

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ
РОССИЙСКОЙ ФЕДЕРАЦИИ

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**СБОРНИК ТЕКСТОВ ДЛЯ ЧТЕНИЯ И ЗАДАНИЙ
ПО ДЕЛОВОМУ АНГЛИЙСКОМУ ЯЗЫКУ**

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UNIT 1 TYPES OF HOTELS

Read the texts and translate them. While reading try and find answers to these questions:

1. Why were most downtown hotels constructed in waves?
2. Why do many airport hotels enjoy a high occupancy?
3. What helps to lower the rates in freeway hotels and motels?

TYPES OF HOTELS

City Center Hotels

City center hotels, due to their location, meet the needs of the public traveling for business or leisure reasons. These hotels could be luxury, midscale, business, suites, economy, or residential. They offer a range of accommodations and services. Luxury hotels might offer the ultimate in decor, butler service, concierge and special concierge floors, secretarial services, computers, fax machines, beauty salons, health spas, twenty-four-hour room service, swimming pools, tennis courts, valet service, ticket office, airline office, car rental, and doctor/nurse on duty or on call. Generally, they offer a signature restaurant, coffee shop, or an equivalent name restaurant; a lounge; a name bar; meeting and convention rooms; a ballroom; and possibly a fancy night spot.

City center hotels were constructed in waves; stimulated by government regulations, investors developed hotels when the climate was right. For example, tax incentives for urban renewal projects created favorable economic conditions in the 1960s. This led to the construction of new downtown hotels in many cities. Another boom time for hotel development was the 1980s. Together with convention centers and office buildings, hotels have been one of the catalysts in inner-city revitalization. The *Copley Center* in Boston and the *Peachtree Plaza* in Atlanta are good examples of this.

Airport Hotels

Many airport hotels enjoy a high occupancy because of the large number of travelers arriving and departing from major airports. The guest mix in airport hotels consists of business, group, and leisure travelers. Passengers with early or late flights may stay over at the airport hotel, while others rest while waiting for connecting flights.

Airport hotels are generally in the 200- to 600-room size and are full service. In order to care for the needs of guests who may still feel as if they are in different time zones, room service and restaurant hours may be extended, even offered twenty-four hours. More moderately-priced hotels have vending machines.

As competition at airport hotels intensified, some added meeting space to cater to business people who want to fly in, meet, and fly out. Here, the airport hotel has the advantage of saving the guests from having to go downtown.

Freeway Hotels and Motels

Freeway hotels and motels came into prominence in the 1950s and 1960s. As Americans took to the open road, they needed a convenient place to stay that was reasonably priced with few frills. Guests could simply drive up, park outside the office, register, rent a room, and park outside of the room. Over the years, more facilities were added: lounges, restaurants, pools, soft drink machines, game rooms, and satellite TV.

Motels are often clustered near freeway off-ramps on the outskirts of towns and cities. Today, some are made of modular construction and have as few as eleven employees per hundred rooms. These savings in land, construction, and operating costs are passed on to the guest in the form of lower rates.

Extended-Stay Hotels

These hotels cater to guests who stay for an extended period. They will, of course, take guests for a shorter time when space is available. However, the majority of guests are long-term. Guests take advantage of a reduction in the rates based on the length of their stay.

The mix of guests is mainly business and professional/technical, or relocating families. *Residence Inns* and *Homewood Suites* are market leaders in this segment of the lodging industry. These properties offer full kitchen facilities and shopping services or a convenience store on the premises. Complimentary continental breakfast and evening cocktails are served in the lobby. Some properties offer a business center and recreational facilities.

VOCABULARY FOCUS

1. Match each word or phrase on the left with the correct equivalent on the right:

- | | |
|--------------|----------------------------------|
| 1) drive | a) пассажир |
| 2) advantage | b) вести машину; ехать на машине |
| 3) occupancy | c) многокомнатный номер |
| 4) employee | d) прибывать |
| 5) flight | e) преимущество |
| 6) arrive | f) служащий, работник |
| 7) passenger | g) занятость (номеров в отеле) |
| 8) depart | h) ставить (парковать) машину |
| 9) park | i) уезжать |
| 10) suite | j) авиарейс |

2. Match each word on the left with the correct definition on the right:

- | | |
|-------------|--|
| 1) guest | a) a hotel specially built for people traveling by car |
| 2) decor | b) someone who is paying to stay at a hotel or eat in a restaurant |
| 3) price | c) a road that leads off a big highway |
| 4) leisure | d) a wide fast road in a US city that you do not pay to use |
| 5) freeway | e) – the time when you are not working or busy;
– activities that you do to relax or enjoy yourself |
| 6) off-ramp | f) the amount of money that you must pay in order to buy something |
| 7) motel | g) the style of decoration and furniture in a hotel, restaurant, etc. |

3. Match the synonyms:

- | | |
|----------------|---------------|
| 1) road | a) convenient |
| 2) territory | b) freeway |
| 3) city center | c) suburb |
| 4) various | d) employee |
| 5) comfortable | e) frills |
| 6) luxury | f) downtown |
| 7) outskirts | g) reasonably |
| 8) moderately | h) premises |
| 9) major | i) different |
| 10) valet | j) main |

