in the package price, but may be purchased as an added feature to extend the length of the package or enhance the trip.
- **tour order:** a coupon given to the purchaser of a tour package, identifying the tour, the seller, and the fact that the tour is pre-paid. It is used as a form of proof of payment and receives vouchers for meals, portorage, transfers, entrance fees, and other expenses. Also see tour vouchers.
- **tour organizer:** person who locates and creates groups for preformed tours. The tour organizer is often compensated only with a free trip
- **tour vouchers:** documents issued by tour operators to be exchanged for tour components, also called coupons

- **tour:** any pre-arranged journey to one or more destinations
- **tourism:** the all-embracing term for the movement of people to destinations away from their place of residence for any reason other than following an occupation, remunerated from within the country visited, for a period of 24 hours or more
- **Tourism Commodity:** Tourism Commodity is one for which a significant part of its total demand in Canada comes from visitors.
- **Tourism Demand:** Tourism Demand is defined as the spending of Canadian and non-resident visitors on domestically produced commodities. It is the sum of tourism domestic demand and tourism exports.
- **Tourism Domestic Demand:** Tourism Domestic Demand is the spending in Canada by Canadian visitors on domestically produced commodities.
- **Tourism Employment:** Tourism Employment is a measure of employment in tourism and non-tourism industries. It is based on an estimate of jobs rather than “hours of work”. Thus, someone who works 10 hours a week counts for as much, by this measure, as someone who works 50 hours a week.
- **Tourism Exports:** Tourism Exports is spending by foreign visitors on Canadian-produced goods and services. It includes spending that may take place outside of Canada, for instance, the purchase of an airline ticket from a Canadian international carrier, to travel to Canada.
- **Tourism flows:** The major movements of tourists from specific home areas to destinations.
- **tourism geography:** the knowledge of countries, regions, major cities, gateways, famous icons, monuments, building structures, and geographical features such as rivers, seas, mountains, deserts and time zones
- **Tourism income multiplier (TIM):** Exaggerated effect of a change in tourism expenditure on an area's income.
- **tourism industry:** a group of businesses that provide services and facilities for consumption by tourists

- **Tourism Industry:** Tourism Industry is an industry that would cease to exist or would continue to exist only at significantly reduced levels of activity in the absence of tourism.
- **tourism infrastructure:** roads, railway lines, harbours, airport runways, water, electricity, other power supplies, sewerage disposal systems and other utilities to serve not only the local residents but also the tourist influx (suitable accommodation, restaurants and passenger transport terminals form the superstructure of the region)
- **Tourism product:** different things to the various members of the tourism industry. To the hotel it is 'guest- nights'. To the airline it is the 'seats flown' and the 'passenger miles'. To the museum, art gallery or archaeological site, the product is measured in terms of the number of visitors. For the tourist the product is the complete experience resulting from the package tour or travel facility purchased, from the time they leave home until their return.
- **Tourism satellite account:** System of accounting at national or regional level which reveals the total direct impact of tourism on the economy.
- **Tourism System:** A framework that identifies tourism as being made up of a number of components, often taken to include the tourist, the tourist generating region, the transit route region, the tourist destination and the tourism industry (Leiper, 1990)
- **Tourism:** the business of providing and marketing services and facilities for leisure travelers. Thus, the concept of tourism is of direct concern to governments, carriers, and the lodging, restaurant, and entertainment industries, and of indirect concern to virtually every industry and business in the world.
- **Tourism:** The definition of tourism used in the national tourism indicators (NTI) is that adopted by the World Tourism Organization and the United Nations Statistical Commission: "the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes."

