

ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ
УЧРЕЖДЕНИЕ ВЫСШЕГО ОБРАЗОВАНИЯ
РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ
ВОЛГОГРАДСКИЙ ФИЛИАЛ

И. С. Никитина

АНГЛИЙСКИЙ ЯЗЫК

для студентов специальности

«Управление персоналом»

ЯЗЫК ПРОФЕССИОНАЛЬНОГО ОБЩЕНИЯ

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Учебное пособие адресовано студентам, обучающимся по специальности «Управление персоналом», студентам других специальностей, изучающим дисциплину «Иностранный язык профессионального общения», а также широкому кругу лиц, интересующимся английским языком в рамках профессиональной сферы.

В пособии представлены учебно-методические материалы, включающие в себя тексты для чтения и серию упражнений, способствующих осмыслению прочитанного, усвоению и закреплению лексического материала, а также задания для развития навыков устной и письменной речи.

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Введение

Предлагаемое учебное пособие предназначено для аудиторной и самостоятельной работы студентов второго курса, обучающихся по специальности «Управление персоналом» и обладающих базовыми знаниями по английскому языку.

Настоящее пособие составлено с учетом требований рабочей программы по дисциплине «Иностранный язык профессионального общения» для специальности «Управления персоналом» и предусматривает обучение основам делового общения на иностранном языке в письменной и устной форме, а также развитие лингвистической, социокультурной и профессиональной компетенций будущих специалистов по управлению персоналом.

Цель данного пособия – сформировать навыки делового общения в устных и письменных формах в типичных ситуациях, а также научить извлекать информацию из аутентичных текстов профессиональной направленности.

Пособие охватывает круг основных вопросов, представляющих несомненную значимость и интерес для студентов данной специальности: карьера, процесс поиска работы, подбор персонала, рабочие часы, подготовка к интервью, устройство на работу, особенности работы менеджером по управлению персоналом, структура организации, командировки, деятельность компаний.

Пособие состоит из 10 уроков (Units), каждый из которых имеет следующую структуру: Part 1. Reading and Vocabulary; Part 2. Speaking; Part 3. Writing.

Раздел Reading and Vocabulary включает тематические тексты по профилю специальности для развития навыков чтения, предтекстовые и послетекстовые задания, направленные на смысловую обработку информации текста, а также новый лексический материал по теме урока.

Раздел Speaking имеет своей целью усовершенствовать навыки студентов вести свободную беседу в рамках делового общения, отстаивать свою точку зрения на рассматриваемую проблему посредством выполнения предложенных заданий и использования разговорных формул.

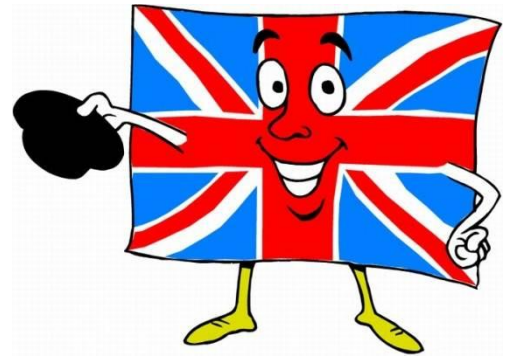
Раздел Writing включает задания, направленные на обучение написанию делового письма. Основной задачей данного раздела является совершенствование умений письменной коммуникации.

После каждого урока студентам предлагается раздел Check your knowledge of vocabulary, содержащий 40 лексических единиц по тематике урока, необходимых для запоминания с последующим употреблением в речи.

Пособие рассчитано на 72 часа (36 часов аудиторной и 36 часов самостоятельной работы студентов) и может быть использовано преподавателем и студентами в ходе подготовки к курсовому экзамену по дисциплине «Иностранный язык профессионального общения».

UNIT 1

CHOOSING A CAREER



PART 1 READING AND VOCABULARY

1. Which of these statements do you agree with:
 - 1) Work is the most important thing in life.
 - 2) Work is just a way to get money so you can do the things you enjoy?

2. Read what three people say about their jobs. Complete the chart with notes on the good and bad things about Anna's, Tony's and Bella's jobs.