4. Match the antonyms:

- | | |
|-------------|-----------|
| 1) arrive | a) work |
| 2) downtown | b) depart |
| 3) low | c) close |
| 4) minor | d) inside |
| 5) open | e) major |

- | | |
|------------|--------------|
| 6) outside | f) outskirts |
| 7) many | g) high |
| 8) early | h) few |
| 9) leisure | i) late |

COMPREHENSION

5. Answer the questions on the texts:

City center hotels

1. What categories can city center hotels be subdivided into?
2. What guests' needs can city center hotels meet?
3. What might luxury hotels offer their guests?
4. What created favorable economic conditions for hotel development in the 1960s.
5. When did another boom for hotel development take place?

Airport hotels

1. Whom does the guest mix in airport hotels consist of ?
2. How many rooms are there in a typical airport hotel?
3. Why are restaurant hours and room service in airport hotels extended?
4. Why are they sometimes offered twenty-four hours?
5. Why do guests in airport hotels feel as if they are in different time zones?

Freeway hotels and motels

1. When and why did freeway hotels and motels come into prominence in the US?
2. What facilities are offered to the guests of a typical American motel?
3. Where and why are motels often clustered?
4. How (in what form) are the savings in land, construction, and operating costs passed on to the guest?

6. Complete the sentences using proper words and phrases in the box below.

1. City center hotels _____ meeting and convention rooms.
2. Government regulations _____ the construction of city center hotels.
3. Business hotels meet all the needs of _____ traveling for business reasons.
4. Room service and _____ are often extended to twenty-four hours.
5. Motels are mostly situated near freeway off-ramps on the outskirts of _____ .

6. Some _____ added meeting space for business people who want to fly in, meet, and fly out.

towns and cities; stimulated; airport hotels; offer; restaurant hours; the guests

7. Say whether the following statements are true or false. Comment on the true statements and correct the false ones.

1. Motels enjoy a high occupancy because of the large number of travelers arriving and departing from major airports.
2. Luxury city center hotels often have as few as eleven employees per hundred rooms.
3. Airport hotels are generally full service.
4. Airport hotels often offer the ultimate in decor, beauty salons, and health spas.
5. Downtown hotels could be luxury, midscale, business, and suites.
6. Savings in operating costs are seldom passed on to the guest in the form of lower rates.
7. The guest mix in airport hotels mostly consists of business travelers.
8. In airport hotels guests may feel as if they are in different time zones.

DISCUSSION

8. Try to identify the type of a hotel on the basis of the following information about it. These words and phrases will come in handy:

- | | |
|--|--|
| <ul style="list-style-type: none"> • luxury • to meet • need • public traveling for business reasons • ultimate in decor • twenty-four-hour room service • secretarial services • computer | <ul style="list-style-type: none"> • car rental • beauty saloon • tennis court • valet service • airline office • meeting and convention room • ballroom • fax machine |
|--|--|

9. Having identified the type of this hotel, describe it in detail. Try and convince your partner that your guess is correct.

10. Work in pairs:

a) Look at the following words and phrases and think of a story that might combine them all. You may re-order them in any way you like using any form of the verb:

- | | |
|---|--|
| <ul style="list-style-type: none"> • had been built in the early 1990s • an experienced GM • well-managed • large number of travelers | <ul style="list-style-type: none"> • were hired • division heads • enjoyed a high occupancy • international flight |
|---|--|

- major airport
 - made the critical decision
 - added meeting space
 - catered to businesspersons
- competition intensified
 - found new opportunities.
 - to save time
 - car rental service

b) After you have decided upon the story, tell it to your partner. Then listen to that of your partner. Ask each other as many questions as you can to learn further details or clarify some points.

11. Entitle the paragraphs beginning with the words:

— City center hotels ... — Motels are often ...

12. Give a summary of each text.

CASE STUDY

CORPORATE PROFILE — HYATT HOTELS

Background:

Having started from scratch, Nicholas Pritzker opened a small law firm. Then he managed to expand it and turn into a management company. ... Today, *Hyatt Hotel Corporation* is one of the world's famous hotel management and development company. Together with *Hyatt International*, they are among the leading chains in the hotel industry.

Read the supporting article and provide detailed answers to the case questions below.

When Nicholas Pritzker emigrated with his family from Ukraine to the United States, he began his career by opening a small law firm. His outstanding management skills led to the expansion of the law firm, turning it into a management company. The Pritzkers gained considerable financial support, which allowed them to pursue their goals of expansion and development. These dreams came into reality with the opening of the first Hyatt Hotel, inaugurated on September 27, 1957.

