

Предисловие

Настоящий сборник предназначен для студентов II и III курса направления подготовки бакалавров 38.03.01 «Экономика» (все профили подготовки), владеющих определенными навыками устной и письменной речи, а также навыками работы с оригинальной литературой. Цель сборника заключается в том, чтобы на предложенном материале с помощью упражнений совершенствовать перечисленные навыки, а также развить навыки перевода оригинального текста с использованием словарей и справочников.

Сборник состоит из четырех частей, представляющих собой оригинальные английские тексты и упражнения к ним, что дает возможность расширить словарный запас студентов и использовать его при обсуждении проблем, затронутых в текстах.

Материал каждой части рассчитан на 4 часа самостоятельной работы и 2 часа аудиторной работы. Выполнение всех упражнений в аудитории необязательно.

В пособии использованы отрывки из романа Джона Гришэма «Фирма». Нью-Йорк. 1992 г.

Episode 1

Exercise 1

Write out new words and expressions.

Make a list of them

Exercise 2

Read the text

The five-story building had been built a hundred years earlier by a cotton merchant and his sons after the Reconstruction, during the revival of cotton trading in Memphis. It sat in the middle of Cotton Row on Front Street near the river. Through its halls and doors and across its desks, millions of bales of cotton had been purchased from the Mississippi and Arkansas deltas and sold around the world. Deserted, neglected, then renovated time and again since the first war, it had been purchased for good in 1951 by an aggressive tax lawyer named Anthony Bendini. He renovated it yet again and began filling it with lawyers. He renamed it the Bendini Building.

He pampered the building, indulged it, coddled it, each year adding another layer of luxury to his landmark. He fortified it, sealing doors and windows and hiring armed guards to protect it and its occupants. He added elevators, electronic surveillance, security codes, closed-circuit television, a weight room, a steam room, locker rooms and a partners' dining room on the fifth floor with a captivating view of the river.

In twenty years he built the richest law firm in Memphis, and, indisputably, the quietest. Secrecy was his passion. Every associate hired by the firm was indoctrinated in the evils of the loose tongue. Everything was confidential. Salaries, perks, advancement and, most especially, clients. Divulging firm business, the young associates were warned, could delay the awarding of the holy grail—a partnership. Nothing left the fortress on Front Street. Wives were told not to ask, or were lied to. The associates were expected to work hard, keep quiet and spend their healthy paychecks. They did, without exception.

With forty-one lawyers, the firm was the fourth largest in Memphis. Its members did not advertise or seek publicity. They were clannish and did not fraternize with other lawyers. Their wives played tennis and bridge and shopped

among themselves. Bendini, Lambert & Locke was a big family, of sorts. A rather rich family.

The senior partner studied the resume for the hundredth time and again found nothing he disliked about Mitchell Y. McDeere, at least not on paper. He had the brains, the ambition, the good looks. And he was hungry; with his background, he had to be. He was married, and that was mandatory. The firm had never hired an unmarried lawyer, and it frowned heavily on divorce, as well as womanizing and drinking. Drug testing was in the contract. He had a degree in accounting, passed the CPA exam the first time he took it and wanted to be a tax lawyer, which of course was a requirement with a tax firm. He was white, and the firm had never hired a black. They managed this by being secretive and clubbish and never soliciting job applications. Other firms solicited, and hired blacks. This firm recruited, and remained lily white. Plus, the firm was in Memphis, of all places, and the top blacks wanted New York or Washington or Chicago. McDeere was a male, and there were no women in the firm. That mistake had been made in the mid-seventies when they recruited the number one grad from Harvard, who happened to be a she and a wizard at taxation. She lasted four turbulent years and was killed in a car wreck.

He looked good, on paper. He was their top choice. In fact, for this year there were no other prospects. The list was very short. It was McDeere or no one.

The managing partner, Royce McKnight, studied a dossier labeled "Mitchell Y. McDeere – Harvard." An inch thick with small print and a few photographs, it had been prepared by some ex-CIA agents in a private intelligence outfit in Bethesda. They were clients of the firm and each year did the investigating for no fee. It was easy work, they said, checking out unsuspecting law students. They learned, for instance, that he preferred to leave the Northeast, that he was holding three job offers, two in New York and one in Chicago, and that the highest offer was \$76,000 and the lowest was \$68,000. He was in demand. He had been given the opportunity to cheat on a securities exam during his second year. He declined,

and made the highest grade in the class. Two months ago he had been offered cocaine at a law school party. He said no and left when everyone began snorting. He drank an occasional beer, but drinking was expensive and he had no money. He owned close to \$23,000 in student loans. He was hungry.