- **tourist:** one who travels for a period of 24 hours or more in a place other than that in which he or she usually resides, whose purpose could be classified as leisure (whether for recreation, health, sport, holiday, study or religion), business, family, mission or meeting
- **Tourist attractions:** Tourist attractions are defined as being destinations for visitors' excursions which are routinely accessible to visitors during opening hours. Visitors can include local residents, day-trippers or people who are travelling for business or leisure purposes. Formal definitions exclude shops, sports stadia, theatres and cinemas, as these meet a wider purpose, although in practice tourists may consider the excluded categories to be tourist attractions.
- **Tourist card:** a kind of visa issued to tourists prior to entering a country (required in addition to a passport or other proof of citizenship).
- **tourist facility:** a feature created for utilisation by tourists
- **tourist route:** a route developed to attract tourists to an area to view or experience something unique to that area (e.g. wine route, whale route, heritage route, battlefield route)
- **tourist trend:** a general tendency to visit a country, region or destination or to pursue a specific tourist activity
- **Tourist:** Anyone who spends at least one night away from home, no matter what the purpose.
- **TOWS matrix:** Uses a SWOT analysis to develop strategies by matching strengths with opportunities, using opportunities to reduce weaknesses, using strengths to overcome threats, and reducing weaknesses and avoiding threats.
- **Tracking Research:** Ongoing research conducted at regular intervals to track changes in specific factors, for example, potential customers' intention to travel to NZ.
- **tracking:** a cause of action or method of monitoring, such as tracking the number of tours that come into a specific destination
- **transfer:** local transportation, sometimes including portage, as from one carrier terminal to another, from terminal to a hotel, or from a hotel to an attraction

- **transit visa:** visa allowing the holder to stop over in a country to make a travel connection or brief visit
- **transit:** process of changing planes without going through security and/or customs
- **travel agent/agency:** a person or firm qualified to arrange for all travel components
- **Trip director:** an escort for an incentive company. Larger companies reserve this title for the person who directs all personnel and activities for a trip.
- **upgrade:** to move to a better accommodation or class of service
- **value season:** a time of year when prices are lower than peak, also called low or off-season
- **Variability:** Because the production and the consumption of a tourism experience are inseparable and because differing circumstances and people will affect each experience, those experiences are prone to variance and create a challenge for tourism managers to achieve consistency of standards.
- **variable cost:** a cost that changes according to how many people take a tour, such as motor coach expenses
- **VAT/TVA/MWS/GST:** acronyms for value-added tax, a tax system which adds a fixed percentage of taxation on products and services at each step of production or service delivery. Common in Europe and Canada.
- **Virtual organization:** Organization in which major processes are outsourced to partners.
- **visa waiver:** a program to eliminate the visa requirement for selected countries
- **visa:** stamp of approval recorded in a passport to enter a country for a specific purpose
- **Visitors:** A broader category than 'tourist', includes tourists and same-day visitors.
- **Visitors:** Visitors are persons who undertake tourism as defined above. They are referred to as either tourists (those who stay overnight or longer in the place visited), or same-day visitors.
- **volume incentive:** see override
- **waitlist:** list of clients awaiting transportation or accommodations at times when they are not available, confirmed as a result of subsequent cancellations



- **Wholesaler:** a company that usually creates and markets inclusive tours and FITs for sale through travel agents. Although the term is used often as a synonym for tour operator there are several distinctions: (1) presumably sells nothing at retail while a tour operator often does both; (2) does not always create his/her own products, while a tour operator always does; (3) is less inclined than a tour operator to perform local services.
- **Working Capital:** Operational assets and liabilities needed for everyday operation, e.g. cash or bank overdraft, stock and trade creditors, known as net current assets/liabilities.
- **World Heritage Area:** Land of cultural and/or natural significance inscribed on the World Heritage List.
- **world heritage site:** a site designated by UNESCO as being of special historical, cultural or natural importance
- **Yield Management:** "A revenue maximization technique which aims to increase net yield through the predicted allocation of available ... capacity to predetermined market segments at optimal price" (Donaghy et al., 1997a).
- **Zoning:** Different eco-systems may be zoned in terms of their robustness to pressures from tourism in an attempt to mitigate environmental damage.

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**Самарқанд иқтисодиёт  
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