Today, *Hyatt Hotel Corporation* is a \$2.5 billion hotel management and development company; together with Hyatt International, they are among the leading chains in the hotel industry, with 8.5 percent of the market share. The company owns 173 hotels and resorts worldwide: 107 in North America, Canada, and the Caribbean, and 66 in international locations. Hyatt has earned

worldwide fame as the leader in providing luxury accommodations and high-quality service, targeting especially the business traveler, but strategically differentiating its properties and services to identify and market to a very diverse clientele. This differentiation has resulted in the establishment of four basic types of hotels:

1. *The Hyatt Regency Hotels* represent the company's core product. They are usually located in business city centers and regarded as five-star hotels.
2. *Hyatt Resorts* are vacation retreats. They are located in the world's most desirable leisure destinations, offering the "ultimate escape from everyday stresses".
3. *The Park Hyatt Hotels* are smaller, European-style, luxury hotels. They target the individual traveler who prefers the privacy, personalized service, and discreet elegance of a small European hotel.

The Grand Hyatt Hotels serve culturally rich destinations that attract leisure business as well as large-scale meetings and conventions. They reflect refinement and grandeur, and they feature state-of-the-art technology and banquet and conference facilities of world-class standard.

Vocabulary notes

- | | |
|---|--|
| 1. career | вид деятельности; профессиональный рост, становление как специалиста |
| 2. law firm | юридическая фирма |
| 3. outstanding management skills | зд. незаурядные навыки руководителя |
| 4. to gain considerable financial support | получать значительную финансовую помощь |
| 5. to come into reality | воплотиться в жизнь |
| 6. to inaugurate | зд. торжественно открывать, вводить в строй |
| 7. market share | доля на рынке |
| 8. core product | зд. основная специализация |
| 9. diverse clientele | разнообразная клиентура |
| 10. privacy | зд. соблюдение неприкосновенности частной жизни (клиента); полная конфиденциальность |
| 11. personalized service | индивидуальный подход при |

	обслуживании
12. discreet elegance	зд. приглушенная, неброская элегантность
13. retreat (n.)	уединенное место
14. to feature (smth.)	отличаться (чем-либо); обладать характерной чертой

Answer these questions:

1. Where did Nicholas Pritzker come to the United States from?
2. How did he begin his career?
3. What helped him expand his small law firm and turn it into a management company?
4. What else allowed the Pritzkers to pursue their goals of expansion?
5. When was the first Hyatt Hotel opened?
6. How many hotels and resorts does the company currently own?
7. What accommodations and service does Hyatt provide?
8. How did Hyatt manage to earn worldwide fame?
9. What represents the company's core product?
10. What kind of traveler do European-style luxury hotels target?

Role-play:

Imagine that you are entering the lodging industry starting from scratch. To begin with, you are planning to create a hotel featuring facilities of world-class standard to best meet diverse clientele's needs. What exactly will you start with?

While making your decision consider the following possible steps:

- | | |
|--|---|
| • to make up a business plan | • to raise the necessary money |
| • to gain considerable financial support | • to equip rooms with modernized business amenities |
| • to differentiate cuisine and services | • to introduce and maintain world-class services and facilities |
| • to pursue the goals of expansion and development | |

2. Identify key points in the article and extract information from it to pass on to your partner.

3. Let your partner see whether key points identified by you are the same as those covered in the article. Let him agree or disagree with you.

UNIT 2 ROLE OF THE HOTEL GENERAL MANAGER

Read the text and translate it. While reading try and find answers to these questions:

1. Whose responsibility is it to keep guests satisfied and returning?
2. What periods in large hotels are considered to be "peak times"?
3. What is Rick Segal's position in the famous *St. Regis Hotel*?

ROLE OF THE HOTEL GENERAL MANAGER

Hotel general managers have a lot of responsibilities. They must provide owners with a reasonable return on investment, keep guests satisfied and returning, and keep employees happy. This may seem easy, but because there are so many interpersonal transactions and because hotels are open every day, all day, the complexities of operating become challenges that the general manager must face and overcome.

Larger hotels can be more impersonal. Here, the general manager may only meet and greet a few VIPs. In the smaller property, it is easier – though no less important – for the GM to become acquainted with guests, to ensure their stay is memorable, and to secure their return. One way that experienced GMs can meet guests, even in large hotels, is to be visible in the lobby and food and beverage (*F & B*) outlets at peak times (check-out, lunch, check-in, and dinner time).

Guests like to feel that the GM takes a personal interest in their well-being. Max Brown, who was general manager of the famous *George V Hotel* in Paris for more than thirty years, was a master of this art. He was always present at the right moment to meet and greet guests. In fact, he often made such a spectacle that other guests would inquire who he was and then would want to meet him. Hoteliers always remember they are hosts.

Rick Segal, vice president of *Sheraton's* luxury hotel division, credits his success to several things, but the quality he mentions first is paying attention to detail. As general manager of the famous *St. Regis Hotel* in New York City, he has plenty of opportunities to do just that.

The GM is ultimately responsible for the performance of the hotel and the employees. The GM is the leader of the hotel. As such, she or he is held accountable for the hotel's level of profitability by the corporation or owners.