Royce McKnight nipped through the dossier and smiled. McDeere was their man.

Exercises and tasks

1. Transcribe and pronounce:

indulge, luxury, surveillance, closed-circuit, a weight room, indisputably, quietest, secrecy, associate, tongue, divulging, warn, awarding, resume, frown, divorce, requirement, secretive, recruit, wizard, a car wreck, dossier, demand, opportunity, occasional, owe.

2. Translate the following sentences into Russian. Make up sentences on the analogy:

1. The associates were expected to work hard. 2. Everything was known to be confidential. 3. Wives were told not to ask. 4. He had been given the opportunity to cheat on a security exam. 5. The building was fortified to protect it and its occupants. 6. The young associates were warned not to divulge the secret. 7. They were expected to keep quiet and spend their healthy paychecks. 8. The firm was known not to seek publicity.

3. Give Russian equivalents for the following expressions. Give situations using these expressions:

to find nothing to dislike; to be mandatory; to frown heavily on smth.; to happen to be; to do the investigating for no fee; to sell around the world.

4. Find English equivalents for the following word combinations:

искать популярности; электронные средства наблюдения; чаша Грааля; навсегда; без исключения; разглашать тайну; бесплатно; иметь спрос; погибнуть в автомобильной катастрофе.

5. Differentiate the meaning of the synonyms:

to pamper – to indulge – to coddle.

6. Choose the correct meaning of the word «wreck», used in the text:

- 1) крушение,
- 2) гибель,
- 3) катастрофа,
- 4) авария.

7. Define what the text is about and finish the sentence

The text is about....

1. the history of the foundation of the firm and the principles it followed
2. Mitchell Y. McDeere
3. the managing partner Royce McKnight
4. Anthony Bendini who founded the firm
5. the work of the associates in the firm.

8. Point out the sentences that are true to the text

1. The senior partner disliked nothing about Mitch McDeere.
2. The firm hired blacks by recruiting.
3. Ex-CIA agents were not clients of the firm and each year did the investigating for high fee.
4. Mitch made the highest grade in the class and was in great demand.
5. Mitch never declined the opportunity to cheat on an exam.

9. Point out the sentences that are not true to the text

1. The five-story building had been built two hundred years earlier.
2. Deserted, neglected, then renovated time and again since the first war, it had been sold in 1951.
3. In thirty years he built the richest firm in Memphis.
4. Everything was confidential, nothing left the fortress on Front Street.
5. With forty-one lawyers, the firm was the third largest in Memphis.

10. Recall the situation in which you come across the following expressions:

the holy grail; the evils of the loose tongue; divulging firm business.

11. Discuss the principles the Firm followed hiring personnel. Use the following expressions:

to be mandatory; to frown on divorce; womanizing and drinking; drug testing;

to be in contract; a requirement with the firm; secretive and clubbish; to recruit; of all places; a male.

12. Comment on the author's description of the Bendini Building:

«... it had been purchased for good in 1951 by an aggressive lawyer named Anthony Bendini. He renovated it yet again and began filling it with lawyers. He renamed it the Bendini Building.

He pampered the building, indulged it, coddled it, each year adding another layer of luxury to his landmark. He fortified it, sealing doors and windows and hiring armed guards to protect it and its occupants. He added elevators, electronic surveillance, security codes, closed-circuit television, a weigh room, a steam room, locker rooms and a partners' dining room on the fifth floor with a captivating view of the river».

13. Make up a list of words and word combinations, used in the episode for the description of Mitchell McDeere.

13.1 Make up a dialogue between two senior partners about hiring Mitch McDeere.

14. Translate the following sentences into English:

1. Он был женат, что было обязательным.

2. Он случайно оказался тем человеком, в котором фирма нуждалась.

3. Судя по ее анкетным данным, у нее нет перспектив получить эту работу.

4. Самым заметным ориентиром было высокое здание на берегу реки.

6. Служащие фирмы не искали известности и никак не рекламировали свою деятельность.

7. Он, бесспорно, самый богатый человек в городе.

8. Все, что касалось деятельности фирмы, было абсолютно секретным.

9. Разглашение сведений, касающихся клиентов фирмы, влекло за собой суровое наказание.

