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UCHUN INGLIZ TILIDAN MATNLAR VA
MASHQLAR TO'PLAMI

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Ushbu qo'llanmada berilgan matnlar iqtisodiyot, biznes boshqaruv va menejment yo'nalishlari bo'yicha tahsil olayotgan talabalarga mo'ljallangan bo'lib, ingliz tilini yuqori-o'rta va yuqori mukammal darajada biladiganlar uchun o'qish, o'qilgan matnni to'la tushunib olgan bilimlarini tekshirish uchun mo'ljallangan. Ushu matnlarni berishdan asosiy maqsad, chet ellik tadbirkorlar hayoti va faoliyati bilan tanishtirish va o'qish tezligini oshirishdan iboratdir. Ba'zi talabalarda so'z boyligi ko'p bo'lishi mumkin, tushunganini gapirib bera olishi mumkin, lekin o'qish tezligi ham hozirgi kunda ahamiyati kattadir. Matn oxirida lug'at berilgan. Matnlarga berilgan mashqlar esa o'qilgan matnni qay darajada tushunganligini tekshirishga yordam beradi, berilgan savollar asosida esa o'qilgan matn qisqacha mazmunini gapirib berish og'zaki nutq ko'nikmalarini rivojlantirishga xizmat qiladi. Mashq kalitlari qo'llanmaning oxirida berilgan.

These texts are designed for high-intermediate and advanced learners of English as a second language who need practice in improving their reading speed and comprehension in order to perform effectively at the departments of economics, business administration and management where English is the language of instruction and where, perhaps, they must compete with students whose native language is English. It has been our experience that even "advanced" learners of English as a second language tend to be slow readers, and that their slow reading speed constitutes a serious handicap when they commence their studies abroad. Therefore the emphasis in these texts is on increasing reading speed. Reading materials have been selected for the students of above-mentioned departments and also for businessmen who are interested in biography of famous entrepreneurs. Each text contains task, you can also use vocabulary while you are reading the text. A key to the tests are provided at the back of the book.

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SUCCESSFUL ENTREPRENEUR

MATN 1

Martha Stewart

Multi-Media Lifestyle Entrepreneur

Date of birth: August 3, 1941

Martha Stewart's image as the personification of gracious living may lead some to imagine that she grew up in the sort of rural luxury pictured in her books and magazine. In fact, she was born in the industrial city of Jersey City, New Jersey, a location known more for heavy industry than for rustic charm. Her parents, Martha and Edward Kostyra, were a schoolteacher and a pharmaceuticals salesman, respectively. When Martha was three, the family moved to Nutley, New Jersey, where she grew up with four brothers and sisters in a close-knit Polish-American family defined by the father's intense ambition for his children. Edward Kostyra taught his daughter gardening when she was only three; her mother taught her cooking and baking and sewing; she learned still more about baking pies and cakes from an elderly couple -- retired bakers -- who lived next door.

Martha Kostyra was a hard-working, serious child. A straight "A" student, she won a partial scholarship to Barnard College in New York City and worked as a model to help pay expenses. She began her college career intending to study chemistry, but later switched to art, European history and architectural history. Just after her sophomore year, she married Andrew Stewart, a law student. After graduation, she continued a successful modeling career, doing television commercials for Breck, Clairol, Lifebuoy soap and Tareyton cigarettes. In 1965, her daughter was born, and Martha Stewart quit modeling.

In 1967 she began a successful second career as a stockbroker, her father-in-law's profession. Andrew Stewart founded a publishing house and served as chief executive of several others. When recession hit Wall Street in 1973, Martha Stewart left the brokerage. She and her husband moved to Westport, Connecticut, where they undertook the ambitious restoration of the 1805 farmhouse seen in her television programs. She still lives there. In 1976, Martha Stewart started

a catering business, first in partnership with a friend from college days, and then on her own. In ten years this business, which she ran out of the basement of her farmhouse, had become a \$1 million enterprise. She also opened a retail store in Westport to sell specialty foods and supplies for entertaining.

She wrote articles for *The New York Times* and was an editor and columnist for the magazine *House Beautiful*. In 1982 Martha Stewart published the first of many lavishly illustrated books. *Entertaining*, co-written with Elizabeth Hawes, was an instantaneous success, and made Martha Stewart into a one-woman industry. Soon she was producing video tapes, dinner-music CDs, television specials and dozens of books on hors d'oeuvres, pies, weddings, Christmas, gardening and restoring old houses. Regular appearances on the *Today* show made her a household name. She signed an advertising and consulting contract with Kmart for a reported \$5 million. She typically earns \$10,000 for a lecture and customers pay \$900 a head to attend seminars at her Connecticut farm. For much of the 1980s, she was a contributing editor to *Family Circle* magazine before starting her own magazine, *Martha Stewart Living*, which attained a circulation of 1.3 million.

After appearing on multiple television specials on cable, public and network television, in 1993 Martha Stewart started a syndicated half-hour TV show called, like her magazine, *Martha Stewart Living*. Her enterprises have grown into a conglomerate, Martha Stewart Living Omnimedia, Inc. (MSO), with branches in publishing, television, merchandising and Internet/direct commerce, providing products in eight core areas: home, cooking and entertaining, gardening, crafts, holidays, housekeeping, weddings, and child care.

Over the years, Martha Stewart has shown patience and good humor in the face of the criticism and satire that are the inevitable lot of public figures in the mass media, but in 2003 she was confronted with a far greater challenge, an investigation of her personal stock trading by the Justice Department and the Securities Exchange Commission.

Although she maintained her innocence of all charges, she was brought to trial in the first months of 2004. The court

dismissed the original accusation of insider trading from which the other charges stemmed, but in 2004 a jury found Martha Stewart guilty of misleading federal investigators and obstructing an investigation. Although she appealed her conviction, she served a five-month prison sentence. The company she founded continues to thrive, and after her release she resumed her business career. Whatever she may yet accomplish, Martha Stewart has had more influence on how Americans, eat, entertain, and decorate their homes and gardens than any one person in our history.

LUGʻAT

- personification** gavdalantarish, ifodalash
- rustic** = *rustical* 1) qishloqqa oid, qishloqqa xos *rustic folk* — qishloq aholisi, *rustic life* — qishloq hayoti Syn: *rural*
- close-knit** yaqin rishtalar bilan bogʻlanmoq, hamjihatlik, yaqinlik Syn: *solidary*
- partial** qisman, toʻliqsiz; *partial solution of the problem* — muammoni qisman hal etish Syn: *incomplete, imperfect, not full*
- scholarship** 1) maʼlumotlilik, anglash, olimlik, eruditsiya *scientific scholarship* — ilmiy bilimlar Syn: *erudition* 2) stipendiya *to award/grant a scholarship* — stipendiyaga sazovor/muyassar boʻlmoq
- sophomore** 1) ikkinchi kurs talabasi Syn: *soph* 2) hisob boʻyicha ikkinchi degan maʼnolarda ishlatiladi, masalan, serialning ikkinchisi
- commercial quit** *bu yerda*: tijorat reklama radio yoki teledastur 1) tashlab ketmoq, ketib qolmoq, 2) tashlamoq (odatga nisbatan), toʻxtatmoq (ishni)
- stockbroker** birja makleri, fond brokeri (agent, oʻz mijozlari nomidan fond birjalarida qimmatli qogʻozlarni oladigan yoki sotadigan va xizmati evaziga xaq oladigan shaxs) Syn: *share broker*

recession	1) regress, orqaga qaytish, tushish (ishlab chiqarishda, tovarga bo'lgan talab, narx va h.) 2) a) chekinish, rad etish b) yo'qotish
brokerage	1) maklerlik; brokerlik kasbi/lavozimi 2) (brokerga to'lanadigan) xizmat haqi, gonorar
restoration	qayta tiklash, rekonstruktsiya, restavratsiya Syn: <u>renewal, resumption</u>
catering	keytering, restoran xizmati (banket, to'y, marosimlarni o'tkazish) - <i>catering trade</i>
basement	1) asos, poydevor, bazis Syn: <u>foundation, base</u> 2) podvol, yerto'la qavati.
entertaining	ko'ngil ochar, yayratadigan, zavqli Syn: <u>amusing, funny</u>
columnist	korrespondent, sharhlovchi (doimiy bitta rubrikani olib boruvchi) Syn: <u>commentator</u>
lavishly	1) sahiylarcha, yengil-yelpi <i>What is violently or fraudulently gotten, will be lavishly spent.</i> — Zo'rlik va yolg'on bilan topilgan boylik, tezda yengil-yelpilik bilan isrof qilinadi. 2) haddan tashqari
instantaneous	lahzalik; tezda, paysalga solmasdan <i>instantaneous effect</i> — lahzalik natija Syn: <u>momentary, immediate</u>
household	1) oila, oila a'zolari, uyda yashovchi barcha a'zolar Syn: <u>home, family, folk</u> 2) uy xo'jaligi, hovli, <i>to manage / run a household</i> — uy xo'jaligini boshqarish <i>to keep open household</i> — mehmonlar uchun eshikni ochib qo'yimoq <i>to establish/set up a household</i> — uy xo'jaligiga ega bo'lmoq
attain	1) erishmoq, yetib olmoq 2) 3) (<i>attain to</i>) ...ga erishmoq, <i>How can we attain to such wealth?</i> — Qanday qilib bunday boylikka erishishimiz mumkin? Syn: <u>reach</u>
circulation	1) aylanma harakat, tsirkulyatsiya 2) qon aylanishi 3) tiraj (gazeta, jurnallarning tiraji) 4) tarqalish (ma'lumot, nashr)
merchandising	1) chakana savdo (tovarlarni ulgurji sotib olib, aholiga chakana tarzda sotishni taklif etish) Syn: <u>retailing</u>