General managers with a democratic, situational, and participating leadership style are more likely to be successful. There are, however, times when it is necessary to be somewhat autocratic – when crisis situations arise.

VOCABULARY FOCUS

1. Match each word or phrase on the left with the correct equivalent on the right:

- | | |
|----------------------|---|
| 1) remember | a) функционирование |
| 2) well-being | b) помнить |
| 3) inquire | c) знакомиться |
| 4) be responsible | d) отвечать за что-либо |
| 5) performance | e) наводить справки;
осведомляться, узнавать |
| 6) become acquainted | f) благосостояние |
| 7) successful | g) обращать внимание |
| 8) pay attention | h) успешный; удачливый |
| 9) famous | i) холл в гостинице |
| 10) lobby | j) знаменитый |

2. Match each word on the left with the correct definition on the right:

- | | |
|----------------|--|
| 1) marketing | a) a drink, for example – tea, coffee, or wine |
| 2) executive | b) a building where you pay to stay in a room and have meals |
| 3) cooperation | c) a senior manager in a business or other organization |
| 4) beverage | d) what you earn, save, invest and use to pay for things |
| 5) profit | e) someone who goes to a university, college, or high school |
| 6) student | f) the ways in which a company encourages people to buy its products by deciding on price, type of customer, and advertising policy |
| 7) stuff | g) a variety of objects or things |
| 8) property | h) people who work for a particular company |
| 9) hotel | i) a situation in which people or organizations work together to achieve a result that will benefit all of them |
| 10) staff | j) money that you make by selling something or from your business, especially the money that remains after you have paid all your business costs |

- 11) money k) things, especially valuable things, that are owned
by someone

3. Match the synonyms:

- | | |
|-------------------|------------|
| 1) responsibility | a) period |
| 2) each | b) leader |
| 3) time | c) company |
| 4) head | d) duty |
| 5) some | e) ensure |
| 6) master | f) several |
| 7) corporation | g) owner |
| 8) secure | h) every |

4. Match the antonyms:

- | | |
|---------------|---------------|
| 1) complex | a) crisis |
| 2) autocratic | b) many |
| 3) never | c) always |
| 4) forget | d) democratic |
| 5) few | e) invisible |
| 6) success | f) simple |
| 7) visible | g) often |
| 8) seldom | h) remember |

COMPREHENSION

5. Answer these questions on the text:

1. What must general managers provide hotels' owners with?
2. Who was general manager of the famous *George V Hotel* in France for more than thirty years?
3. Whose responsibility is it to ensure the guests' stay is memorable, and to secure their return?
4. Why must general managers keep guests satisfied and returning?
5. Why are some periods (check-out, lunch, check-in, and dinner time) considered to be "peak times" in large hotels?

6. Why do experienced GMs often meet guests in the lobby and *F & B* outlets at peak times?
7. What management style is more likely to be effective in running a large hotel?
8. What is one of the main things Rick Segal, vice president of Sheraton's luxury hotel division, credits his success to?
9. What makes him think so? Do you agree with him?
10. When is it recommended to be somewhat autocratic in running a hotel?

6. Use proper words and phrases in the box below to complete these sentences.

1. Hotel staff should do their best to keep _____ satisfied and returning.
2. Owners hold the GM _____ for the hotel's level of profitability.
3. Big hotels are usually _____ than smaller ones.
4. Managers with a democratic _____ are more successful.
5. It is the GM who is _____ for the performance of the hotel and the employees.
6. Sometimes – when a crisis situation arises – it is absolutely necessary for the manager _____ .

responsible; accountable; to be somewhat autocratic; more impersonal; leadership style; guests

7. Say whether the following statements are true or false. Comment on the true statements and correct the false ones.

1. In small hotels, it is easy for the GM to become acquainted with guests.
2. Owners must provide general managers with a return on investment.
3. The corporation holds general managers accountable for the hotel's profitability.
4. Hoteliers like to feel that guests take a personal interest in their well-being.
5. *F @ B* managers and their staff should always remember they are hosts.
6. Hotel managers with an autocratic leadership style are more likely to be successful.

DISCUSSION

8. Enumerate the main responsibilities of a typical hotel GM and comment on them. These words and phrases will come in handy:

- | | |
|---|--|
| <ul style="list-style-type: none">• hotel general manager• to provide• to keep guests satisfied and returning• to meet and greet• to become acquainted• to run a large hotel | <ul style="list-style-type: none">• owner• reasonable return on investment• to keep employees happy
• VIP guests• to ensure their stay is memorable• to secure their return |
|---|--|

9. Work in pairs:

a) Look at the following words and phrases and think of a story that might combine them all. You may re-order them in any way you like using any form of the verb:

- | | |
|---|--|
| <ul style="list-style-type: none">• graduated from Nizhny Novgorod University• was promoted• not so experienced
• had to overcome lots of difficulties• was always visible in the lobby• at peak times (check-out, lunch, check-in, and dinner time)• always responded to the demands of the guests | <ul style="list-style-type: none">• the famous Moscow Radisson Slavyanskaya Hotel• the position of general manager• immediately faced several challenges• started meeting guests
• in the food-and-beverage outlets• liked to feel that the GM takes a personal interest• credited his success to several things |
|---|--|

b) After you have decided upon the story, tell it to your partner. Then listen to that of your partner. Ask each other as many questions as you can to learn further details or clarify some points.