"My name is Anna and I am 18. I work in a factory. My working hours are 8.00 a.m. to 5.00 p.m., Monday to Friday. I have a one-hour lunch break at 12.30. The routine is the same every day. My job is very boring but the pay is quite good. My colleagues and I don't really talk to each other, but I have a lot of friends outside work. My job is just a way to earn money".

"I am Tony. I'm 23 years old and I work as a computer programmer. I work a 40-hour week. We have flexible hours so I can start and finish when I want. If we are very busy then I work overtime – I get paid extra for this. There are always problems to solve. This can be difficult, but it can also be quite creative. I earn a good salary, but my job doesn't rule my life. I like to do different things in my free time."

"I'm Bella. I'm 25 and I'm a doctor in a large hospital. I work very long hours – 60 or 70 hours a week – often in the evenings and at weekends. The work is really interesting but it can also be quite stressful. I love my job and my colleagues are also my friends. I don't have time for a social life. When I get home, I'm too tired to do anything except have dinner and watch TV."

	Good things	Bad things
Anna		
Tony		
Bella		

3. Match the definitions (1–8) with the suitable words and word expressions from the quotes.

- 1) The people you work with _____
- 2) The number of hours in the week you spend doing your job _____
- 3) The money you receive every month for the work you have done _____
- 4) The things you do, usually with other people, outside work _____
- 5) The time you have for eating in the middle of the working day _____
- 6) The time you spend at work after your normal working hours _____
- 7) A system where you can choose when to start and finish work _____
- 8) The usual order and way that you regularly do things _____

4. Work in pairs. Which of the jobs in Exercise 2 would you most like to have? Which would you least like to have? Tell your partner why and ask his/her opinion.

5. All of the following sentences could be used to describe jobs. Mark each sentence as follows:

- (+) if you think it describes a positive aspect to a job;
- (-) if you think it describes a negative aspect to a job;
- (?) if it could be either positive or negative.

- It's **well-paid**.
- It's **badly-paid**.
- It's **challenging**.
- It's stressful.
- It's **hard** work physically.
- You work **long hours**.
- You have to **work shifts**.
- You need to be talented.
- You need special **training** and **qualifications**.
- You need good **people skills**.
- There's a lot of **job satisfaction**.
- There's a lot of **variety**.
- There's a lot of **responsibility**.
- There are a lot of **opportunities**.

6. Work in pairs or groups. Which of the above do you associate with the following jobs: a journalist, a police officer, a concert pianist, a supermarket cashier, an accountant, a train driver, a social worker, a professional footballer? Think of one more job that you can associate with each of the sentences in Exercise 2.

7. Complete the sentences with the following words:

Descriptions of jobs

boring	demanding	fun	rewarding	worthwhile
busy	depressing	glamorous	routine	
challenging	difficult	high-powered	stressful	
creative	dull	interesting	suitable	

- 1) If we have too much work and not enough time, it can be quite _____.
- 2) In my job, I use my imagination and ideas a lot, so the work is _____.
- 3) I do the same thing every day – my job is _____.
- 4) There is so much to do at work that I'm always _____.
- 5) Sometimes my job is _____, but I would get bored if it was too easy.
- 6) My job is very _____ because I'm always learning new things.

8. Think of a job you would like to have. Give a 2–2,5 minute talk . Remember to say what benefits and working hours you would like to have and explain why.

PART 2 SPEAKING

INTRODUCTIONS AND SAYING WHAT YOU DO

1. Read the conversation. Does it sound formal or quite informal? Name jobs and responsibilities of the speakers.

Conversation 1

Lucy	Hi, Ben. I want you to meet John Lee. John is from the ABC Foundation. John, this is Ben Clark, one of our area managers.
John	Nice to meet you, Ben.
Ben	Yes, you too. So what do you do at the ABC Foundation?
John	Well, I deal with fund applications.
Ben	Fund applications? That sounds challenging.
John	Yes, well, somitimes we have to make difficult choices. And what do you do, Ben?
Ben	Well, I'm in charge of our sub-Saharan Africa operations.
John	Sub-Saharan Africa?
Ben	Yes, I oversee projects and make sure that the money is well spent. Then I have to report to our main sponsors.
John	I see. So how much time do you spend in the field?
Ben	Well, I usually do five or six trips a year, sometimes more.
John	That`s a lot of time away from home.