core	1) markaz, yurak, <i>in the core of the city</i> — shaharning qoq markazida Syn: <u>centre</u> 2) <i>core team, core group</i> asosiy, doimiy (ishchi) guruh <i>the staff had a core of experts</i> — shtatga mutaxassislarning doimiy guruhi ham kirardi
patience	sabr, toqat Syn: <u>forbearance, resignation, stoicism, sufferance, endurance</u>
inevitable	1) muqarrar, qaytarib bo'lmaydigan Syn: <u>unavoidable, inescapable, necessary</u> Ant: <u>avertible, chance</u> 2) o'zgarmas, doimiy Syn: <u>customary, usual</u>
confront	1) qarshi turmoq, qarshilik ko'rsatmoq Syn: <u>oppose</u> 2) yuzma-yuz bo'lmoq; duch kelmoq Syn: <u>encounter</u>
innocence	1) soflik, beg'uborlik <i>air of injured innocence</i> — kamsitilgan beg'uborlik holati <i>to maintain innocence</i> — aybsizlikni, soflikni asramoq Syn: <u>chastity</u> 2) aybsizlik <i>to prove/show one's innocence</i> — aybsizligini kimgadir isbotlamoq Syn: <u>guiltlessness</u>
dismiss	1) qo'yib yubormoq; ozod qilmoq, javob bermoq 2) erkin qo'yib yubormoq, tarqatmoq (saf) <i>dismissed!</i> — tarqaling! (buyruq berganda) 3) ishdan bo'shatmoq; vazifasidan, mansabidan ozod etmoq, Syn: <u>discharge, discard, expel</u>
accusation	1) ayblov <i>to deny/refute an accusation</i> — ayblovni rad etmoq 2) ayblash xulosasi, ayblash dalolatnomasi
insider	1) o'zining odami (begona emas), insayder (jamiyat yoki tashkilot a'zosi)
stem	1) novda, poya 2) (stem from) ... dan kelib chiqmoq; biror narsaning natijasi bo'lmoq Syn: <u>arise, spring</u>
obstructing conviction	xalaqit beruvchi, to'sqinlik qiluvchi ayblamoq, aybdor deb topmoq <i>to appeal smb's conviction</i> — o'z ayblovini qayta ko'rib chiqishni so'rab arz qilmoq
thrive	muvaffaqiyatga erishmoq, gullab-yashnamoq Syn: <u>prosper, flourish</u>
release	1) xolis qilmoq, erkinlashtirmoq (biron bir holatdan, sharoitdan xolis etmoq) Syn: <u>free, remit</u>

entertain 2) (qamoqdan, tutqunlikdan) ozod etmoq, ozodlikka chiqarmoq
xushnud etmoq, ko'ngil ochmoq Syn: amuse, divert, interest Ant: annoy, bore, tire

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

1. Martha Stewart was born in _____.
 - a) rural luxury pictured village
 - b) in a small town
 - c) in the industrial city
2. Her father taught her _____, mother taught her _____, _____ and _____.
 - a) writing, gardening, sewing, baking
 - b) sewing, gardening, reading, writing
 - c) gardening, cooking, baking, sewing
3. She began her college career intending to study _____.
 - a) chemistry
 - b) law
 - c) art
4. Martha Stewart started a catering business in _____.
 - a) 1967
 - b) 1977
 - c) 1976
5. She opened a retail store to sell _____ and _____ for entertaining.
 - a) shoes, dresses
 - b) foods, supplies
 - c) decorations, supplies
6. She typically earns \$ _____ for a lecture and customers pay \$ _____ a head to attend seminars.
 - a) 1,000; 90
 - b) 90,000; 1,000
 - c) 10,000; 900
7. Her own magazine, which attained a circulation of 1.3 million, was called _____.
 - a) Martha Stewart Living

- b) Martha Stewart Gardening
 c) Martha Stewart's Family
8. A jury found her guilty of misleading federal investigators and obstructing an investigation. She _____ sentence.
- a) served a year prison
 b) didn't serve a four-month prison
 c) served a five-month prison

MASHQ 2

- a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*
 b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

- Edward Kostyra taught his daughter gardening when she was only three.
- She learned still more about baking pies and cakes from an elderly couple -- retired bakers -- who lived next door.
- She began her college career intending to study biology, but later switched to literature, European literature and poetry.
- After graduation, she continued a successful modeling career, doing television commercials for Breck, Clairol, Lifebuoy soap and Tareyton cigarettes.
- Andrew Stewart founded a publishing house and served as chief executive of several others.
- She typically earns \$150,000 for a lecture and customers pay \$9000 a head to attend seminars at her Connecticut farm.
- After appearing on multiple television specials on cable, public and network television, in 1993 Martha Stewart started a syndicated half-hour TV show called, like her magazine, *Martha Stewart Living*.
- In 1988, Martha Stewart started a catering business, first in partnership with a friend from university days, and then on her own.

	True	False
1. Edward Kostyra taught his daughter gardening when she was only three.		
2. She learned still more about baking pies and cakes from an elderly couple -- retired bakers -- who lived next door.		
3. She began her college career intending to study biology, but later switched to literature, European literature and poetry.		
4. After graduation, she continued a successful modeling career, doing television commercials for Breck, Clairol, Lifebuoy soap and Tareyton cigarettes.		
5. Andrew Stewart founded a publishing house and served as chief executive of several others.		
6. She typically earns \$150,000 for a lecture and customers pay \$9000 a head to attend seminars at her Connecticut farm.		
7. After appearing on multiple television specials on cable, public and network television, in 1993 Martha Stewart started a syndicated half-hour TV show called, like her magazine, <i>Martha Stewart Living</i> .		
8. In 1988, Martha Stewart started a catering business, first in partnership with a friend from university days, and then on her own.		

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. What can you say about Martha Stewart's character?
2. Who was a stockbroker before in their family?
3. What were her parents?
4. What did she do in order to help her parents to pay expenses when she won a partial scholarship to Barnard College in New York City?
5. What kind of contract did she sign with Kmart for a reported \$5 million?
6. How it was called her own magazine, which attained a circulation of 1.3 million?
7. In how many areas the branch of Martha Stewart Living Omnimedia, Inc. (MSO) provides products?
8. What is her main contribution to the development of house holding in America?

MATN 2

Frederick W. Smith

Founder, Federal Express

Date of birth: August 11, 1944

Frederick W. Smith was born in Memphis, Tennessee. The Smiths were a well-to-do family, but Frederick's father died when he was only four, and the growing boy had to rely on his mother and uncles for guidance.

While attending Yale University, Fred Smith wrote a paper on the need for reliable overnight delivery in a computerized information age. His professor found the premise improbable and, to the best of Smith's recollection, he only received a grade of C for this effort, but the idea remained with him.

After graduation, Smith enlisted in the Marine Corps and served two tours of duty in Vietnam. As the Yale-educated son of an affluent family, Lt. Smith had some adjustments to make to the realities of war, but he cherished the advice given him by a veteran Marine sergeant: "There's only three things you gotta remember: shoot, move, and communicate."

While in the military, the young lieutenant observed military procurement and delivery procedures carefully, with an eye toward someday realizing his dream of a vast network dedicated to overnight commercial delivery. Smith got his chance when he left the service and started his express transport business in 1971. "I wanted to do something productive after blowing so many things up," he told an interviewer.

The young entrepreneur raised \$80 million to launch Federal Express, informally known as FedEx. The delivery service began modestly with small packages and documents. On the first night of operations, a fleet of 14 jets took off with 186 packages. In the first two years, the venture lost \$27 million. In a short time, the company was on the verge of bankruptcy. It appeared that Smith had lost all of his investors' money, including the capital of his own brothers and sisters. But

Smith succeeded in renegotiating his bank loans and was able to keep the company afloat.

Unlike many entrepreneurs, Fred Smith is also a hands-on manager, who directs every facet of corporate strategy. He determined at the outset that FedEx was in the information business -- that knowledge about origin, present whereabouts, destination, estimated time of arrival, price, and shipment cost of his cargo was as important as its prompt delivery.

Another principle Smith applied at FedEx was to make sure every employee felt they could share in the success of the company. FedEx managers are carefully trained to ensure respect for all employees, and their performance is monitored. Managers are evaluated annually by both bosses and workers to ensure good relations between all levels of the company. Smith believes that fair treatment instills company loyalty, and that company loyalty always pays off. By 1997, the company was worth \$16 billion, with 170,000 employees flying a fleet of 584 planes and 38,500 trucks to deliver 2.8 million packages daily to 212 countries.

Smith's professor at Yale may not have seen the need for overnight delivery, but today's business world depends on businesses like FedEx shipping all manner of goods around the globe quickly and reliably. Smith's fleet of MD11s and A300s circle the globe carrying all manner of goods: Marine lobsters, Japanese cherries, Hawaiian flowers, medicines, heart monitors, contact lenses, surgical scalpels, tennis shoes, circuit boards, fresh blood, tractor parts, auto bumpers, European fragrances, Swiss watch parts. As Smith says: "We are the clipper ships of the computer age."

In 1997, Smith acquired the \$2.7 billion Caliber System, whose trucking subsidiary RPS ranked second in ground shipments, exceeded only by UPS, the United Parcel Service. The RPS fleet of 13,500 trucks increased FedEx's profit margin, because ground fleets are cheaper to operate than airplanes. It also gave FedEx the extra muscle it needed to step into the breach when FedEx competitor UPS was immobilized by a strike later that year.

Fred Smith's effort to instill company loyalty bore fruit. During the UPS strike, when FedEx was swamped with 800,000 extra packages a day, thousands of employees, many of whom had already worked a full day, voluntarily poured into the hubs a little before midnight to sort the mountain of extra packages. Smith publicly thanked them in 11 full-page newspaper ads; he also ordered special bonuses.

When the strike was over and the smoke cleared, FedEx had pulled roughly two percentage points of market share away from UPS, increasing its share of the express transportation market to more than 43%. While UPS faces additional labor unrest among its pilots, FedEx pilots are among the best-compensated and most contented in the industry. The stock market responded to FedEx's gains. Over the course of the year, the company's share price rose by nearly 70%, to about \$76.

Fred Smith does not allow FedEx to rest on its laurels. Continuous improvement is one of his fundamental management principles. The company has installed computer terminals in the offices of 100,000 customers and given proprietary software to another 650,000, so today shippers label 60% of their own packages. FedEx receives electronic notification to pick up the cargo, then ships and delivers. Competitors in the express delivery business are still rushing to catch up with FedEx's technological advances.

Fred Smith has compiled a fortune estimated at \$700 million by enabling the world of business to deliver its goods quickly, anywhere in the world. Businesses seeking to reduce the costs of maintaining large inventory are increasingly adopting "just in time" delivery practices, increasing the demand for express services like FedEx. The rise of Internet commerce and the growth of the global economy are also contributing to the growth of FedEx. With new facilities in the Philippines and Taiwan, exclusive cargo-routes into and out of China, and proprietary software for Internet catalogue service, FedEx is capitalizing on both of these trends.

It appears that the world is continuing to develop along the lines undergraduate Fred Smith predicted in his term paper over 30 years ago.