10. Фирма неодобрительно относилась к разводам среди своих сотрудников.

11. Судя по бумагам, он им подходил.

15. Make up a list of words and word combinations used in the episode for the description of the Bendini Building.

16. Answer the following questions:

1. When had the building been built and by whom?

2. What happened in 1951?

3. How did Anthony Bendini renovate the building?

4. Can you tell what the firm was like twenty years later?

5. What was Bendini's passion? Can you illustrate it with a few facts?

6. Why did the associates work hard and keep quiet?

7. What were the requirements with a tax firm for an applicant?

8. Who prepared the dossier of Mitch McDeere?

9. Did the senior partner find anything he disliked about Mitch? What facts in his background did he like? Why was he «their» man?

10. What mistake had been made in the mid-seventies?

17. Write a short character sketch of Mitchell McDeere. Use the following words and word combinations:

background; to be married; a degree in accounting; to pass the exam the first time; a tax lawyer; to have the brains; ambition; to have the good looks; unsuspecting; to prefer; the highest offer; to be in demand; to be given an opportunity; to cheat; to decline; to make the highest grade; to be offered smth.; an occasional beer; to have no money; to owe.

18. Write a short story about the foundation of the firm and its principles.

19. Prepare a careful translation of the paragraph.

The five-story building had been built a hundred years earlier by a cotton merchant and his sons after the Reconstruction, during the revival of cotton trading in Memphis. It sat in the middle of Cotton Row on Front Street near the river. Through its halls and doors and across its desks, millions of bales of cotton had been purchased from the Mississippi and Arkansas deltas and sold around the world. Deserted, neglected, then renovated time and again since the first war, it had been purchased for good in 1951 by an aggressive tax lawyer named Anthony Bendini. He renovated it yet again and began filling it with lawyers. He renamed it the Bendini Building.

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Episode 2

Exercise 1

**Write out new words and expressions.
Make a list of them**

Exercise 2

Read the text

As expected, Royce McKnight's office was a power one with a great view. It was in one of the prized corners on the fourth floor, down the hall from Nathan Locke. Lamar excused himself, and the managing partner asked Mitch to have a seat at a small conference table next to the sofa. A secretary was sent for coffee.

McKnight asked him about his visit so far, and Mitch said he was quite impressed.

"Mitch, I want to nail down the specifics of our offer."

"Certainly."

"The base salary is eighty thousand for the first year. When you pass the bar exam you receive a five-thousand-dollar raise. Not a bonus, but a raise. The exam is given sometime in August and you'll spend most of your summer reviewing for it. We have our own bar study courses and you'll receive extensive tutoring from some of the partners. This is done primarily on firm time. As you know, most firms put you to work and expect you to study on your own time. Not us. No associate of this firm has ever flunked the bar exam, and we're not worried about you breaking with tradition. Eighty thousand initially, up to eighty-five in six months. Once you've been here a year, you'll be raised to ninety thousand, plus you'll get a bonus each December based on the profits and performance during the prior twelve months. Last year the average bonus for associates was nine thousand. As you know, profit sharing with associates is extremely rare for law firms. Any questions about the salary?"

"What happens after the second year?"

"Your base salary is raised about ten percent a year until you become a partner. Neither the raises nor the bonuses are guaranteed. They are based on performance."

"Fair enough."

“As you know, it is very important to us that you buy a home. It adds stability and prestige and we're very concerned about these things, especially with our associates. The firm provides a low-interest mortgage loan, thirty years, fixed rate, nonassumable should you decide to sell in a few years. It's a one-shot deal, available only for your first home. After that you're on your own.”

“What kind of rate?”

“As low as possible without running afoul with the IRS. Current market rate is around ten, ten and a half. We should be able to get you a rate of seven to eight percent. We represent some banks, and they assist us. With this salary, you'll have no trouble qualifying. In fact, the firm will sign on as a guarantor if necessary.”

“That's very generous, Mr. McKnight”.

“It's important to us. And we don't lose any money on the deal. Once you find a house, our real estate section handles everything. All you have to do is move in.”

“What about the BMW?”

Mr. McKnight chuckled. “We started that about ten years ago and it's proved to be quite an inducement. It's very simple. You pick out a BMW, one of the smaller ones, we lease it for three years and give you the keys. We pay for tags, insurance, maintenance. At the end of three years, you can buy it from the leasing company for the fair market value. It's also a one-shot deal.”

“That's very tempting.”

“We know.”