2. Find phrases in the dialogue for each of the following groups. Think of other suitable phrases you can use in these situations:

- 1) Introducing yourself: _____
- 2) Introducing someone else: _____
- 3) Responding to an introduction: _____

3. Work in pairs. Choose a job from A, but don't tell your partner which one. Describe the job's responsibilities using words from B and phrases from Conversation 1. Your partner must guess the job.

Example

- *This person deals with customers and is responsible for responding to complaints.*
- *Is he/she an after-sales assistant?*

A	B
Administrator	Budget
Human resources manager	Complaints
Team leader	Customers
Marketing director	Money
After-sales assistant	Paperwork
Website designer	Personnel
Finance controller	Product development
	Projects
	Publicity
	Recruitment
	Targets
	Travel

4. Work in groups of three. Each person chooses a job from 3. Student A, introduce yourself to Student B, and then introduce Student C to Student B. Find out about each other's jobs and responsibilities. Use phrases from Conversation 1.

5. Change roles and use your own jobs and responsibilities. Work together and find out as much as you can about each other.

6. Read the conversation. Which phrases can help to express interest to something someone has just said?

Conversation 2

A	I'm a recruitment consultant.
B	A recruitment consultant?
A	Yes. I oversee recruitment for ten of our key accounts.
B	That sounds really demanding.
A	It can be at times. So tell me, what exactly does your job involve?
B	Well, I'm responsible for the department's spending.
A	Oh, right. Do you enjoy your job?
B	I love it. It's great to be in a such a position of responsibility.
A	Really? I think I'd find it stressful.

7. Work in pairs. Tell each other information about your job. Respond with phrases from Conversation 2 and try to continue the conversation.

Example

- *I work twelve hours a day.*
- *Twelve hours? What do you do?*

PART 3 WRITING

WRITING SHORT NOTES AND MESSAGES

1. Do you ever leave handwritten notes for people? If so, when? How formal are they? If not, when do you think people would leave handwritten notes?
2. Read the three notes below:
 - 1) What is the purpose of each note;
 - 2) Where was each note left by the writer;
 - 3) What do you think the relationship between each writer and the person they are writing to is? How do you know?

David

I know that yesterday we discussed meeting on the 8th, but I'm afraid that I can't make that date. I've just realized that I am flying to New York on the 6th and won't be back until the following week. Could we possibly move it back to the 14th? When you get back, would you mind emailing me to let me know if this would be convenient for you?

Hope you enjoyed the rest of the conference and I look forward to hearing from you.

Many thanks and best wishes

Eric Vine

Hi Simone

I've got to dash as my train is earlier than I thought. Sorry I missed you. Can you do me a favour and change the time of the meeting tomorrow? I'm seeing a client in the morning but am free in the afternoon. How does 3.00 p.m. sound? Let me know if that's OK for you and the others.

Cheers

Eric

Simone

Here are the reports from the last conference. Sorry, I forgot to send them to you last week. Have a look and let me know what your thoughts are. When you've finished with them, could you pass them all on to Sharon West, please?

Thanks

Andrew

3. Complete this note with appropriate phrases where necessary to make one formal and one informal note. Use phrases from the notes in 2 to help you.

Informal:

Jen

_____ I have to cancel our meeting this afternoon. _____ I'm supposed to be going to the FRG conference. _____ 5.00 p.m. on Tuesday instead _____? Let me know if this _____ for you.

Cheers

Jamil

Formal:

Jen

_____ I have to cancel our meeting this afternoon. _____ I'm supposed to be going to the FRG conference. _____ 5.00 p.m. on Tuesday instead _____? Let me know if this _____ for you.