LUG'AT

premise	<i>bu yerda</i> : taxmin, g'oya, fikr ma'nosida <i>to find his premise improbable</i> – uning fikrini (g'oyasini) ishonarsiz, isbotsiz deb topmoq
enlisted	qisqa muddatli harbiy xizmatchi - <i>enlisted man</i> Syn: <u>hire</u>
affluent	boy-badavlat (oila xususida) <i>affluent society</i> — to'kin-sochinlik jamiyati Syn: <u>abundant, rich</u>
cherished	hurmat bilan qaramoq, munosib ko'rmoq, ilhomlantirmoq (umid va hissiyotlarni)
procurement	olib kelish, jo'natilgan narsani qabul qilish <i>procurement activity</i> — qabul qilish (sotib olish) faoliyati Syn: <u>procuration</u>
launch	boshlamoq, yo'lga qo'ymoq; yangi mahsulotni bozorga chiqarmoq Syn: <u>hurl, begin, initiate</u>
modestly	kamtarin, oddiy, chegaralangan miqdorda
verge	chegara, qirra Syn: <u>border</u>
fleet	harbiy-dengiz floti <i>Fleet Admiral</i> — flot admirali (eng oliy flot unvoni, armiyadagi general unvoniga teng Syn: <u>armada, navy</u>
to keep afloat	cho'kmaslik, muallaq turmoq
facet	tomon, qism; aspekt Syn: <u>aspect</u>
whereabouts	joylashishi, yetib kelish joyi, mo'ljallangan joy Syn: <u>location</u>
cargo	yuk; <i>to carry / haul cargo</i> — yuk tashish Syn: <u>load</u>
instill	o'tqazib qo'ymoq, qoloq qilib qo'ymoq, o'rgatib qo'ymoq Syn: <u>imbue, inculcate, infuse, ingrain, inseminate, implant</u>
loyalty	ishonchlilik, sodiqlik <i>deep-rooted/strong/unquestioned/ unshakable loyalty</i> — gumon uyg'otmaydigan ishonch Syn: <u>allegiance</u> Ant: <u>disloyalty</u>

pay off	to'laligicha (butunlay) to'lamoq, qarzni to'lamoq # <i>pay off handsomely</i> — katta daromad keltirmoq Syn <u><i>get back, get even, pay back, retaliate, revenge, serve out</i></u>
lobster	omar (qisqichbaqa turi)
lens	linza, optic shisha moslamasi; lupa; ob'ektiv
surgical	jarrohlikka oid
scalpel	skalpel (jarrohlikda ishlatiladigan asbob)
clipper	1) uzoq masofaga uchadigan, yuk tashiydigan avialayner 2) eng oliy namuna, eng munosib
subsidiary	1) ikkinchi darajali; yordamchi <i>subsidiary matter</i> — ikkinchi darajali muammo 2) filial, turdosi (kompaniya) <i>subsidiary company</i> — turdosh kompaniya, <i>an overseas subsidiary</i> — chet el filiali
immobilize	harakatsizlantirib qo'ymoq, erkin harakat qilishiga xalaqit bermoq, harakatdan to'xtatmoq, muomaladan chiqarib tashlamoq
swamp	to'lib ketmoq, ko'milib ketmoq (xat, ariza, yuklar bilan)
hub	markaz (e'tibor, faoliyat, voqea) Syn: <u><i>centre</i></u>
unrest	1) xavotir, behalovatlik, hayajon Syn: <u><i>disturbance, turmoil, trouble</i></u> 2) tartibsizlik, beboshlik
laurel	lavr yaproqlari; <i>bu yerda</i> : zafar cho'qqisi, muvaffaqiyatga erishilgan davr
proprietary	1) egalik, xususiylik 2) ega, mulkdor, xo'jayin Syn: <u><i>owner, proprietor</i></u> 3) = <i>proprietary class</i> — mulkdorlar sinfi 4) mulkka egalik huquqi 5) mol-mulk, xususiy mulk Syn: <u><i>proprietorship</i></u> .
terminal	1) oxir, chegara 2) a) oxirgi stantsiya, oxirgi bekat <i>bu yerda</i> : kompyuter terminali (kerakli ma'lumotlarni kiritish va zarur bo'lgan yo'nalishdagi kompyuterga uzatish moslamasi)
shipper	1) yuk jo'natuvchi Syn: <u><i>consignor</i></u> 2) tashish uchun qulay yuk
inventory	inventarlarni ro'yxatga olish qaydnomasi Syn: <u><i>list, catalogue, account</i></u>

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

1. He cherished the advice given him by a veteran Marine sergeant:
"There's only three things you gotta remember: _____,
_____ and _____."
 - a) shoot, move, and communicate
 - b) move, communicate and organize
 - c) shoot, take and communicate
2. Smith got his chance when he left the service and started his express transport business in _____.
 - a) 1991
 - b) 1977
 - c) 1971
3. The young entrepreneur raised _____ to launch Federal Express, informally known as FedEx.
 - a) \$80 million
 - b) \$20 million
 - c) \$60 million
4. It appeared that Smith had lost all of his _____, including the capital of his own brothers and sisters.
 - a) credit
 - b) investors' money
 - c) shares
5. Managers are evaluated annually by both bosses and workers _____ of the company.
 - a) to improve the situation
 - b) to earn much money for the development
 - c) to ensure good relations between all levels
6. In _____, Smith acquired _____ the Caliber System, whose trucking subsidiary RPS ranked second in ground shipments.
 - a) 1997/\$2.7 billion
 - b) 1999/ \$ 2.9 billion
 - c) 1996/\$ 2.6 billion
7. Smith publicly thanked them in _____; he also ordered special bonuses.
 - a) his 10 full-page letter
 - b) 7 full-page magazine ads

c) 11 full-page newspaper ads

8. The stock market responded to FedEx's gains. Over the course of the year, the company's share price rose by nearly _____, to about _____.

a) 70% / \$76

b) 25% / \$60

c) 50% / \$77

MASHQ 2

a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*

b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. Fred Smith wrote a paper on the need for reliable overnight delivery in a computerized information age.

2. After graduation, Smith enlisted in the Marine Corps and served three tours of duty in Japan.

3. While in the military, the young lieutenant observed military procurement and delivery procedures carefully, with an eye toward someday realizing his dream of a vast network dedicated to overnight commercial delivery.

4. The young entrepreneur raised \$180 million to launch Federal Express, informally known as FedEx.

5. It appeared that Smith hadn't lost all of his investors' money, including the capital of his own parents, friends, brothers and sisters.

6. FedEx managers are carefully trained to ensure respect for all employees, and their performance is monitored.

7. By 2000, the company was worth \$16 billion, with 170,000 employees flying a fleet of 584 planes and 38,500 trucks to deliver 2.8 million packages daily to 212 countries.

8. Fred Smith has compiled a fortune estimated at \$700 million by enabling the world of business to deliver its goods quickly, anywhere in the world.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. What kind of idea remained with Frederick Smith, in spite of receiving a grade of C?
2. What does this abbreviation mean – FedEx?
3. What was the reason of training and evaluating of managers and employees of the company annually?
4. According to the text which transport is much cheaper?
5. Do you know one of his fundamental management principles?
6. What do competitors in the express delivery business do?
7. Do you think that the rise of Internet commerce (E-commerce) and the growth of the global economy are also contributing to the growth of FedEx?
8. When did he predict that the world is continuing to develop along the lines undergraduate?

MATN 3

Pierre Omidyar

Founder and Chairman, eBay

Date of birth: June 21, 1967

Pierre Omidyar was born in Paris, France. He moved to Maryland with his family when his physician father began his residency at Johns Hopkins University Medical Center. Pierre became fascinated with computers while still in high school and graduated from Tufts University in 1988 with a degree in Computer Science.

After graduation he worked for Claris, a subsidiary of Apple Computer, developing software for the Macintosh. In 1991, he co-founded Ink Development Corp. with three friends. The company included an Internet shopping segment and was later renamed eShop Inc. Omidyar worked as a software engineer for eShop until the end of 1994, when he became a developer services engineer for General Magic, a mobile communication platform company. In 1996, eShop was sold to Microsoft, but Omidyar remained fascinated by the technical challenges of online commerce.

While living and working in the San Francisco Bay Area, he met and became engaged to Pamela Wesley, a graduate student in biology who later embarked on a career as a management consultant. One night at dinner she mentioned an old hobby, collecting and trading Pez candy dispensers. The candy has been packaged for many years in a wide variety of colorful plastic dispensers, many of them modeled on classic cartoon characters. Although these nostalgic novelty items were collected and traded by a large community of enthusiasts across the United States, there was no facility for trading them in the Bay Area.

Omidyar was intrigued by the technical problem of establishing an online venue for direct person-to-person auction of collectible items. He created a simple prototype on his personal web page, and launched an online service called Auction Web as a sole proprietorship on Labor Day weekend in

1995. The business exploded as correspondents began to register trade goods of an unimaginable variety.

Omidyar incorporated the enterprise; the small fee he collected on each sale financed the expansion of the site. The revenue soon outstripped his salary at General Magic and Omidyar decided to dedicate his full attention to his new enterprise. Business expanded through word of mouth, and Auction Web added a Feedback Forum, allowing buyers and sellers to rate each other for honesty and reliability.

Omidyar changed the company's name to eBay in 1997 and began to advertise the service aggressively. By the middle of that year, eBay was hosting nearly 800,000 auctions a day. By the time eBay went public in 1998, the site had more than a million registered users. By the end of the year, the value of Omidyar's personal stake in the company was nearly \$3 billion. Pierre Omidyar has served as Chairman of the Board since its incorporation. At first he also served as Chief Financial Officer, President and CEO, but he relinquished these positions one by one, the last when he hired former Hasbro executive Margaret Whitman to serve as CEO in 1998.

The rapid expansion of eBay's traffic did not come without growing pains. In 1999 the company suffered a number of service interruptions, one lasting 22 hours, but Omidyar moved quickly to regain the confidence of the site's customer base. The company made 10,000 phone calls to the site's top users to apologize for the interruption and assure them that everything possible would be done to keep the site up and running in the future. As other online ventures came and went, eBay has continued to grow and prosper.

In 2003, eBay enjoyed sales of over \$2 billion. As of this writing, eBay has more than 95 million registered users, selling more than 45,000 categories of merchandise. Through strategic acquisitions involving some buying and selling of its own, eBay is expanding in Europe and Asia, with particular emphasis on the world's two largest potential markets, China and India. Pierre and Pamela were married, and as the company continues to grow, they devote more of their resources to wide-ranging philanthropy.