Mr. McKnight looked at his legal pad. “We provide complete medical and dental coverage for the entire family. Pregnancies, checkups, braces, everything. Paid entirely by the firm.”

Mitch nodded, but was not impressed. This was standard.

“We have a retirement plan second to none. For every dollar you invest, the firm matches it with two, provided, however, you invest at least ten percent of your base pay. Let's say you start at eighty, and the first year you set aside eight thousand. The firm kicks in sixteen, so you've got twenty-four after the first year.

A money pro in New York handles it and last year our retirement earned nineteen percent. Not bad. Invest for twenty years and you're a millionaire at forty-five, just off retirement. One stipulation: If you bail out before twenty years, you lose everything but the money you put in, with no income earned on that money."

"Sounds rather harsh."

"No, actually it's rather generous. Find me another firm or company matching two to one. There are none, to my knowledge. It's our way of taking care of ourselves. Many of our partners retire at fifty, some at forty-five. We have no mandatory retirement, and some work into their sixties and seventies. To each his own. Our goal is simply to ensure a generous pension and make early retirement an option." "How many retired partners do you have?" "Twenty or so. You'll see them around here from time to time. They like to come in and have lunch and a few keep office space. Did Lamar cover vacations?"

"Yes." "Good. Book early, especially for Vail and the Caymans.

You buy the air fare, but the condos are free. We do a lot of business in the Caymans and from time to time we'll send you down for two or three days and write the whole thing off. Those trips are not counted as vacation, and you'll get one every year or so. We work hard, Mitch, and we recognize the value of leisure."

Mitch nodded his approval and dreamed of lying on a sun-drenched beach in the Caribbean, sipping on a pina|colada and watching string bikinis.

"Did Lamar mention the signing bonus?"

"No, but it sounds interesting."

"If you join our firm we hand you a check for five thousand. We prefer that you spend the bulk of it on a new wardrobe. After seven years of jeans and flannel shirts, your inventory of suits is probably low, and we realize it. Appearance is very important to us. We expect our attorneys to dress sharp and conservative. There's no dress code, but you'll get the picture."

Did he say five thousand dollars? For clothes? Mitch currently owned two suits, and he was wearing one of them. He kept a straight face and did not smile.

“Any questions?”

“Yes. The large firms are infamous for being sweatshops where the associates are flooded with tedious research and locked away in some library for the first three years. I want no part of that. I don't mind doing my share of research and I realize I will be the low man on the pole. But I don't want to research and write briefs for the entire firm. I'd like to work with real clients and their real problems.”

Mr. McKnight listened intently and waited with his rehearsed answer. “I understand, Mitch. You're right, it is a real problem in the big firms. But not here. For the first three months you'll do little but study for the bar exam. When that's over, you begin practicing law. You'll be assigned to a partner, and his clients will become your clients. You'll do most of his research and, of course, your own, and occasionally you'll be asked to assist someone else with the preparation of a briefer some research. We want you happy. We take pride in our zero turnover rate, and we go the extra mile to keep careers on track. If you can't get along with your partner, we'll find another one. If you discover you don't like tax, we'll let you try securities or banking. It's your decision. The firm will soon invest a lot of money in Mitch McDeere, and we want him to be productive.”

Mitch sipped his coffee and searched for another question. Mr. McKnight glanced at his checklist.

“We pay all moving expenses to Memphis.”

“That won't be much. Just a small rental truck.”

“Anything else, Mitch?”

“No, sir. I can't think of anything.”

The checklist was folded and placed in the file. The Partner rested both elbows on the table and leaned forward. “Mitch, we're not pushing, but we need an answer soon as possible. If you go elsewhere, we must then continue to interview. It's a lengthy process, and we'd like our new man to start by July”.

“Ten days soon enough?”

“That's fine. Say by March 30?”

“Sure, but I’ll contact you before then”. Mitch exceed himself, and found Lamar waiting in the hall outside McKnight’s office. They agreed on seven for dinner.

Exercises and tasks

1. Transcribe and pronounce:

reviewing, tutoring, pimarily, initially, prior, average, rare, percent, guaranteed, guarantor, prestige, nonassumable, afoul, generous, inducement, insurance, millionaire, goal, Caymans, leisure, approval, the Caribbean, attorney, tedious, rehearsed, lengthy, exceed.