Cheers

Jamil

4. Look at the following prompts and write three short notes based on the situations:

- 1) You met Robert Croft after a conference last week. He invited you for a research trip. You want to write a note to him before he leaves his hotel this morning to accept. You need to find out what dates and times would be best for him. Ask him to email you or call you.
- 2) Your colleague, Jack Russell, has invited you for lunch at a conference with Helen Marr but you can't make it. Jack is the only person you know who has Helen's email address. Write a note to leave on his desk to apologize for not going to lunch and ask for the email address you need.
- 3) You need your colleague to check some figures before you file your sales report today. You need this done by lunchtime. He / she is not at their desk so leave the relevant documents with some instructions about what you want him / her to do.

5. Work with a partner and compare the notes you wrote. Discuss how you would follow each note up / reply to each note.

CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) administrator;
- 2) after-sales assistant;
- 3) badly-paid;
- 4) be in charge of;
- 5) budget;
- 6) challenging;
- 7) complaints;
- 8) customers;
- 9) deal with;
- 10) demanding;
- 11) do five or six trips a year;
- 12) finance controller;
- 13) hard work physically;
- 14) human resources manager;
- 15) I want you to meet ...;
- 16) introducing yourself/someone else to someone else;
- 17) job satisfaction;
- 18) long hours;
- 19) make difficult choices;
- 20) marketing director;
- 21) Nice to meet you...;
- 22) opportunities;
- 23) paperwork;
- 24) personnel;
- 25) product development;
- 26) projects;
- 27) publicity;
- 28) recruitment;
- 29) report to;
- 30) responsibility;
- 31) special training and qualification;
- 32) spend a lot of time away from home;
- 33) stressful;
- 34) targets;
- 35) team leader;
- 36) That sounds challenging;
- 37) variety;
- 38) website designer;
- 39) well-paid;
- 40) work shifts.

UNIT 2

JOB SEARCH PROCESS



PART 1 READING AND VOCABULARY

1. In your opinion, which factors below are important for getting a job? Choose the seven most important. Is there anything missing from the list? Think about some other factors.

age	experience	personality
appearance	family	qualifications
astrological sign	handwriting	references
background	hobbies	sickness record
blood group	intelligence	
contacts and connections	marital status	

2. Read the title and opening quotation from an article giving career advice on finding your ideal job. What advice and information do you think the article will give on the following questions:
- 1) What do you want work to do for you;
 - 2) Secondly, what do you have to offer;
 - 3) Where can you find the ideal job;
 - 4) What is involved in the application process?
3. Read the article and check your answers:

FINDING YOUR IDEAL JOB

“The best career advice is quite simple: find out what you like doing best, then get someone to pay you for doing it.”

Firstly, what do you want work to do for you?

Be prepared to ask yourself deep and direct questions about what you really want from a career. Right now, you might be thinking that all you want is a big salary or to do something worthwhile. But is that really what will motivate you on a daily basis?

Looking for a career is like looking for a new partner – your life goals need to match. Ask yourself what you want from life. You will need to analyze yourself closely: put yourself and your

lifestyle preferences under the microscope. Think about what you enjoy doing the most with your time. Take a look around you – note down particular jobs and fields that inspire you.

Secondly, what do you have to offer?

Any sales rep will tell you that you have to know your product inside out to sell it effectively. In job-hunting, the product is YOU. You need to identify your strength and weakness. Asking close friends can be one way, but you have to be sure they're being honest. Think about achievements and successes you've had, and analyze what you did to make them happen. Do the same for failures and disappointments. Decide if any of your weaknesses will get in the way of your perfect job. If they will, then set about addressing your weaknesses immediately.

The next question: where can you find the ideal job?

The ideal job won't just suddenly arrive – you'll have to work hard to find it. There are the traditional ways: newspaper advertisements, trade press, company websites, internet searches, and recruitment agencies. But also look at the bigger picture. The best, most fulfilling jobs often come to those who spot opportunities before they are advertised. Look around you. What trends have been happening in the industry or sector you're interested in? What changes and developments are going to happen? How can you be part of them? Don't be frightened to seize the opportunity – it may change your life for the better.

And finally: what is involved in the application process?