Pierre Omidyar serves on the Board of Trustees of Tufts University, The Santa Fe Institute and The Omidyar Foundation. Pierre and Pamela Omidyar have resolved to give away all but one percent of their fortune over the next 20 years. In November 2005, the Omidyars announced their gift of \$100 million to endow the Omidyar-Tufts Microfinance Fund. As of this writing, this is the largest gift in the history of Tufts University, as well as the largest private allocation of capital to microfinance by any individual or family. The fund, to be administered by the Board of Trustees of Tufts University, will invest in international microfinance initiatives designed to empower people in developing countries to lift themselves out of poverty.

LUG'AT

fascinate	ajablantirmoq, hayron qoldirmoq, asir etmoq Syn: <u>charm</u>
embark	<i>bu yerda:</i> boshlamoq, biror bir ishga astoydil kirishmoq
dispenser	tarqatish mashinkasi, avtomat tarzda sotuvdagi buyumni chiqarib beruvchi moslama
nostalgic	sog'inish, vatanni qo'msash <i>nostalgic memories</i> — sog'inch xotiralari Syn: <u>wistful</u>
intrigue	o'ralashib qolmoq, aralashib qolmoq, <i>bu yerda:</i> qiziqib qolmoq
venue	tadbir o'tkaziladigan joy, faoliyat olib boriladigan joy
prototype	prototip, o'xshash qiyofa Syn: <u>archetype, exemplar, ideal, original, pattern</u> Ant: <u>copy, counterpart, duplicate</u>
exploded	iste'moldan chiqqan, tashlab yuborilgan
unimaginable	tasavvur qilib bo'lmaydigan Syn: <u>inconceivable</u>
outstrip	1) quvib o'tmoq, ilgari lab ketmoq 2) yuqorilab ketmoq, o'zib ketmoq
word of mouth	so'z (bajarilishi kerak bo'lgan ish uchun berilgan so'z)

hosting service	ma'lumot joylashtirish xizmatlari [Web sahifalarida], xosting, trafik intensivligi va ISP qo'shimcha xizmatlari, server hosting, web hosting
relinquish	1) qoldirib ketmoq, hududni topshirmoq Syn: <u>cede</u> , <u>surrender</u> 2) taslim bo'lmoq, umidini uzmoq, fikridan qaytmoq Syn: <u>surrender</u> 3) (odatni tashlamoq) Syn: <u>give up</u> , <u>quit</u>
CEO	Chief Executive Officer 1) bosh ijrochi direktor (korporatsiyaning eng asosiy qismi uchun javobgar shaxslardan biri) 2) bosh direktor (korporatsiyada)
interruption	1) tanaffus; kechikish, vaqtinchalik to'xtash Syn: <u>stop</u> , <u>break</u> , <u>adjournment</u> , <u>cessation</u> <u>hitch</u> , <u>delay</u> , <u>stoppage</u> , <u>intermission</u> 2) to'siq, qoidabuzarlik, qarshilik Syn: <u>violation</u> , <u>infringement</u> , <u>hindrance</u>
regain	1) qayta tiklash; (yo'qotilgan narsani) qaytarish Syn: <u>recovery</u> 2) qaytadan qo'lga kiritish; qayta tiklash <i>to regain one's health</i> — sog'ayish <i>to regain one's footing</i> — qayta oyoqqa turmoq Syn: <u>recover</u>
philanthropy	xayr-ehson qilish, hayriya jamg'armasi
endow	doimiy daromad bilan ta'minlash; meros qoldirilgan mulkni berish; sarmoya qo'yish, ta'minlash (moddiy jihatdan)
empower	kimnidir nomidan ish bajarishni topshirmoq Syn: <u>authorize</u> 2) (rasmiy) ruxsat bermoq, izn bermoq 3) imkon bermoq 4) yordam bermoq, qo'llab-quvvatlash Syn: <u>help</u>

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

- eShop was sold to Microsoft, but Omidyar remained fascinated by the _____.
 - He created a simple prototype on his personal web page and launched an online service called _____ as a sole proprietorship.
- a) technical challenges of online commerce
b) software engineering
c) developing software for the Macintosh
- a) Feedback Forum

- b) Auction Web
 c) eBay
3. By the middle of 1997, eBay was hosting nearly _____ auctions a day.
- a) 800 000
 b) 80 000
 c) 68 000
4. In 2003, eBay enjoyed sales over \$_____.
- a) 95 mln
 b) 2 mln
 c) 45 mln
5. In _____, the Omidyars announced their gift to endow the Omidyar-Tufts Microfinance Fund.
- a) November 2005
 b) November 2003
 c) December 2000
6. The main task of this fund is _____.
- a) to give poor people micro credits
 b) to empower people in developing countries to lift themselves out of poverty
 c) to fight against poverty in developed countries
7. The _____ soon outstripped his salary at General Magic and Omidyar decided to dedicate his full attention to his new _____.
- a) profit, office
 b) revenue, enterprise
 c) income, corporation
8. Pierre and Pamela Omidyar have resolved to give away all but _____ of their fortune over the next 20 years.
- a) one percent
 b) twenty percent
 c) one hundred percent

MASHQ 2

- a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*
 b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. In 1996, eShop was sold to Microsoft, but Omidyar remained fascinated by the technical challenges of online commerce.
2. Pamela Wesley, a graduate student in physics who later embarked on a career as a market researcher.
3. Omidyar was intrigued by the technical problem of establishing an online venue for direct person-to-person auction of collectible items.
4. Omidyar changed the company's name to eBay in 1999 and began to advertise the service aggressively.
5. At first he also served as Chief Financial Officer, President and CEO, but he relinquished these positions one by one, the last when he hired former Hasbro executive Margaret Whitman to serve as CEO in 1998.
6. eBay is expanding in Europe and Africa, with particular emphasis on the world's two largest potential markets.
7. In November 2003, the Omidyars announced their gift of \$10 million to endow the Omidyar-Tufts Microfinance Fund.
8. The fund, to be administered by the Board of Trustees of Tufts University, will invest in international microfinance initiatives designed to empower people in developing countries to lift themselves out of poverty.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. With what degree Pierre Omidyar graduated from Tufts University in 1988?
2. Where did Pierre Omidyar work after graduation?
3. Whose hobby was collecting and trading Pez candy dispensers?
4. Where there any problems in 1999 at the company?
5. What kind of activity do Pierre and Pamela Omidyar devote more of their resources to?
6. When did he change the company's name?
7. How many auctions a day eBay was hosting by the middle of 1997?
8. Do you know the largest potential markets where eBay is expanding?

MATN 4**Jeong Kim***Communications Revolution*

Jeong Kim was born in Seoul, South Korea. His parents divorced when he was very young and he was raised by his father and stepmother. At age 14, he emigrated, with his family to the United States. He entered school in Anne Arundel County, Maryland, speaking almost no English. Although a good student, he quarreled with his father and left home at age 16. He worked the night shift at a convenience store to support himself while he finished school and won a scholarship to study electrical engineering at Johns Hopkins University in Baltimore.

Kim earned his bachelor's degree in only three years. While still a student, he became excited by the possibilities of the computer revolution and began to work for a start-up company called Digitus. Kim quickly became a partner in the company and believed he was well on his way to making his first million in the computer business when, upon graduation, he left the company to join the U.S. Navy. He believed it was time to repay his adopted country for the opportunities it had already given him.

Jeong Kim spent seven years as an officer on a nuclear submarine and watched from the sidelines while the company he helped build fell victim to the accelerating consolidation of the computer industry. While still in the Navy, Kim took the opportunity to earn an additional graduate degree in management. Kim resolved that on leaving the Navy he would start his own business and avoid the mistakes he believed had been made by Digitus.

Unable to obtain financing for his own start-up, Kim applied his naval background and worked as a contract engineer for AlliedSignal Inc. at the Naval Research Laboratory. At the same time, he earned a doctorate in engineering from the University of Maryland in only two years. At the Naval Research Laboratory, he became aware of the asynchronous transfer

technology used to link different modes of electronic communication. He saw the need to bridge the gap between the integrated technology of the future and the many differing systems in use today. The military, for one, had a need to link its divergent systems of voice, video and electronic data transmission, especially from remote areas without existing communications infrastructure.

Kim believed he had missed an opportunity to benefit from the computer revolution while he was in the Navy; he now saw a second opportunity to capitalize on the evolution of telecommunications. In 1992, he borrowed against his house and his credit cards to start Yurie Systems, Inc. His company soon became a world leader in advanced data transmission, one of the fastest-growing companies in America.

In 1998, Jeong Kim reached an agreement to sell Yurie Systems to Lucent Technologies for over \$1 billion. At age 37, Kim personally earned more than half a billion dollars from the deal. Kim, who had been accustomed to working 120-hour weeks when he was building his company, could not imagine retiring at this stage of his career, and went to work for Lucent running several divisions at once. Jeong Kim makes his home with his wife and children in Landover, Maryland.

LUG'AT

shift	ish smenasi, <i>night shift</i> – tungi smena
sideline	yon tomonlari; ikkilamchi ish; qo'shimcha tovar
accelerating	tezlashtiradigan, <i>accelerating agent</i> — tezlashtiruvchi modda <i>accelerating force</i> — jadallashtiruvchi kuch 2) progressiv (to'lov haqida)
doctorate	doktorlik darajasi
asynchronous	asinxron, vaqt bo'yicha mos kelmaydigan
divergent	har tomonga tarqaluvchi (har tomonga) <i>divergent rays</i> — tarqaluvchi nurlar Syn: <u><i>diverging</i></u> 2) divergent

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

- Jeong was raised by his _____ and _____.
 - uncle and aunt
 - father and grandmother
 - father and stepmother
- He earned his bachelor's degree and began to work for _____.
 - the USA Navy
 - a start-up company called Digitus
 - at the Naval Research Laboratory
- Kim took the opportunity to earn an additional graduate degree in _____, while he served in the Navy.
 - Marketing
 - Economics
 - Management
- Kim become aware of the _____ used to link different modes of electronic communication.
 - asynchronous transfer technology
 - computer technology
 - synchronous transforming technology
- At age _____, Kim personally earned more than half a billion dollars from the deal.
 - 35
 - 34
 - 37
- He worked the night shift at a convenience store to support himself while he finished _____.
 - college
 - university
 - school
- His company soon became _____ in advanced data transmission, one of the fastest-growing companies in America.
 - a manager
 - a world leader
 - a world promotor

8. Kim, who had been accustomed to working _____ weeks when he was building his company, could not imagine retiring at this stage of his career

- a) 80 hour
- b) 120 hour
- c) 100 hour

MASHQ 2

a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying*

b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. He entered school in Anne Arundel County, Maryland, he spoke English and French very well.