2. Translate the following sentences into Russian. Make up sentences on the analogy.

1. When you pass the bar exam you will receive a five-tousand-dollar raise. 2. When that is over, you’ll be assigned to a partner. 3. If you can’t get along with a partner, we’ll find another one. 4. If you discover you don’t like tax, we’ll let you try securities or banking. 5. If you go elsewhere, we must then continue to interview. 6. If you join our firm we’ll hand you a check for five thousand. 7. The rate will be as low as possible without running afoul with the IRS. 8. With this salary you’ll have no trouble with qualifying. 9. Mitch nodded his approval and dreamed of lying on a sun-drenched beach in the Caribbean. 10. I don’t mind doing my share of research. 11. We are not worried about you breaking with tradition. 12. We’re very concerned about you buying a home. 13. The firm provides a low-interest mortgage loan, thirty years, fixed rate, nonassumable should you decide to sell in a few years. 14. For every dollar you invest, the firm matches it with two, provided you invest at least ten percent of your base pay.

3. Give Russian equivalents for the following expressions. Give situations from the text using these expressions:

so far; to nail down; extensive tutoring; to break with tradition; average bonus; extremely rare; a one-shot deal; to run afoul with; to provide checkups; it’s our way of taking care; to recognize the value of leisure; to keep a straight face; to nod one’s approval; to be flooded with tedious research; to be assigned to a partner; to keep careers on track; to push.

4. Find English equivalents for the following word combinations:

замечательный вид; находиться под впечатлением; отдельные пункты предложения; повышение зарплаты; в свое собственное время; во время рабочего дня; распределение прибыли; исполнение служебных обязанностей; оказывать помощь кому-то; подписываться в качестве гаранта; оказаться заманчивым; оплачивать автомобильные номера, страховку, обслуживание; полное медицинское обслуживание; одна оговорка (одно отступление); насколько мне известно; заранее приготовленный ответ; краткое изложение дела; длительный процесс.

5. Differentiate the meaning of the synonyms:

payment – charge – fee – fare; to divide – to share; to review – to examine.

6. Choose the correct meaning of the word «to push», used in the episode:

- 1) толкать,
- 2) нажимать,
- 3) подгонять,
- 4) продвигать.

7. Define what the text is about and finish the sentence.

The text is about...

1. Mitch's plans for his future work
2. what Mitch expects the firm to offer him
3. the specifics of the offer of the firm to Mitch
4. about the rules the firm wants Mitch to follow

8. Choose sentences that are true to the text.

1. Mitch said he was quite impressed with his visit.
2. When Mitch passes his bar exam he receives a bonus.
3. The firm lets their associates study for the bar exam on firm time.
4. Profit sharing with associates is usual for law firms.
5. Neither the raises nor the bonuses are based on performance.
6. The firm is very concerned about such things as buying home for their associates and provides a low-interest mortgage loan.
7. The firm never signs as a guarantor.
8. The firm doesn't lose any money on the deal.

9. The firm leases the car but Mitch will have to pay for tags, insurance, maintenance.

10. At the end of three years, Mitch can buy the car from the leasing company for the fair market value.

9. Choose the sentences that are not true to the text.

1. The firm provides complete medical and dental coverage for the entire family.

2. Mitch was greatly impressed with the medical program of the firm, it was not standard.

3. The firm matches every invested dollar with two, provided the associate invests at least ten percent of his base pay.

4. If Mitch bails out before twenty years, he doesn't lose anything.

5. The firm has no mandatory retirement, the partners can retire at forty-five.

6. Early retirement is not allowed by the firm.

7. Short trips to the Caymans are counted as vacations.

8. The firm expects attorneys to dress sharp and conservative.

9. Mitch doesn't want to work with real clients and their real problems.

10. Mitch will never be asked to assist someone else with the preparation of a brief.

10. Recall the situations in which the following expressions are used:

to be worried about smb. doing smth; to be concerned about smth; it's our way of taking care of ourselves.

11.1. Say a few words about a retirement plan of the firm using the following word combinations:

to invest; to match smth; to smb's knowledge; to retire at fifty; mandatory retirement; to work into one's sixties; a goal; to ensure smth; an option;

11.2. Discuss the features of Mitch's character, revealed in the following quotation.

«...The large firms are infamous for being sweatshops where the associates are flooded with tedious research and locked away in some library for the first three years. I want no part of that. I don't mind doing my share of research and I realize I will be the low man on the pole.

But I don't want to research and write briefs for the entire firm. I'd like to work with real clients and their real problems».