10. Entitle the passage (two paragraphs) from the words

"Larger hotels..." up to the words "...are hosts":

11. Divide the text into other logical parts and entitle each of them.

12. Give a summary of the text.

CASE STUDY

CHEQUING IN

(Why are Britain's hotels so expensive?)

Background:

Shortage of hotel rooms in London, coupled with strong demand, keeps prices sky-high. Besides being the most expensive in Europe, British hotels' personnel demonstrate incompetence on every level to say nothing of grubby crockery and dysfunctional plumbing.

Read the supporting article and provide detailed answers to the case questions.

In the aftermath of the foot-and-mouth crisis, Kim Howells quipped that a lot of British hotels "make 'Fawlty Towers' look like a documentary". Not the sort of thing you'd expect to hear from the tourism minister. But he's got a point. Your recently married correspondent, for one, is still reeling from a hotel honeymoon of unforgettable, unutterable awfulness – a stunning exhibition of incompetence on every level, from grubby crockery and dysfunctional plumbing to a service ethos that would have made Basil himself cock an admiring eyebrow.

Such experiences don't come cheap. According to the "Which? Hotel Guide 2015", British hotels are the most expensive in Europe, from the lowliest dosshouse up. The situation is especially bad in London, where a shortage of hotel rooms, coupled with strong demand, keeps prices sky-high. "You can find a good, individual hotel in the middle of Paris for €60 a night", says Patricia Yates, co-editor of the "Which? Hotel Guide", "but I wouldn't like to try to find one at that price in London – or to have to stay there".

The strength of the pound is often blamed, VAT is certainly a factor: at 17.5% it is the second highest in Europe, after Denmark. Elsewhere it hovers between 3% and 10%. But any independent hotelier will tell you that it is above all the cost of property that accounts for the scarcity of well-designed, moderately priced, owner-run hotels in central London.

Vocabulary notes

1. chequing in зд. непереводаимая игра слов: to check in – "регистроваться при поселении в отель" и cheque

- "банковский чек" (имеется в виду, что стоимость и самих отелей и проживания в них чересчур высока)
2. aftermath, the последствия какого-либо неприятного или важного события
 3. foot-and-mouth disease ящур – инфекционное заболевание крупного рогатого скота
 4. foot-and-mouth crisis экономический кризис, вызванный в 2012 г. эпидемией ящура, в результате которой в Англии было забито множество скота, а спрос на говядину резко упал, что привело к разорению многих фермеров
 5. to quip сказать что-то забавное или умное
 6. tourism minister министр по делам туризма
 7. to have (got) a point зд. быть в чем-то правым
 8. "Fawlty Towers" "Фолти Тауэрс" *вымысл.* название отеля; взято из комедийного английского телесериала, став именем нарицательным для очень скверных гостиниц, в которых все идет через пень-колоду
 9. documentary зд. документальный фильм
 10. for one зд. например
 11. to reel зд. находиться в полном расстройстве, быть в шоке
 12. honeymoon медовый месяц
 13. grubby грязный, невытый
 14. crockery посуда (тарелки, чашки и т.п.)
 15. plumbing водопровод; водопроводная система
 16. service ethos зд. манера, метод, принцип обслуживания
 17. to come cheap обходиться дешево
 18. lowly имеющий низкий статус; невысоко котирующийся; неприязнательный
 19. dosshouse (*Br.E.*) *разг.* ночлежка для бездомных
 20. shortage нехватка
 21. VAT *сокр.* от Value Added Tax налог на добавленную стоимость (Н Д С)
 22. hotelier владелец гостиницы или ее управляющий
 23. to hover зд. колебаться, варьировать

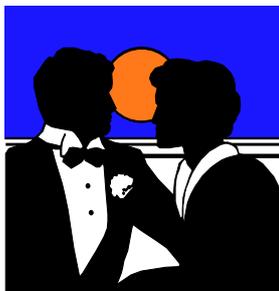
24. to account (for *быть причиной, лежать в основе (чего-либо); smth.*) *объяснять (что-либо)*
25. owner-run hotel *гостиница (отель), работу которой возглавляет сам владелец; являясь одновременно и менеджером, т.е. руководит ее персоналом*

Answer these questions:

1. What is Kim Howells' position in the Tourism Ministry?
2. Where is the famous Fawly Towers Hotel located?
3. What does the name "Fawly Towers" mean?
4. Why did the tourism minister compare a lot of British hotels with "Fawly Towers"?
5. Why is the Economist's correspondent still reeling from a hotel honeymoon?
6. How can a stunning exhibition of incompetence on every level impress the guest?
7. Where are the most expensive European hotels located?
8. Why is the situation so bad especially in London?
9. What keeps prices in London's hotels sky-high?
10. Why have prices in London's hotels soared?
11. Can the strength of the pound be the reason for so high rates and prices?
12. What does the economic term "VAT" mean?
13. What European country has the highest VAT?
14. How does VAT affect hotel prices?