The different stages of applying for a job are fairly well-known: prepare a basic CV, research the job details and company background, tailor your CV, write a personalized covering letter, send it ... and then start preparing for the interview. However, the important thing to remember is that each stage is an opportunity for you to show your potential employer what can you offer.

One final piece of advice: enjoy the process. If you are enjoying it, then there's more of you involved – and that ideal job is first and foremost about YOU.

4. Explain the meaning of these expressions from the article.

- 1) do something worthwhile;
- 2) put your lifestyle preferences under the microscope;
- 3) know your product inside out;
- 4) set about addressing your weaknesses immediately;
- 5) look at the bigger picture;
- 6) seize the opportunity;
- 7) tailor your CV;
- 8) first and foremost.

5. Work in pairs. Discuss the questions and advice in the article, and try them out on each other.

Example *What do you enjoy doing most with your time? What achievements have you had?*

6. Give a 2–2,5 minute talk on the job search process:

Remember to say:

- necessary steps to find a job;
- the difficulties you can face;
- the main things you should do to find an ideal job.

PART 2 SPEAKING

LIVE TO WORK OR WORK TO LIVE?

1. What do these phrases mean to you:

- Job satisfaction;
- Job security?

2. Agree or disagree with the following statements. Compare your opinion with your partner's opinion. Do you have the same views?

Use the following phrases:

Giving your opinion: *I think that .../ In my opinion ...*

Agreeing: *Yes, you're right (up to a point)/ I agree (completely)/ I partly agree*

Disagreeing: *Yes, but ... / (I'm afraid) I don't agree/ That's not the point*

- 1) Every job has interesting and boring aspects.
- 2) I don't care what I do if I get paid enough.
- 3) There are some jobs I would never do even if I was desperate for money.
- 4) Job satisfaction is good, but job security is better.

3. Look at this list of jobs: *cleaner, doctor, politician, manager, teacher, website designer*. In your country, which would offer the greatest job security? In your country, which would offer the greatest job satisfaction?

PART 3 WRITING

A LETTER OF ENQUIRY

1. A letter of enquiry typically has the following sections. Put them in the correct order:

- A Reason for writing
- B Closing: request for a quick answer
- C Questions asking for specific information
- D Opening greeting
- E Date
- F Request for extra information
- G Addresses
- H Closing: greeting and signature

2. Now look at the following example letter and check:

46/9 Lenin Street
District 5
Moscow City
Russia
Hotel Hampton
34 Downs Street
Devon
EX45 7AZ
United Kingdom

14 April 2015

Dear Ms Smith

I am writing to enquire about summer vacancies for foreign students which I saw advertised in 'English Today'. I am studying Management at the Moscow State University and I am a fluent English speaker.

Please could you tell me if a vacancy of a hotel manager is still available? What documents are necessary to apply for a job? What kind of visa should I apply for? (I will be coming from Russia) I would also like to know more about the accommodation.

I would be grateful if you could send me more information about a vacancy of a hotel manager and the surrounding area.

I look forward to hearing from you.

Yours sincerely,

Sergej Romanov

3. Read a job advertisement.

STUDENT WANTED

We require a student to help out in our small, friendly hotel during the busy summer months. Duties include reception and serving food.

Write to MRS Turner, Mentmore Hotel, Castle Lane, St. Ives, Cornwall.

4. You'd like to apply for this job but some moments are not very clear to you. Write a letter of enquiry.

CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a curriculum vitae;
- 2) a request;
- 3) a signature;
- 4) achievements and successes;
- 5) an enquiry;
- 6) appearance;
- 7) apply for a job;
- 8) available upon request;
- 9) background;
- 10) be advertised;
- 11) be desperate for money;
- 12) be interested in smth.;
- 13) challenging project;
- 14) contacts and connections;
- 15) covering letter;
- 16) education;
- 17) experience;

- 18) failures and disappointments;
- 19) first and foremost;
- 20) get paid enough;
- 21) give advice;
- 22) handwriting;
- 23) identify your strength and weakness;
- 24) inspire smb.;
- 25) intelligence;
- 26) job satisfaction;
- 27) job security;
- 28) marital status;
- 29) motivate smb.;
- 30) potential employer;
- 31) put yourself and your lifestyle preferences under the microscope;
- 32) qualifications;
- 33) references;
- 34) salary;
- 35) seize the opportunity;
- 36) sickness record;
- 37) spot opportunities;
- 38) that`s not the point;
- 39) up to a point;
- 40) work experience.