2. Kim quickly became a partner in the company and believed he was well on his way to making his first million in the computer business when, upon graduation, he left the company to join the U.S. Navy.

3. Kim resolved that on leaving the Maryland University he wouldn't start his own business and avoid the mistakes he believed had been made by Digitus

4. At the same time, he earned a doctorate in engineering from the University of Maryland in only two years.

5. Kim believed he had missed an opportunity to benefit from the computer revolution while he was in the Navy; he now saw a second opportunity to capitalize on the evolution of bank system.

6. At age 23, Kim personally earned more than half three billion dollars from the deal.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

- 1. What did he win after finishing the school in the USA?
- 2. Why did he decide to join the US Navy?
- 3. Why did he work at the Naval Research Laboratory as a contract engineer?
- 4. What did he do to start his company and what happened then?
- 5. Where does he live with his wife and children now?

MATN 5

Oprah Winfrey

Entertainment Executive

Date of birth: January 29, 1954

Born in Kosciusko, Mississippi, Oprah Winfrey was reared by her grandmother on a farm where she "began her broadcasting career" by learning to read aloud and perform recitations at the age of three. From age six to 13, she lived in Milwaukee with her mother. After suffering abuse and molestation, she ran away and was sent to a juvenile detention home at the age of 13, only to be denied admission because all the beds were filled. As a last resort, she was sent to Nashville to live under her father's strict discipline. Vernon Winfrey saw to it that his daughter met a midnight curfew, and he required her to read a book and write a book report each week. "As strict as he was," says Oprah, "he had some concerns about me making the best of my life, and would not accept anything less than what he thought was my best."

Oprah Winfrey's broadcasting career began at age 17, when she was hired by WVOL radio in Nashville, and two years later signed on with WTVF-TV in Nashville as a reporter/anchor. She attended Tennessee State University, where she majored in Speech Communications and Performing Arts.

In 1976, she moved to Baltimore to join WJZ-TV news as a co-anchor, and in 1978 discovered her talent for hosting talk shows when she became co-host of WJZ-TV's "People Are Talking," while continuing to serve as anchor and news reporter.

In January 1984, she came to Chicago to host WLS-TV's "AM Chicago," a faltering local talk show. In less than a year, she turned "AM Chicago" into the hottest show in town. The format was soon expanded to one hour, and in September 1985 it was renamed "The Oprah Winfrey Show."

Seen nationally since September 8, 1986, "The Oprah Winfrey Show" became the number one talk show in national syndication in less than a year. In June 1987, in its first year of

eligibility, "The Oprah Winfrey Show" received three Daytime Emmy Awards in the categories of Outstanding Host, Outstanding Talk/Service Program and Outstanding Direction. In June 1988, "The Oprah Winfrey Show" received its second consecutive Daytime Emmy Award as Outstanding Talk/Service Program, and she herself received the International Radio and Television Society's "Broadcaster of the Year" Award. She was the youngest person and only the fifth woman ever to receive the honor in IRTS's 25-year history.

Before America fell in love with Oprah Winfrey the talk show host, she captured the nation's attention with her poignant portrayal of Sofia in Steven Spielberg's 1985 adaptation of Alice Walker's novel, *The Color Purple*. Winfrey's performance earned her nominations for an Oscar and Golden Globe Award in the category of Best Supporting Actress. Critics again lauded her performance in *Native Son*, a movie adaptation of Richard Wright's classic 1940 novel.

Her love of acting and her desire to bring quality entertainment projects into production prompted her to form her own production company, HARPO Productions, Inc., in 1986. Today, HARPO is a formidable force in film and television production. Based in Chicago, HARPO Entertainment Group includes HARPO Productions, Inc., HARPO Films and HARPO Video, Inc. In October, 1988, HARPO Productions, Inc. acquired ownership and all production responsibilities for "The Oprah Winfrey Show" from Capitol Cities/ABC, making Oprah Winfrey the first woman in history to own and produce her own talk show. The following year, HARPO produced its first television miniseries, the *The Women of Brewster Place*, with Oprah Winfrey as star and Executive Producer. It has been followed by the TV movies *There Are No Children Here* (1993), and *Before Women Had Wings* (1997), which she both produced and appeared in. In 1998, she starred in the feature film *Beloved*, from the book by the Nobel Prize-winning American author Toni Morrison.

In 1991, motivated in part by her own memories of childhood abuse, she initiated a campaign to establish a national database of convicted child abusers, and testified

before a U.S. Senate Judiciary Committee on behalf of a National Child Protection Act. President Clinton signed the "Oprah Bill" into law in 1993, establishing the national database she had sought, which is now available to law enforcement agencies and concerned parties across the country.

Oprah Winfrey was named one of the 100 Most Influential People of the 20th Century by *Time* magazine, and in 1998 received a Lifetime Achievement Award from the National Academy of Television Arts and Sciences. Her influence extended to the publishing industry when she began an on-air book club. Oprah Book Club selections became instant bestsellers, and in 1999 she was presented with the National Book Foundation's 50th anniversary gold medal for her service to books and authors.

She is one of the partners in Oxygen Media, Inc., a cable channel and interactive network presenting programming designed primarily for women. In 2000, Oprah's Angel Network began presenting a \$100,000 "Use Your Life Award" to people who are using their lives to improve the lives of others. When *Forbes* magazine published its list of America's billionaires for the year 2003, it disclosed that Oprah Winfrey was the first African-American woman to become a billionaire.

L U G' A T

rear	ulg'aytirmoq, tarbiyalamoq (bolalarni) Syn: <i>bring up</i>
abuse	1) kamsitish, xafa qilish Syn: <i>insult</i> 2) yomon, qo'pol muomala
molestation	voyaga yetmagan bolalarni kamsitish, huquqlarini poymol etish
juvenile	yosh, balog'at yoshi <i>juvenile delinquency</i> — voyaga yetmaganlar o'rtasidagi jinoyat, <i>juvenile court</i> — voyaga yetmaganlar sudi Syn: <i>youth, teenager</i>
detention	hibsga olmoq, hibsdan ushlab turmoq <i>in detention</i> — qamoqda <i>house of detention</i> — sud oldidan hibsdan ushlab turish xonasi
curfew	qat'iy rejim, qattiq nazorat
anchor	a) boshlovchi, boshlovchilik qilmoq <i>to anchor a national news program</i> — milliy yangiliklar

	dasturini olib bormoq b) tashabbuskor bo'lmoq, ilhomlantiruvchi bo'lmoq
major	(major in) biror bir soha bo'yicha ixtisoslashmoq, mutaxassisi bo'lmoq
faltering syndication	ishonchsiz, qarorsiz, qat'iy bo'lmaslik sindikatsiya, bir vaqtning o'zida bir nechta veb kanallarda dastur olib bormoq <i>cross-publishing</i> televizion dasturlarni bir vaqtning o'zida bir nechta mahalliy telestantsiyalarga sotish yoki uzatish
eligibility consecutive	talabga javob beradigan holatdalik, yaroqlilik 1) ketma-ket, orqama-orqa, uzluksiz, 2) mantiqiy davom, batartib
capture	1) egallab olmoq, kuch bilan tortib olmoq Syn: <u>apprehend, arrest, catch, trap</u> Ant: <u>free, liberate, release</u> 2) g'olib kelmoq (yutuq, saylovchilar ovozida)
poignant	1) o'ziga xos, ajib, <i>poignant perfume</i> — tarovatli atir Syn: <u>piquant, spicy</u> 2) ko'ngildan joy oladigan Syn: <u>touching</u> 3) kuchli, jonli Syn: <u>penetrating, searching</u>
portrayal laud	tasvir, tomosha, ssenariy Syn: <u>description</u> 1) maqtamoq, olqishlamoq Syn: <u>praise</u>

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

- She signed on with WTVF-TV in Nashville as a reporter/anchor at age _____.
a) 17
b) 18
c) 19
- She moved to _____ in 1976, became co-host of WSZ-TV's "People are Talking".
a) Baltimore
b) Tennessee
c) Chicago

3. In _____ she was presented with the National Book Foundation's 50th anniversary gold medal for her service to _____ and _____.
- 1991 / films / talk shows
 - 1999 / books / authors
 - 2000 / books / films
4. She became the first _____ Afro-American woman.
- famous
 - billionaire
 - millionaire
5. As a last resort, she was sent to Nashville to live under her _____.
- mother's strict discipline
 - father's strict discipline
 - father's mild discipline
6. Two years later signed on with WTVF-TV in Nashville as _____.
- a reporter/anchor
 - director/reporter
 - anchor/assistant
7. In June 1987, in its first year of eligibility, "The Oprah Winfrey Show" received three _____ in the categories of Outstanding Host, Outstanding Talk/Service Program and Outstanding Direction.
- Oscar
 - Daytime Emmy Awards
 - Nika
8. In 2000, Oprah's Angel Network began presenting a _____ "Use Your Life Award" to people who are using their lives to improve the lives of others.
- \$100,000
 - \$10,000
 - \$110,000

MASHQ 2

- Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*
- To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. Oprah Winfrey's broadcasting career began at age 17, when she was hired by WVOL radio in Nashville.
2. She attended Maryland State University, where she majored in Speech Communications and Performing Arts.
3. In January 1984, she came to Seattle to host WLS-TV's "AM Chicago," a faltering local talk show.
4. In June 1988, "The Oprah Winfrey Show" received its second consecutive Daytime Emmy Award as Outstanding Talk/Service Program, and she herself received the International Radio and Television Society's "Broadcaster of the Year" Award.
5. Oprah Winfrey was named one of the 100 Most Influential People of the 20th Century by *GLOBE* magazine
6. In 2000, Oprah's Angel Network began presenting a \$100,000 "Use Your Life Award" to people who are using their lives to improve the lives of others.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. When did Oprah begin her "broadcasting career" by learning to read aloud and perform recitations?
2. Has she ever attended University?
3. Which talk show became the number one in national syndication in less than a year?
4. How many Emmy Awards did her show receive?
5. When and what kind of company did she form?
6. What kind of Awards did she receive in 1998?

MATN 6

Craig McCaw

Pioneer of Telecommunications

Date of birth: August 11, 1949

Craig O. McCaw was born in Centralia, Washington, the second of four sons of Marion and John Elroy McCaw. Over the course of his career, Craig's father would buy and sell dozens of radio and television stations. He often incurred large debts in the process, but the family lived well.