2. Identify key points in the text and extract information from it to pass on to your partner.

3. Let your partner see whether key points identified by you are the same as those covered in the text. Let him/her agree or disagree with you.



Read the text and translate it. While reading try and find answers to these questions:

1. Do all hotels have a restaurant?
2. What problems can arise if there are too few guests?
3. When are hotel restaurants open?

HOTEL RESTAURANTS



A hotel may have several restaurants or no restaurant at all; the number and type of restaurants varies as well. A major chain hotel generally has two restaurants: a signature or upscale formal restaurant and a casual coffee-shop type of restaurant. These restaurants cater to both hotel guests and to the general public. In recent years, because of increased guest expectations, hotels have placed greater emphasis on food and beverage preparation and service. As a result, there is an increasing need for professionalism on the part of the hotels' personnel.

Hotel restaurants are run by restaurant managers in much the same way as other restaurants. Restaurant managers are generally responsible for the following:

- exceeding guest service expectations;
- hiring, training, and developing employees;
- setting and maintaining quality standards;
- marketing;
- room service, mini-bars, or the cocktail lounge;
- presenting annual, monthly, and weekly forecasts and budgets to the food and beverage director.

Some restaurant managers work on an incentive plan with quarterly performance bonuses. Hotel restaurants present the manager with some interesting challenges because hotel guests are not always predictable. Sometimes they will use the hotel restaurants, and other times they will dine out. If they dine in or out to an extent beyond the forecasted number of guests, problems can arise. Too many guests

for the restaurants results in delays and poor service. Too few guests means that employees are underutilized, which can increase labor costs unless employees are sent home early. Fortunately, over time, a restaurant manager keeps a diary of the number of guests served by the restaurant on the same night the previous week, month, and year. The number and type of hotel guests (e.g., the number of conference attendees who may have separate dining arrangements) should also be considered in estimating the number of expected restaurant guests for any meal. This figure is known as the *capture rate*, which, when coupled with historic and banquet activity and hotel occupancy, will be the restaurant's basis for forecasting the number of expected guests.

Most hotels find it difficult to coax hotel guests into the restaurants. However, many continuously try to convert food service from a necessary amenity to a profit center. The *Royal Sonesta* in New Orleans offers restaurant coupons worth \$5 to its guests and guests of nearby hotels. Another successful strategy, adopted by the *Plaza Athenee* in New York, is to show guests the restaurants and explain the cuisine before they go to their rooms. This has prompted most guests to dine in the restaurant during their stay. At the *Sheraton Boston Hotel and Towers*, the restaurants self-promote by having cooking demonstrations in the lobby: The "onsite" chefs offer free samples to hotel guests.

Progressive hotels, such as the *Kimco Hotel*, in San Francisco, ensure that the hotel restaurants look like free-standing restaurants with separate entrances. They also charge the restaurants rent and make them responsible for their own profit and loss statements.

Compared with other restaurants, some hotel restaurants offer greater degrees of service sophistication. This necessitates additional food preparation and service skills and training. Compared to free-standing/independent restaurants, it is more difficult for hotel restaurants to operate at a profit. They usually are open from early morning until late at night and are frequently underpatronized by hotel guests who tend to prefer to eat outside of the hotel at independent restaurants.

Vocabulary notes

incentive	поощрительный (о платежах, заработной плате и т.д.). Напр.: incentive salary (bonus, fee)
quarterly performance bonus	ежеквартальная премия по результатам работы
predictable	предсказуемый
signature (<i>Am.E.</i>) = upscale (<i>Am.E.</i>) = upmarket (<i>Br.E.</i>)	зд. предназначенный для обслуживания очень состоятельных лиц. Напр.: upscale restaurants (hotels, shops)
to place emphasis (<i>on smth.</i>)	перен. делать упор (на что-либо); уделять

delay	особое внимание (<i>чему-либо</i>)
cocktail lounge	задержка, медлительность (<i>при обслуживании</i>); коктейльный зал, бар, буфет, закусочная; небольшой ресторан (<i>в отеле</i>)
attendee	участник (<i>конференции, съезда</i>); посетитель (<i>выставки</i>)
to underutilize	использовать (*задействовать) не полностью
to keep a diary	вести дневник
to forecast	предвидеть, прогнозировать, предвосхищать
to coax (<i>into smth.</i> ; <i>into doing smth.</i>)	уговаривать; терпеливо и ласково упрашивать, убеждать (<i>сделать что-либо</i>)
loss	убыток, ущерб, потеря
chef	шеф-повар
cuisine	1) кухня, стол (питание; поварское искусство); 2) кухня (особый стиль приготовления пищи. Напр.: французская, китайская кухня)
to charge	зд. <i>взимать плату</i> ; напр.: 1) Most hotels <u>charge</u> for the use of tennis courts. 2) You <u>will be charged</u> a small fee for food and lodging. 3) They <u>charged</u> us 20 dollars for three drinks
to operate at a profit	работать с прибылью, не в убыток себе
to patronize (= to frequent)	систематически посещать; быть завсегдатаем
to be underpatronized	испытывать недостаток клиентуры; посещаться недостаточным количеством клиентов
service sophistication	зд. <i>утонченное, изысканное обслуживание</i>
coupon	купон; отрывной талон
free samples	бесплатные образцы (<i>выдаются клиентам в рекламных целях</i>)