UNIT 3

PREPARING FOR AN INTERVIEW



PART 1 READING AND VOCABULARY

1. Work with a partner. Discuss these questions:
 - 1) What would you wear for an interview?
 - 2) How important do you think it is to look good at work?
 - 3) Do you know anyone who has been unfairly promoted or been given privileges because of how they look?

2. Read the first paragraph of the text and answer these questions:
 - 1) Why did the programmer work nights?
 - 2) Does the writer think it is right to judge people on the way they dress?
 - 3) How long does it take someone to pass a judgement on another person?

DRESS FOR SUCCESS

You may have heard about the Silicon Valley programmer who worked nights so he could be naked. Even so, I bet that he turned up to his job interview in more than his birthday suit! And how we look when we go for that job interview is very important. There are those who say, 'It shouldn't matter what I look like, and what I wear as long as I do my job well.' They're right, of course, but this isn't borne out by what happens in real life. People make their minds up about us in the first few seconds of meeting – from seven to fifteen seconds is all it takes. This means that before any words are exchanged, their opinion is already starting to form.

But is it really the case that jobs are won or lost on the basis of how we look? It seems so. The link between appearance and success has been the subject of some serious research. An attractive person is more likely to be offered a job over an unattractive person with similar qualifications and experience. The same rule applies for job promotions. People who are judged attractive make between 7.5% and 15% more than the rest of their ordinary looking peers. People who are better looking benefit from the 'halo effect', are more popular, and receive more chances than the others. The news is bad for unattractive people. They earn on average 10% an hour less than an average looking person. So ugliness can be bad for your wealth.

Height is also a key factor for men. Cynics said that George Washington only became US President because he was the tallest guy in the room. Men over 1m75 get a lot of breaks. They earn more, receive better appraisals, and get promoted more easily. Research has shown that a man who is 1m82 earns almost \$800 a year more than a man who measures 1m65 with the same qualifications. So the man who is tall and handsome has got it made! For women, being attractive never did any harm – or can it? Being too pretty can work against women who want to get on in a masculine world, as they might well be considered to lack the necessary toughness. Good-looking women who get to the top are said to do so through luck; their less attractive sisters are perceived to

have arrived there through ability.

It seems that no matter how hard we try to be fair and impartial, when it comes to recruiting and promoting, we find it hard to shake off our prejudices about appearance. Our appearance and clothes send a message, and for many people they are the outward and visible sign of the purpose and character of the person who wears them. Appearance is often perceived (perhaps sub-consciously) as just another asset like communication skills or a good education.

So remember that old adage that first impressions count. If you are blessed with good looks, you have an advantage. For the rest of us, we need to make the most of ourselves as much as we can with the right clothing and a positive attitude. Self-confidence helps too, and comes through in the way we carry ourselves and look. The message seems to be that positive body language can make you better looking. There is never a second chance to make a good first impression, and it can take twenty positive meetings to undo the damage of a poor first encounter. Like that naked programmer in Silicon Valley, we may want to be free to look and dress as we please, but the reality is that appearance matters and if we want to succeed we will need to make sure we don't stick out like a sore thumb – at least at the beginning.

3. Read paragraphs 2 and 3 and choose the correct answer from a, b or c:

- 1) Attractive people earn up to ... % more than others:
 - a) 7,5;
 - b) 10;
 - c) 15.
- 2) Unattractive people may earn on average ... % less than their attractive colleagues:
 - a) 10;
 - b) 17,5;
 - c) 25.
- 3) To start receiving an advantage from his height, a man needs to be ...
 - a) 1m65;
 - b) 1m75;
 - c) 1m82.
- 4) Men who are 1m82 earn about \$... more a year for each extra cm than a man who is 1m65:
 - a) 30;
 - b) 40;
 - c) 50.
- 5) Women who are pretty ...
 - a) always have an advantage;
 - b) aren't tough enough;
 - c) can be unfairly judged.