As teenagers, all four boys worked for one of their father's small cable television services: climbing poles, stringing cable, and selling subscriptions door-to-door. Their father sold the boys one tiny, 2,000-subscriber system in exchange for shares of preferred stock in the company. Craig soon took the lead in managing the company. Although Craig was dyslexic, he made an extra effort in school both at his prep school in Seattle and at Stanford University, where he studied history. While at Stanford, he continued to run the cable company from his dormitory room.

When Craig was still a sophomore in college, his father died, leaving a heavy burden of debt and taxes. Over the next few years, Craig's accountant mother was forced to liquidate all of Mr. McCaw's holdings except for the one cable service in Centralia, Washington which had been left to the boys in trust. After graduating from Stanford, Craig borrowed money against the Centralia system to buy other small cable operations in remote areas. He improved programming, raised rates, and cut costs. In the next few years, Craig's strategy for the cable TV operation paid off: while revenues quadrupled, the cash flow from operations grew eight-fold.

In 1981, McCaw began to research the cellular telephone market. Even according to AT&T's modest projections, the local permits sold by the FCC were greatly undervalued. Craig started bidding on cellular phone licenses. He planned a major expansion, but to do this, he needed more capital than McCaw

Communications could ever earn from its modest cable television business.

Throughout the 1980s, McCaw sold shares in his company to larger enterprises: Affiliated Publications, E.W. Scripps Co., and finally British Telecom. In each case, the McCaw brothers kept control of the company in their own hands and in some instances bought back the shares, as their own operation grew to dwarf some of its former partners. At the same time, the backing of these established firms enabled McCaw to acquire a credit line of over a billion dollars.

The local phone companies, or "Baby Bells," created when a federal court order broke up AT&T's monopoly on phone service, had expected to dominate the infant cell phone industry. They were shocked to find that an unknown cable television operator from the Northwest had already acquired the licenses they needed in strategically chosen markets. McCaw borrowed massively to buy more and more licenses. He sold at a profit the licenses he couldn't use, and rolled the money back into purchasing more, gradually putting together the pieces of a national network.

In 1986, MCI Communications sold its cellular and paging operations to McCaw for \$122 million and McCaw Cellular emerged as the industry leader. The McCaw brothers sold their cable television business outright for \$755 million, to concentrate solely on building a national cellular phone network. They took the company public, putting 11 percent of the company in public hands while the brothers retained roughly 40 percent.

In 1989, McCaw outbid Bell South for control of LIN Broadcasting. It cost \$3.5 billion, but McCaw had acquired licenses in the very markets he needed to consolidate his system. It would now be impossible for a serious competitor to enter the field.

Wall Street looked with horror at the company's gargantuan debt, but McCaw knew he could resell individual cellular licenses at a profit to any of the regional Baby Bells. Meanwhile, revenues doubled, operating cash flow rose, and

the number of subscribers exploded. McCaw himself earned \$54 million in 1990, making him America's highest-paid chief executive. Less than one percent of this was paid in salary, the rest was due to increase in the value of his shares in his own company.

In 1994, the McCaw brothers sold their company to AT&T for \$11.5 billion. In the process, Craig McCaw himself became one of AT&T's largest shareholders, but he refused to sit on the Board of Directors because he can't stand long meetings. Before selling his company, McCaw personally took over one of its subsidiaries, Teledesic, with the intention of building a global network of 840 low-altitude satellites to provide Internet-like transmission of digital data to the most remote places of the Earth.

Away from the office, Craig McCaw is an avid aviator who routinely pilots his own jet. He is active in environmental and civic affairs in his home state of Washington and has invested millions in a campaign to convert a run-down industrial district of Seattle into a vast urban park.

In 2003, Craig McCaw founded Clearwire, a wireless broadband Internet service provider. A fast, portable alternative to the cable modem and DSL services provided by cable television and telephone companies, Clearwire uses WiMAX wireless technology to transmit from a network of mobile phone towers. Users can access the Internet wherever they are, without connecting to a land-based cable or telephone system. Craig McCaw, who serves as Chairman of Clearwire, took the company public in March, 2007. As of this writing, Clearwire is active in dozens of U.S. markets, as well as Mexico, Belgium, Denmark and Ireland.

L U G ' A T

incur	orttirmoq, duch kelmoq (e.g., <i>incur debts - incur losses</i>)
subscription	<i>bu yerda</i> : obuna ma'nosida (gazeta, jurnal)
dyslexic	savodsiz, o'qishga qobiliyati yo'q inson

prep	= prep school; = preparatory school – tayyorlov maktabi
sophomore	ikkinchi kurs talabasi Syn: <u>soph</u>
quadruple	to‘rt barobarga oshmoq, to‘rt barobar ko‘paymoq Syn: <u>quadruplicate</u>
eightfold	sakkiz barobar Syn: <u>octuple</u>
cellular	uyali, uyali aloqa telefonlari <i>cellular phone</i>
modest	kamtar, o‘zini tutib olgan, jiddiy <i>modest behaviour</i> — kamtarona odob-ahloq Syn: <u>frugal, moderate, humble, lowly, meek, retiring, shy, unassuming, unpretentious, inexpensive</u> Ant: <u>conceited, overbearing, pretentious, showy</u>
undervalued	yetarlicha baholanmagan, narxi pasaytirilgan (aktiv, valyuta kursi yoki qimmatli qog‘oz narxi xususida) <i>undervalued asset</i> — past narx qo‘yilgan aktiv Ant: <u>overvalued</u>
bidding	a) narx taklif qilish Syn: <u>bid</u> 1. b) auksion, savdo <i>competitive bidding</i> — raqobatchilik savdosi <i>spirited bidding</i> — qizg‘in savdo <i>to open the bidding</i> — auksionni ochish Syn: <u>auction</u>
affiliated	filial vazifasini bajaruvchi See: <i>affiliated company, affiliated person, affiliated organization</i>
instance	instantsiya; jamiyatning, tashkilotning mustaqil bir qismi
dwarf	1) o‘shish sur‘atini to‘xtatish, rivojlanishiga to‘sqinlik qilmoq Syn: <u>stunt</u>
emerge	chiqmoq, chiqib ketmoq Syn: <u>arise</u>
outright	butunlay, to‘la, oxirigacha, barcha
retain	ushlamoq, ega bo‘lmoq, asramoq Syn: <u>contain, hold</u>
outbid	narxni sindirmoq, yuqoriroq narx taklif etmoq
gargantuan	ulkan, bahaybat, juda katta Syn: <u>colossal, huge</u>
explode	xonavayron bo‘lmoq, inqirozga yuz tutmoq, kasodga uchramoq
avid	tashna, qurumsoq; <i>bu yerda</i> : o‘ta berilgan Syn: <u>eager, greedy</u>
aviator	aviator, uchuvchi Syn: <u>pilot, flyer</u>

routinely	risoladagidek, har doimgidek, Syn: <u>plainly, unceremoniously</u>
broad band	keng diapazon
portable	portativ, yig'iladigan, ko'chirib olib yurishga qulay narsa Syn: <u>demountable, removable</u>

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

- Craig's strategy for the cable TV operation paid off: while revenues _____, the cash flow operations grew _____.
 a) tripled / quadrupled
 b) eight-fold / quadrupled
 c) quadrupled / eight-fold
- MCI Communications sold its cellular and paging operation to McCaw for _____ McCaw brothers sold their cable television business outright for _____.
 a) \$ 22 million / \$ 755 million
 b) \$ 722 million / \$ 255 million
 c) \$ 122 million / \$ 755 million
- In 1990, he became _____, earned _____.
 a) famous shareholder / \$ 55 million
 b) America's highest-paid chief executive / \$ 54 million
 c) America's executive with gargantuan debt / \$ 53 million
- In _____, the McCaw brothers sold their company to AT&T for _____.
 a) 1994/ 11.5 billion
 b) 1999 / 11 billion
 c) 1995/ 12.5 billion
- In 2003, Craig McCaw founded Clearwire, a wireless broadband _____.
 a) cellular phone company
 b) radio station
 c) Internet service provider
- Clearwire is active in dozens of U.S. markets, as well as Mexico, Belgium, Denmark and Ireland.
 a) Germany, Austria, Denmark and Sweden

- b) Mexico, Belgium, Denmark and Ireland
 c) Mexico, Ireland, Germany and France

MASHQ 2

- a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*
 b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. Although Craig was dyslexic, he made an extra effort in school both at his prep school in Seattle and at Stanford University
2. When Craig was still a sophomore in college, his brother and mother died, leaving a heavy burden of debt and taxes.
3. After graduating from Stanford, Craig borrowed money against the Centralia system to buy other small cable operations in remote areas.
4. Craig started bidding on computer and radio licenses.
5. He sold at a profit the licenses he couldn't use, and rolled the money back into purchasing more, gradually putting together the pieces of a national network.
6. In 1994, the McCaw brothers sold their company to AT&T for \$25.5 billion. In the process, Craig McCaw himself became one of AT&T's largest shareholders.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matning qisqacha mazmunini gapirib bering:

1. What did Craig McCaw's father do?
2. Did he study at any University?
3. In what he was interested and began to research?
4. To what companies did he sell share of his company?
5. Why a federal court and other companies were shocked?
6. Why did he refuse to sit on the Board of Directors of AT&T?
7. What is the main activity of Clearwire founded by McCaw in 2003?

MATN 7

Sanford Weill

Financier and Philanthropist

Date of birth: March 16, 1933

Sanford Weill was born and raised in Brooklyn, New York. He married his wife Joan shortly after graduating from Cornell University in 1955. Weill had joined Air Force ROTC while in college and planned to be a pilot, but cutbacks in defense spending canceled his military career, and he went to work as a \$35 a week runner for the New York stockbrokers Bear Stearns. He quickly moved to work in the office and became a broker himself. He had found a career.

In 1960, while still in his twenties, Weill and three partners started a small brokerage: Carter, Berlind, Potoma & Weill. Over the next 20 years, Weill led the brokerage through 15 acquisitions, building it into the financial powerhouse Shearson, the second largest company in the securities industry. He sold Shearson to American Express in 1981 for \$930 million. Weill became President of American Express, whose directors specifically hoped he would be able to turn around their failing insurance operation, Fireman's Fund. Although Weill succeeded in this goal, he became frustrated with the corporate culture at American Express and attempted unsuccessfully to buy Fireman's for himself. In 1985, he resigned from American Express.

At age 53, Weill, although wealthy, was out of work and thwarted in his efforts to find a job. In 1986 he traveled to Minneapolis to persuade Control Data to spin off its subsidiary, Commercial Credit, in an IPO (initial public offering) worth \$850 million. Control Data sold 82 percent of the company to the public, Weill took over as CEO, investing \$7 million of his own money. Besides Commercial Credit's lending operation, Weill had acquired its subsidiary, a property and casualty insurance company called Gulf Insurance.