VOCABULARY FOCUS

1. Match the attributes on the left with the words on the right (more than one interconnection is possible):

- | | |
|------------------|------------------|
| 1) poor | a) hotel |
| 2) hotel | b) demonstration |
| 3) restaurant | c) interesting |
| 4) progressive | d) service |
| 5) free-standing | e) entrance |
| 6) separate | f) restaurant |
| 7) predictable | g) guest |

- | | |
|----------------|--------------|
| 8) cooking | h) manager |
| 9) interesting | i) challenge |

2. Match the synonyms:

- | | |
|-------------------|-----------------|
| 1) attendee | a) quantity |
| 2) frequent | b) bad |
| 3) benefit | c) patronize |
| 4) challenge | d) formal party |
| 5) example | e) predict |
| 6) sort | f) isolated |
| 7) banquet | g) sample |
| 8) poor | h) participant |
| 9) too | i) inn |
| 10) number | j) profit |
| 11) must | k) problem |
| 12) diary | l) type |
| 13) hotel | m) hall |
| 14) separate | n) independent |
| 15) often | o) difficult |
| 16) forecast | p) frequently |
| 17) lobby | q) should |
| 18) free-standing | r) also |
| 19) hard | s) journal |
| 20) annual | t) yearly |

3. Match the antonyms:

- | | |
|---------------|----------------|
| 1) employee | a) independent |
| 2) difficult | b) profit |
| 3) host | c) employer |
| 4) nearby | d) entrance |
| 5) early | e) frequently |
| 6) without | f) far-off |
| 7) loss | g) have |
| 8) free | h) morning |
| 9) seldom | i) poor |
| 10) excellent | j) late |
| 11) night | k) guest |
| 12) dependent | l) before |
| 13) after | m) common |
| 14) separate | n) in |
| 15) exit | o) with |
| 16) closed | p) chargeable |
| 17) lack | q) easy |

- 18) out r) open

4. Match each word on the left with the correct definition on the right:

- | | |
|------------|---|
| 1) upscale | a) conservative in style, and suitable for official or serious situations or occasions |
| 2) amenity | b) gently persuade someone to do something |
| 3) formal | c) provide people with everything they want or need |
| 4) charge | d) something that makes it comfortable or enjoyable to live or work somewhere |
| 5) cater | e) 1/ a particular style of cooking food, especially the style of a particular country or region;
2/ the food you can eat in a particular place, especially in a restaurant or hotel |
| 6) cuisine | f) designed for people who have a lot of money |
| 7) coax | g) ask someone to pay an amount of money for something you are selling to them or doing for them |

COMPREHENSION

5. Answer the questions on the text:

1. What shows that the restaurant's employees are underutilized?
2. What figure is known as the *capture rate*?
3. What can this figure be used for? Why?
4. What customers do hotel restaurants cater to?
5. What problems can arise if there are too many guests in the hotel restaurant?
6. Where do hotel guests mostly dine – in or out?
7. Why is it difficult for most hotels to coax hotel guests into the restaurants?
8. How do some restaurants self-promote?
9. What successful strategies are there to coax hotel guests into dining in the hotel restaurant during their stay?
10. What does a greater degree of service sophistication necessitate?
11. Why is it more difficult for hotel restaurants to operate at a profit?
12. Why do hotel guests tend to prefer to eat outside of the hotel at independent (free-standing) restaurants?

6. Use proper words and phrases in the box to complete the sentences.

explain the cuisine; food service; service sophistication; hotel guests; a casual coffee-shop type; the number of guests.

1. Hotel restaurants cater to both _____ and to the general public.
2. Large hotels have two restaurants: an upscale restaurant and _____ of restaurant.

3. The *capture rate* is a reliable basis for forecasting _____ expected in the restaurant.
4. It is a good idea to show guests the restaurants and _____ before they go to their rooms.
5. A greater degree of _____ demands additional food preparation and service skills and training.
6. Most hotels try to convert _____ from a necessary amenity to a profit center.

7. Say whether the following statements are true or false. Comment on the true statements and correct the false ones.

1. Unlike free-standing restaurants, hotel restaurants are run by restaurant managers.
2. It is rather hard for hotels to coax hotel guests into the restaurants.
3. Both hotel restaurants and free-standing restaurants have separate entrances and exits.
4. Since hotel guests are quite predictable, restaurant managers are not faced with problems.
5. Hotels will operate at a profit if most guests prefer to dine in the restaurant during their stay.
6. Free-standing restaurants offer greater degrees of service sophistication in comparison with hotel restaurants.
7. It is restaurant managers who are generally responsible for hiring and training employees.
8. Some hotels make the restaurants responsible for their own profit and loss statements.
9. If all guests always dine out, no problems can arise.
10. Compared to hotel restaurants, it is more difficult for free-standing (independent) ones to operate at a profit.