4. Read paragraphs 4 and 5 and answer these questions:

- 1) What do some people believe that clothes tell us?
- 2) How can self-confidence affect the way we come across?

5. What kind of being usually has a 'halo'? What do you think it means if someone benefits from the 'halo effect'?

6. Match 1–6 to a–f:

- 1) If you can't *make up your mind*, you;
- 2) If someone *sticks out like a sore thumb*;
- 3) If a person *has got it made*;
- 4) If someone *gets a break*;
- 5) If you go out in your *birthday suit*;
- 6) If you *make the most of yourself*:

- a) they are given a great opportunity;
 - b) you maximize the way you look;
 - c) you have forgotten to get dressed;
 - d) can't decide what to do;
 - e) they look completely out of place;
 - f) they have everything they need to be successful.
7. Work with a partner. Talk about an occasion when you, or someone you know ...
- 1) couldn't make up his mind;
 - 2) stuck out like a sore thumb;
 - 3) had it made;
 - 4) got a break;
 - 5) went out in his birthday suit;
 - 6) made the most of himself.
8. How important do you think it is to make the most of yourself at work?
9. Do you agree that appearance matters and if you want to succeed it is best to conform? Can you think of any instances where this isn't the case?

PART 2 SPEAKING

1. Work with a partner. Decide whether you agree or disagree with these statements:
- 1) It's a good idea to supply applicants with a job description and person specification before the interview;
 - 2) Applicants should never wear jeans to an interview;
 - 3) At an interview it is appropriate to ask female applicants about their plans for starting a family.
2. Match interview questions 1 to 8 with answers A to H.

Tough interview questions

- 1. Tell me something you're proud of.
- 2. What makes you think you could do this job?
- 3. What kind of leadership qualities do you have?
- 4. Why did you leave your last job?
- 5. Do you have any skills or hobbies you think might be useful for this job?
- 6. What do you think is your greatest fault?
- 7. How do you feel about spending time away from home?
- 8. What do you see yourself doing in five years' time?

- A** Well, when I was a student I was in charge of a group of young people at a summer camp and, as you know, adolescents can be very difficult to lead.
- B** I speak French and German, I think that could be extremely useful and I love anything to do with history.

- C** That's a difficult question. Sometimes I can get impatient with colleagues who work too slowly.
- D** Nobody likes to do it but if it's a part of the job I suppose you just have to make the most of it.
- E** I was replacing someone who was on maternity leave so my contract ended when she came back.
- F** I think I've got the right background and personal qualities to do the job.
- G** Winning the "EMPLOYEE of the month" competition three times in one year.
- H** I'm not really sure ... maybe I'd like to have my own business.

3. What questions do you think can also be asked at job interviews?

4. Work in pairs. You are interviewer and your partner is interviewee. Ask and answer the interview questions.

PART 3 WRITING

WRITING A CV

1. Work with a partner. Decide whether you agree or disagree with these statements:
 - 1) A curriculum vitae should be no longer than two A4 pages.
 - 2) It is good practice to include a photograph on a curriculum vitae.

DID YOU KNOW?

A curriculum vitae or *CV* in the UK is called *a résumé* in the USA.

A reference is a letter written by someone who knows the applicant (usually the current or a former employer) and can give information about the applicant's abilities. The person who applies a reference is called *a referee* (U.K.)

2. Work with a partner and discuss the following questions:
 - 1) Have you ever written a CV in English?
 - 2) What information should be included in a CV?
 - 3) How long should a CV be?

3. Read the CV quickly. Is there enough information in it?

1 _____

Experienced and ambitious business professional seeking a challenging new project management role.

2 _____

First name: Tyler Surname: Jones

Address: 4 Impasse Guéménée Ile de France, Paris

Phone number: +33 1 53 09 20 21

Mobile: +33 735 68 00

3 _____

September 1999 – June 2000

Executive MBA, Graduate School of Business, Prague

Principle studies included: Financial Accounting, Business Ethics and Public Policy, Risk Management, Economic Analysis for Managerial Decisions, Global Human Resource Management, IT and Business, Cost Management Strategies, Negotiating

September 1996 – June 2000

BA Economics and Law, University of Leicester, UK

Modules studied: Economics of Law, Constitutional and Administrative Law, Company Law, Macroeconomics, International Finance and Trade, Economics of Human Resources.