By 1988, Weill and his team had turned Commercial Credit around and acquired Primerica Corp., for \$1.5 billion, along with its holdings, the brokerage Smith Barney and the A.L. Williams insurance company, which Weill renamed Primerica Financial Services (PFS). The whole conglomerate of brokerage, commercial credit, and insurance operations would continue under the name Primerica Corp.

Over the next two years, Weill's Primerica Corp. absorbed the consumer lending operations of Barclays American/Financial, and acquired receivables and branches from Landmark Financial Services.

In 1992 alone, Primerica raised \$625 million by selling non-strategic assets. Weill made a decisive move, buying 27 percent of Travelers Insurance for \$722.5 million. Sanford Weill earned \$67.6 million, that year, most of it from stock options. He was the second-highest-paid executive in America.

The following year, he succeeded in realizing an old dream. He regained control of Shearson, buying his old firm back from American Express for \$1.2 billion in March. He acquired Shearson's 8400 brokers and state-of-the-art back office, while leaving behind Shearson's litigation liability.

With Shearson under its belt, Weill's Primerica purchased the remaining shares of Travelers with \$4 billion in stock. Weill merged Shearson with Smith Barney, retaining the formidable Shearson office facilities, and closing Smith Barney's.

Travelers Group, as the resulting parent company was called, included brokerage, term insurance, consumer finance, property-casualty insurance, life insurance, money management and investment banking operations.

In 1996, Weill acquired the property and casualty operations of Aetna insurance for \$4 billion. The insurance companies were reorganized into separate life, term, and property-casualty operations. Smith Barney Shearson played a major role in financing the merger of Viacom Inc., with Paramount Communications.

Travelers' 1996 profits made it number 32 of the Fortune 500 list of America's most successful companies. The original

shares of Commercial Credit appreciated tenfold in the decade since Weill first bought them.

In September, 1997, Travelers paid \$9.1 billion in stock to acquire Salomon, Inc., the parent company of the investment bank Salomon Brothers. Weill merged Salomon with Smith Barney to create the second largest securities firm in the world. In April, 1998, Weill announced the biggest coup of all. His Travelers Group would merge with Citicorp, the parent company of Citibank, to create Citigroup, Inc. Citicorp is the world's largest supplier of credit cards, and Citibank is the second largest bank in the United States. The merged companies will be the global leader in financial services, with 100 million customers in 100 countries. At the beginning of the day the merger was announced, the two companies were valued at about \$70.6 billion. By the end of the day, the value of their combined stock had jumped to \$83.6 billion. Sanford Weill will serve as Co-Chairman and Co-CEO with Citicorp Chairman John S. Reed.

Sanford Weill runs his businesses like an owner. He avoids consultants and gets to know a company by getting to know people at all levels of the business. All of Travelers' employees are encouraged to own stock in the company. Senior managers (who number in the thousands) receive up to 25 percent of their pay in stock, which they are not allowed to sell for two years.

Sanford Weill and his wife Joan make their home in Greenwich Connecticut. Two of their children, Marc Weill and Jessica Weill Bibliowicz, have held top jobs at Travelers. In addition to his business activities, Sanford Weill is active in philanthropic activities in New York City, where he works, as well as in Baltimore and at his alma mater, Cornell University. As chairman of Carnegie Hall, he raised \$60 million for renovation of its facilities; one of the concert halls is named for him.

LUG'AT

cutback

pasayish, qisqarish, kamayish; *cutback in economic activity* — iqtisodiy sur'atlarning pasayishi

cancel	rad etmoq, (o'z vazifasidan) voz kechmoq
acquisition	qo'lga kiritish, ega bo'lish Syn: <u>purchase</u>
powerhouse	<i>bu yeda</i> : kuchli, asosiy, moliyaviy jihatdan eng ko'p sarmoyali
frustrate	xalaqit bermoq, to'sqinlik qilmoq, umidini uzmoq, rejalarini buzmoq; Syn: <u>thwart, balk, disappoint</u>
thwart	qarang: frustrate Syn: <u>foil, inhibit, balk</u> Ant: <u>permit</u>
IPO	<i>initial public offering</i> – ilk aktsiyalrni joylashtirish (fond bozorida)
CEO	<i>Chief Executive Officer</i> – bosh ijrochi direktor
casualty	baxtsiz hodisa casualty insurance – baxtsiz hodisadan sug'urta
conglomerate	konglomerat, birlashma
absorb	qo'shib olmoq, yutib yubormoq, o'z tarkibiga qo'shib olmoq
receivable	qabul qilsa bo'ladigan, olish mumkin bo'lgan
decisive	hal qiluvchi, qat'iy; <i>decisive step</i> — hal qiluvchi qadam, Syn: <u>conclusive, determinative</u> Ant: <u>indecisive</u>
state-of-the-art	zamonaviy, haqiqiy, Syn: <u>modern</u>
litigation	sud jarayoni (over; with) <i>to initiate/start litigation</i> — sud jarayonini qo'zg'atmoq
formidable	katta, ulkan, gigant Syn: <u>terrible, frightful huge, tremendous</u>
tenfold	o'n barobar; ko'p barobar ma'nosida ham ishlatiladi
coup	<i>bu yerda</i> : kutilmagan omad, zafar, muvaffaqiyat
philanthropic	xayriya, beminnat yordam Syn: <u>humane</u>
alma mater	o'zi o'qigan kollej yoki universitet, masalan: <i>My Alma Mater is Moscow University.</i> — Mening tahsil olgan universitetim Moskva universiteti

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

1. He sold Shearson to American Express in _____ for

a) _____
a) 1960 / \$ 150 million

- b) 1980 / \$ 93 million
c) 1981 / \$ 930 million
2. In _____, Weill announced the biggest coup of all.
Citicorp is the world's largest supplier of _____ and Citibank is the _____ largest bank in the United States
- a) September 1997 / insurance cards / first
b) 1996 / credit cards / third
c) April 1998 / credit cards / second
3. Travelers Group, as the resulting parent company was called, included brokerage, _____, _____, _____, _____, money management and investment banking operations.
- a) car insurance, firm finance, property-casualty insurance, life insurance
b) property-casualty insurance, term insurance, car insurance, life insurance
c) term insurance, consumer finance, property-casualty insurance, life insurance
4. The original shares of Commercial Credit appreciated tenfold in the decade since Weill first bought them.
- a) eightfold
b) tenfold
c) sevenfold
5. In September, 1997, Travelers paid \$9.1 billion in stock to acquire Salomon, Inc., the parent company of the investment bank Salomon Brothers.
- a) \$ 9.1 billion / parent company
b) \$ 8.9 billion / daughter company
c) \$ 6.9 billion / shareholding corporation
6. In addition to his business activities, Sanford Weill is active in _____ in New York City, where he works, as well as in Baltimore and at his alma mater, Cornell University.
- a) creation of art galleries
b) organizing auctions
c) philanthropic activities

MASHQ 2

- a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying.*
b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. Weill sold Shearson to American Express in 1988 for \$730 million.
2. Weill succeeded in this goal, he became frustrated with the corporate culture at American Express and attempted unsuccessfully to buy Fireman's for himself.
3. In 1988 he traveled to Minneapolis to persuade Control Data to spin off its subsidiary, Commercial Credit, in an IPO (initial public offering) worth \$950 million.
4. Sanford Weill earned \$67.6 million, that year, most of it from stock options. He was the first-highest-paid executive in America.
5. He acquired Shearson's 8400 brokers and state-of-the-art back office, while leaving behind Shearson's litigation liability.
6. In addition to his business activities, Sanford Weill is active in philanthropic activities in New York City, where he works, as well as in Baltimore and at his alma mater, Cornell University.

True	False

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. Where did he find a career?
2. In which goal Weill succeeded and when did he resign from American Express?
3. What kind of insurance company Weil had acquired and what it was called?
4. What was his old dream?
5. There is an expression in the text, what does it mean "get/have something under your belt"?
6. How much receive senior managers in stock?
7. What can you say about his family and where do his children work?
8. What is his alma mater and in what is he active too?

MATN 8

Larry Ellison

Founder, Oracle Corporation

Date of birth: August 17, 1944

Lawrence J. Ellison was born in the Bronx, New York. At nine months, he contracted pneumonia, and his unmarried 19-year-old mother gave him to her aunt and uncle in Chicago to raise. Lawrence was raised in a two-bedroom apartment on the city's South Side. Until he was twelve years old he did not know that he was adopted. His adoptive father had lost his real estate business in the Great Depression and made a modest living as an auditor for the public housing authority. As a boy, Larry Ellison showed an independent, rebellious streak and often clashed with his adoptive father. From an early age, he showed a strong aptitude for math and science, and was named science student of the year at the University of Illinois.

During the final exams in his second year, Larry Ellison's adoptive mother died, and he dropped out of school. He enrolled at the University of Chicago the following fall, but dropped out again after the first semester. His adoptive father was now convinced that Larry would never make anything of himself, but the seemingly aimless young man had already learned the rudiments of computer programming in Chicago. He took this skill with him to Berkeley, California, arriving with just enough money for fast food and a few tanks of gas. For the next eight years, Ellison bounced from job to job, working as a technician for Fireman's Fund and Wells Fargo bank. As a programmer at Ampex, he participated in building the first IBM-compatible mainframe system.

In 1977, Ellison and two of his Ampex colleagues, Robert Miner and Ed Oates, founded their own company, Software Development Labs. From the beginning, Ellison served as Chief Executive Officer. Ellison had come across a paper called "A Relational Model of Data for Large Shared Data Banks" by Edgar F. ("Ted") Codd, describing a concept Codd had

developed at IBM. Codd's employers saw no commercial potential in the concept of a Structured Query Language (SQL), but Larry Ellison did.

Ellison and his partners won a two-year contract to build a relational database management system (RDBMS) for the CIA. The project's code name: Oracle. They finished the project a year ahead of schedule and used the extra time to develop their system for commercial applications. They named their commercial RDBMS Oracle as well. In 1980, Ellison's company had only eight employees, and revenues were less than \$1 million, but the following year, IBM itself adopted Oracle for its mainframe systems, and Oracle's sales doubled every year for the next seven years. The million dollar company was becoming a billion dollar company. Ellison renamed the company Oracle Corporation, for its best-selling product.