DISCUSSION

8. Define optimum ways and means of forecasting the number of expected restaurant guests. These words and phrases will come in handy:

- | | |
|--|---|
| <ul style="list-style-type: none"> • to cater to hotel guests • to coax hotel guests into the restaurant • to be not always predictable • to eat outside of the hotel • to consider • the "<i>capture rate</i>" • hotel occupancy | <ul style="list-style-type: none"> • if possible • the general public • to prefer • to keep a diary • for any meal • to couple with historic and banquet activity • a reliable basis for forecasting |
|--|---|

9. Work in pairs:

a) Look at the following words and phrases and think of a story that might combine them all. You may re-order them in any way you like using any form of the verb:

- | | |
|--|---|
| <ul style="list-style-type: none">• owned two restaurants• midpriced casual coffee-shop type of restaurant• food preparation• hired an experienced chef and cooks• was necessary• made a critical decision
• worked in close cooperation with the hotel GM | <ul style="list-style-type: none">• signature or upscale• placed greater emphasis on service
• increasing need for professionalism• played a significant role• found new opportunities.• responded to the demands of the guests• would become a good source of income |
|--|---|

b) After you have decided upon the story, tell it to your partner. Then listen to that of your partner. Ask each other as many questions as you can to learn further details or clarify some points.

10. Entitle the paragraphs beginning with the words:

- Hotel restaurants are run by...
- Some restaurant managers work...

11. Divide the text into other logical parts and entitle each of them.

12. Give a summary of the text.

CASE STUDY

CANADIAN PACIFIC HOTELS



Background:

Being involved in many programs, the Canadian Pacific Hotel company has done a lot to benefit the population of Canada.

Read the supporting article and provide detailed answers to the case questions.

Canadian Pacific Hotels are involved in many programs to benefit the residents of Canada. An environmental program that started in 2010, which all hotels in the chain are involved in, is doing great. Canadian Pacific Hotels have set goals for themselves, such as reducing waste and collecting recyclables from the guest rooms. The hotels have reached their goal of being nature-friendly with the help of an environmental consultant. The corporation received the "Green Hotelier of the Year" award in 2016 for outstanding efforts to improve environmental performance.

Another program that Canadian Pacific is currently involved in is the Adopt-A-Shelter program. Each hotel in the chain adopts a local women's shelter and donates goods, services, and financial support, mainly used furniture and household items. The relationship between the hotel and the shelter is a continuing one.

The Canadian Pacific Charitable Foundation will also donate \$150,000 to the Canadian Women's Foundation during the next three years. This money will help the Women's Foundation set up "Canadian Pacific Violence Prevention Fund", which will help support many violence prevention programs across Canada.

Vocabulary notes

to benefit (<i>smb., smth.</i>)	идти на благо (<i>кому-либо, чему-либо</i>)
environmental	экологический; относящийся к защите окружающей среды
to reduce waste	сократить количество отходов (загрязняющих окружающую среду)
recyclables (<i>pl.</i>)	использованные предметы, которые подлежат переработке и утилизации
to donate	вносить, делать пожертвования (в благотворительных целях)
to reach one's goal	достигать своей цели
nature-friendly	зд. не загрязняющий окружающую среду; берегущий природу
violence prevention program	программа по предотвращению насилия (главным образом – в семьях, по отношению к женщинам и детям)

Answer these questions:

1. What are the Canadian Pacific Hotels currently involved in?
2. How is the environmental program, that started in 2010, doing now?
3. How many hotels in the chain are involved in the environmental program?
4. What goals have Canadian Pacific Hotels set for themselves?
5. Who helped the hotels reach their goal of being nature-friendly?

What award did the corporation receive in 2016? What for?

7. How does Canadian Pacific currently participate in the Adopt-A-Shelter program?
8. What does each hotel involved in the Adopt-A-Shelter program donate?
9. How much money will the Canadian Pacific Charitable Foundation donate to the Canadian Women's Foundation?
10. What will the donated money help to do?

Role-play:

Pretend you are an owner of a hotel chain in Russia and Byelorussia. You are planning to create a positive image of your chain in order to take full advantage of this action which can give you the edge over your competitors. What measures will you be taking?

While making your decision consider the following possible steps:

- to make donations to different environmental programs
- to give used furniture and household items to poor families
- to hire an environmental consultant
- to reduce waste
- to collect recyclables from the guest rooms
- to improve environmental performance.

Identify key points in the article and extract information from it to pass on to your partner.

Let your partner see whether key points identified by you are the same as those covered in the article. Let him/her agree or disagree with you.



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для магистров Института экономики и предпринимательства,
обучающихся по направлению подготовки
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