12. Make up a dialogue between Mitch and his wife discussing the offer of the BMW. Use the following phrases:

to start smth; proved to be; quite an inducement; to pick out; to lease for some years; to give the keys; to pay for tags; insurance; maintenance; at the end of; to buy smth from; the leasing company; for the fair market value; tempting.

13. Translate the following sentences into English.

1. Мы хотим уточнить отдельные пункты нашего предложения.
2. Большую часть времени он проводит за подготовкой к экзамену.
3. Никто не ожидает, что он нарушит традицию.
4. Ни один сотрудник фирмы ни разу не провалил экзамен.
5. Фирма представляет интересы некоторых банков, которые, в свою очередь, оказывают поддержку фирме.
6. Это предложение оказалось очень заманчивым.
7. План был принят с одной оговоркой.
8. Он кивнул в знак согласия и задал следующий вопрос.
9. Сохраняя бесстрастное выражения лица, он продолжил свою речь.
10. Я не возражаю против того, чтобы принимать участие в этой работе.
11. Три месяца вы будете мало чем заниматься помимо подготовки к экзамену.
12. Он ни с кем не может сработаться.

14. Ask ten questions on the text.

15. Make up a dialogue using the following sentences.

Any questions? The associates are flooded with tedious research. I want no part of that. It is a real problem in the big firms. I will be the low man in the pole. I'd like to work with real clients. When that's over, you begin practicing law. We take pride in our zero turnover rate. I don't want to research. We want you to be productive.

16. Make up a list of words and word combinations dealing with a retirement plan of the firm and write a summary of it.

17. Prepare a careful translation of the paragraph:

“The base salary is eighty thousand for the first year. When you pass the bar exam you receive a five-thousand-dollar raise. Not a bonus, but a raise. The exam is given sometime in August and you’ll spend most of your summer reviewing for it. We have our own bar study courses and you’ll receive extensive tutoring from some of the partners. This is done primarily on firm time. As you know, most firms put you to work and expect you to study on your own time. Not us. No associate of this firm has ever flunked the bar exam, and we’re not worried with you breaking with tradition. Eighty thousand initially, up to eighty-five in six months. Once you’ve been here a year, you’ll be raised to ninety thousand, plus you’ll get a bonus each December based on the profits and performance during the prior twelve months. Last year the average bonus for associates was nine thousand. As you know, profit sharing with associates is extremely rare for law firms. Any questions about the salary?”...

Episode 3

Exercise 1

Read the text and say what it is about

Exercise 2

Read the text and make a list of the unknown words and word combinations

Avery Tolar talked incessantly as the limo moved slowly through the noontime traffic. Mitch reminded him of himself, he said. A poor kid from a broken home, raised by foster families throughout southwest Texas, then put on the streets after high school. He worked the night shift in a shoe factory to finance junior college. An academic scholarship to UTEP opened the door. He graduated with honors, applied to eleven law schools and chose Stanford. He finished number two in his class and turned down offers from every big firm on the West Coast. He wanted to do tax work, nothing but tax work. Oliver Lambert had recruited him sixteen years ago, back when the firm had fewer than thirty lawyers.

He had a wife and two kids, but said little about the family. He talked about money. His passion, he called it. The first million was in the bank. The second was two years away. At four hundred thousand a year gross, it wouldn't take long. His specialty was forming partnerships to purchase supertankers. He was the premier specialist in his field and worked at three hundred an hour, sixty, sometimes seventy hours a week.

Mitch would start at a hundred bucks an hour, at least five hours a day until he passed the bar and got his license. Then eight hours a day would be expected, at one-fifty an hour. Billing was the lifeblood of the firm. Everything revolved around it. Promotions, raises, bonuses, survival, success, everything revolved around how well one was billing. Especially the new guys. The quickest route to a reprimand was to neglect the daily billing records. Avery could not remember such a reprimand. It was simply unheard of for a member of the firm to ignore his billing.

The average for associates was one-seventy-five per hour. For partners, three hundred. Milligan got four hundred an hour from a couple of his clients, and

Nathan Locke once got five hundred an hour for some tax work that involved swapping assets in several foreign countries. Five hundred bucks an hour! Avery relished the thought, and computed five "hundred per hour by fifty hours per week at fifty weeks per year. One million two hundred fifty thousand a year! That's how you make money in this business. You get a bunch of lawyers working by the hour and you build a dynasty. The more lawyers you get, the more money the partners make.