Oracle went public in 1986, raising \$31.5 million with its initial public offering, but the firm's zealous young staff habitually overstated revenues, and in 1990 the company posted its first losses. Oracle's market capitalization fell by 80 percent and the company appeared to be on the verge of bankruptcy. Accepting the need for drastic change, he replaced much of the original senior staff with more experienced managers. For the first time, he delegated the management side of the business to professionals, and channeled his own energies into product development. A new version of the database program Oracle 7, released in 1992, swept the field and made Oracle the industry leader in database management software. In only two years the company's stock had regained much of its previous value.

Even as Oracle's fortunes rose again, Ellison suffered a series of personal mishaps. Long an enthusiast of strenuous outdoor activities, Ellison suffered serious injuries while body surfing and mountain biking. He recovered from major surgery, and continued to race his 78-foot yacht, *Sayonara*, and to practice aerobatics in a succession of private jets, including decommissioned fighter planes. In 1998, Ellison and *Sayonara* won the Sydney to Hobart race, overcoming near-hurricane winds that sank five other boats, drowning six participants.

Ellison is a principal supporter of the BMW Oracle Racing team, which has been a significant force in America's Cup competition. His own yacht, *Rising Sun*, over 450 feet long, is one of the largest privately owned vessels in the world.

Oracle's fortunes continued to rise throughout the 1990s. America's banks, airlines, automobile companies and retail giants all came to depend on Oracle's database programs. Under Ellison's leadership, Oracle became a pioneer in providing business applications over the Internet. Oracle benefited hugely from the growth of electronic commerce; its net profits increased by 76 percent in a single quarter of the year 2000. As the stocks of other high tech companies fluctuated wildly, Oracle held its value, and its largest shareholder, founder and CEO Larry Ellison, came close to a long-cherished goal, surpassing Microsoft's Bill Gates to become the richest man in the world.

Beginning in 2004, Ellison set out to increase Oracle's market share through a series of strategic acquisitions. Oracle spent more than \$25 billion in only three years to buy a flock of companies and large and small, makers of software for managing data, identity, retail inventory and logistics. The first major acquisition was PeopleSoft, purchased at the end of 2004 for \$10.3 billion. No sooner was the ink dry on the PeopleSoft deal than Ellison trumped rival SAP to acquire retail software developer Retek. Within the following year, Oracle also acquired competitor Siebel Systems. Ellison capped his buying spree with the acquisition of business intelligence software provider Hyperion Solutions in 2007.

Today, Lawrence Ellison has his principal home in Woodside, California. He served as President of Oracle from 1978 to 1996, and undertook two stints as Chairman of the Board, from 1990 to 1992, and again from 1995 to 2004. Since its founding, he has been Oracle's only Chief Executive Officer.

L U G' AT

rebellious	qo'zg'olonli, isyonchilik, g'alayonchilik Syn: <u>rebel</u> , <u>insurgent a rebellious speech</u> — qo'zg'olonchilik nutqi Syn: <u>seditions</u>
clash	1) to'qnashmoq, bir-biriga urilmoq (odatda qurol-aslaha xususida ishlatiladi) 2) kim bilandir kurashmoq 3) ziddiyatga duch kelmoq Syn: <u>conflict</u>
aptitude	1) loyqlik, yaroqlilik Syn: <u>appropriateness</u> . <u>aptitude for irony</u> — kinoyaga moyillik 2) qobiliyatlilik, fahm-farosatlilik
rudiments	rudimentlar, boshlang'ich qism
tank	bak, rezervuar, sisterna, <u>petrol tank</u> — benzin baki <u>water tank</u> — suv uchun mo'ljallangan bak <u>auxiliary / service tank</u> — zahira baki <u>tank capacity</u> — bak sig'imi
bounce	sakrash, sakrab ketish <u>to catch a ball on the first bounce</u> — birinchi sakrashda to'pni ushlamoq Syn: <u>bound, rebound, leap</u>
zealous	1) serg'ayrat, tirishqoq Syn: <u>fervent, mettlesome</u> 2) qizg'in, ehtirosli, serzavq <u>zealous kiss</u> — ehtirosli bo'sa
drastic	1. 1) kuchli ta'sir etuvchi (dori haqida) <u>drastic remedies</u> — kuchli dorilar, kuchli ta'sir etuvchi dori-darmonlar 2) intensiv; qat'iy; radikal, chuqur; keskin <u>drastic alterations</u> — tubdan o'zgarish <u>drastic measures</u> — keskin chora-tadbirlar Syn: <u>violent</u>
mishap	baxtsizlik, omadsizlik; baxtsiz hodisa Syn: <u>misfortune, failure</u>
strenuous	1) faol, chaqqon, kuchli, tirishqoq, g'ayratli <u>strenuous supporter</u> — tirishqoq yoqlovchi, kuchli tarafdor 2) kuch talab qiluvchi
decommission	ro'yxatdan o'chirmoq, rezervga o'tkazmoq
hurricane	uragan, to'fon, kuchli shamol, tropic siklon
surpassing	ajoyib, oliy, misli ko'rilmagan Syn: <u>exceptional, exclusive</u>
fluctuated	o'zgaruvchan, tebranuvchan
logistics	asos va ta'minot, moddiy-texnik ta'minot, logistika

trump	1) kuzir, kuzir kartasi <i>to have all the trumps in one's hand</i> — barcha kuzirlarni qo'lga kiritmoq; sharoit, holat egasiga aylanmoq <i>to play a trump</i> — kuzirdan boshlash, eng asosiysidan boshlamoq <i>to turn up trumps</i> — (kutilmaganda) omadli, baxtli yakun topmoq 2) boshqalarga qaraganda ustun bo'lmoq
cap spree	<i>bu yerda:</i> qo'li baland kelmoq, omadi kelmoq 1) xushchaqchaqlik, erkalik; aysh-ishrat <i>to go / be on the spree</i> — maishatvozlik qilmoq Syn: <u>merriment</u> , <u>frolic</u>
stint	mansab, ish o'rni; Syn: <u>task</u> [Ant: hobby]

MASHQ 1.

Berilgan variantlardan mos keladiganini qo'yib, gaplarni to'ldiring.

1. His _____ was now convinced that Larry would never make anything of himself, but the seemingly aimless young man had already learned the rudiments of computer programming in _____.

- a) mother/Chicago
- b) close friend/New York
- c) adoptive father/Chicago

2. Ellison and his partners won _____ to build a relational database management system (RDBMS) for the CIA.

- a) a two-year contract
- b) a three-year contract
- c) six month contract

3. Ellison renamed the company _____, for its best-selling product.

- a) Oracle Corporation
- b) IBM
- c) International Computer Company

4. America's _____, _____, _____ and retail giants all came to depend on Oracle's database programs

- a) institutes, universities and schools
- b) banks, airlines, automobile companies
- c) shops, supermarkets and boutiques

5. Oracle benefited hugely from the growth of electronic commerce; its net profits increased by _____ in a single quarter of the year

a) 76%/1998

b) 78%/2000

c) 76%/2000

6. The first major acquisition was PeopleSoft, purchased at the end of _____ for _____.

a) 2000/ \$12.3 billion

b) 2003/ \$11.8 billion

c) 2004/ \$10.3 billion

MASHQ 2

a) *Matn mazmuniga ko'ra berilgan gaplar to'g'ri bo'lsa "True" grafasiga, noto'g'ri bo'lsa "False" grafasiga "X" belgisini qo'ying;*

b) *To'g'ri deb topilgan gaplarni yozma ravishda tarjima qiling.*

1. Lawrence was raised in a two-bedroom apartment on the city's South Side.

2. From an early age, Larry showed a strong aptitude for chemistry and computer, and was named science student of the year at the University of Maryland

3. During the final exams in his second year, Larry Ellison's adoptive mother died, and he dropped out of school.

4. In 1987, Ellison and two of his Ampex colleagues, Robert Miner and Ed Oates, founded their own company, Hardware Development Labs.

5. In 1980, Ellison's company had only eight employees, and revenues were less than \$1 million, but the following year, IBM itself adopted Oracle for its mainframe systems.

6. America's banks, airlines, automobile companies and retail giants didn't depend on Oracle's database programs.

	True	False
1. Lawrence was raised in a two-bedroom apartment on the city's South Side.		
2. From an early age, Larry showed a strong aptitude for chemistry and computer, and was named science student of the year at the University of Maryland		
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6. America's banks, airlines, automobile companies and retail giants didn't depend on Oracle's database programs.		

MASHQ 3

Savollarga javob bering va shu savollar asosida matnning qisqacha mazmunini gapirib bering:

1. Speak about Larry's childhood and about his adoptive parents.
2. Where did he study?
3. When and with whom did he found Software Development Labs?
4. How did he multiple revenue of Oracle?
5. When the company did post the first losses?
6. What happened in 2004, and what does he do nowadays?

KALITLAR

<p>MATN 1</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. a 2. c 3. a 4. c 5. b 6. c 7. a 8. c 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. TRUE 3. FALSE 4. TRUE 5. TRUE 6. FALSE 7. TRUE 8. FALSE
<p>MATN 2</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. a 2. c 3. a 4. b 5. c 6. a 7. a 8. a 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. FALSE 3. TRUE 4. FALSE 5. FALSE 6. TRUE 7. FALSE 8. TRUE
<p>MATN 3</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. a 2. b 3. a 4. b 5. a 6. b 7. b 8. a 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. FALSE 3. TRUE 4. FALSE 5. TRUE 6. FALSE 7. FALSE 8. TRUE
<p>MATN 4</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. c 2. b 3. c 4. a 5. c 6. c 7. b 8. b 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. FALSE 2. TRUE 3. FALSE 4. TRUE 5. FALSE 6. FALSE
<p>MATN 5</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. a 2. a 3. b 4. b 5. b 6. a 7. b 8. a 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. FALSE 3. FALSE 4. TRUE 5. FALSE 6. TRUE
<p>MATN 6</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. c 2. c 3. b 4. a 5. c 6. b 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. FALSE 3. TRUE 4. FALSE 5. TRUE 6. FALSE
<p>MATN 7</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. c 2. c 3. c 4. b 5. a 6. c 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. FALSE 2. TRUE 3. FALSE 4. FALSE 5. TRUE 6. TRUE
<p>MATN 8</p> <p>MASHQ 1</p> <ol style="list-style-type: none"> 1. c 2. a 3. a 4. b 5. c 6. c 	<p>MASHQ 2</p> <ol style="list-style-type: none"> 1. TRUE 2. FALSE 3. TRUE 4. FALSE 5. TRUE 6. FALSE