Don't ignore the billing, he warned. That's the first rule of survival. If there were no files to bill on, immediately report to his office. He had plenty. On the tenth day of each month the partners review the prior month's billing during one of their exclusive luncheons. It's a big ceremony. Royce McKnight reads out each lawyer's name, then the total of his monthly billing. The competition among the partners is intense, but good-spirited. They're all getting rich, right? It's very motivational. As for the associates, nothing is said to the low man unless it's his second straight month. Oliver Lambert will say something in passing. No one has ever finished low for three straight months. Bonuses can be earned by associates for exorbitant billing. Partnerships are based on one's track record for generating fees. So don't ignore it, he warned again. It must always have priority – after the bar exam, of course.

The bar exam was a nuisance, an ordeal that must be endured, a rite of passage, and nothing any Harvard man should fear. Just concentrate on the review courses, he said, and try to remember everything he had just learned in law school.

The limo wheeled into a side street between two tall buildings and stopped in front of a small canopy that extended from the curb to a black metal door. Avery looked at his watch and said to the driver, "Be back at two."

Two hours for lunch, thought Mitch. That's over six hundred dollars in billable time. What a waste.

The Manhattan Club occupied the top floor of a ten-story office building which had last been fully occupied in the early fifties. Avery referred to the structure as a dump, but was quick to point out that the club was the most exclusive

lunch and dinner refuge in the city. It offered excellent food in an all-white, rich-male, plush environment. Powerful lunches for powerful people. Bankers, lawyers, executives, entrepreneurs, a few politicians and a few aristocrats. A gold-plated elevator ran nonstop past the deserted offices and stopped on the elegant tenth floor. The maitre d' called Mr. Tolar by name and asked about his good friends Oliver Lambert and Nathan Locke. He expressed sympathies for the loss of Mr. Kozinski and Mr. Hodge. Avery thanked him and introduced the newest member of the firm. The favorite table was waiting in the corner. A courtly black man named Ellis delivered the menus.

Exercises and tasks

1. Transcribe and pronounce:

route, reprimand, asset, dynasty, exclusive, exorbitant, nuisance, ordeal, endure, canopy, dump, refuge, environment, entrepreneurs, incessantly, purchase, premier.

2. Give Russian equivalents for the following expressions. Give situations using these expressions:

the noontime traffic, to be raised by, to work the night shift, to be two years away, to form partnership, to get license, the quickest route to a reprimand, to involve swapping assets in foreign countries, to read out smb's name, an ordeal that must be endured, good-spirited, reprimand, exorbitant.

3. Find English equivalents for the following word combinations:

непрерывно говорить, напоминать о чем-то, воспитываться дальними родственниками, заканчивать высшее учебное заведение с отличием, отвергнуть предложение, заниматься налогами, главный специалист, зачитать что-то, сказать что-то мимоходом, выразить соболезнования.

4. Differentiate the meaning of the synonyms:

to endure – to stand – to bear.

5. Choose the correct meaning of the word «low», used in the episode:

- 1) низкий,
- 2) тихий,
- 3) низкого социального происхождения,
- 4) скромного положения,
- 5) невысокоразвитый,
- 6) невоспитанный.

6. Translate the following sentences into Russian.

1. A poor kid from a broken home, he worked the night shift in a shoe factory to finance junior college. 2. A number two graduate, he turned down offers from every big firm on the West Coast. 3. A premier specialist in his field, he worked at three hundred an hour. 4. The more lawyers you get, the more money the partners make. 5. The more you neglect the billing, the less raises, bonuses, promotions you get. 6. What a waste! 7. What a nuisance! 8. What an idea! 9. If there are no files to bill, report to the office. 10. Nothing is said to the low man unless it's his second straight month.

7. Recall the situation in which the following word combinations are used:

the lifeblood of the firm; to revolve around; the quickest route to a reprimand; the daily billing records; to be unheard of.

8. Define why the text is about and finish the sentence.

The text is about.

1. Avery Tolar and his childhood.
2. the importance of billing.
3. Mitch's future work at the firm.
4. the main aspects of the work Mitch should pay special attention to

9. Choose the sentences true to the text.

1. Mitch talked incessantly as the limo moved slowly through the noontime traffic.

2. Avery worked the night shift in a shoe factory to finance high school.

3. Tolar wanted to do tax work.

4. Avery had a wife and two kids and talked much about them.

5. Tolar was the premier specialist in the field of forming partnerships to purchase supertankers.

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