4 _____

October 2006 – present

Project Director, GAS Holdings, Rue d'Alembert, Paris

Responsible for designing and implementing projects for company development within central-Europe.

July 2001 – October 2006

Assistant Management Consultant, CM Training LTD, London

Responsible for selection of new marketing suppliers.

August 2000 – July 2001

Entry Level Consultant, CM Training LTD, London

Responsible for the development of all competency-based performance tools and responsible for the recruitment of internal candidates.

5 _____

Languages spoken: French (C1 level, both speaking and writing), Czech (B2 for speaking, A2 for writing).

Advanced proficiency with the Microsoft Office Suite (Word, Excel, Outlook Express, PowerPoint, and Access). European Driving licence – clean.

6 _____

Available upon request.

4. Read the CV again. Match section headings a–f to sections 1–6 in the CV.

- a* Education;
- b* Additional personal skills;
- c* Personal information;
- d* Objective;
- e* References;
- f* Work experience.

5. Work with a partner and discuss these questions:

- a. Do you think the sections are in the correct order? Why? / Why not?
- b. What else might you include?

6. Look at this advice about writing a CV. Which statements do you agree with?

- a. Include all of your employment history, even summer jobs or part-time jobs.
- b. List all of your qualifications.
- c. Don't be afraid to exaggerate your achievements.

- d. Keep it short, easy to read, and attractive.
- e. Keep everything in chronological order.
- f. Try to keep it all on one sheet of paper.
- g. Make sure you put the heading *CV* or *Curriculum Vitae* at the top.
- h. Have different CVs for different types of jobs.
- i. Include a photograph.

7. Write down the headings in **3** and make notes about yourself under each heading. Exchange notes with a partner and give each other feedback on what information to keep and what to leave out of the CV.

8. Write your CV. Exchange CVs with a partner. Read each other's CV and give feedback.

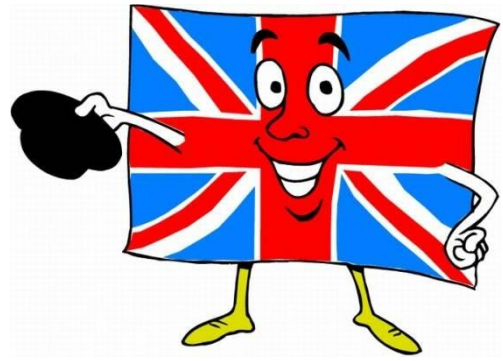
CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a curriculum vitae (a CV);
- 2) a fault;
- 3) a former employer;
- 4) a job description;
- 5) a referee;
- 6) a reference;
- 7) a research;
- 8) a résumé;
- 9) an applicant;
- 10) an appraisal;
- 11) an interviewee;
- 12) an interviewer;
- 13) an objective;
- 14) attractive person;
- 15) be in charge of;
- 16) be on maternity leave;
- 17) be proud of;
- 18) benefit;
- 19) communication skills;
- 20) employment history;
- 21) exaggerate achievements;
- 22) first impressions count;
- 23) job interviews;
- 24) job promotions;
- 25) leadership qualities;
- 26) make a good first impression;
- 27) make one's mind up about smth./smb.;
- 28) on average;
- 29) person specification;
- 30) personal skills;
- 31) positive body language;
- 32) qualification;

- 33) receive a chance;
- 34) self-confidence;
- 35) send a message;
- 36) sub-consciously;
- 37) succeed;
- 38) tough interview questions;
- 39) unattractive person;
- 40) wealth.

UNIT 4

RECRUITMENT ADVERTISING



PART 1 READING AND VOCABULARY

JOB ADVERTISING

1. Read the advertisement. What qualities do you think successful applicants for this job will need?

CULTURE TOURS is looking for bright, lively people of all ages to accompany groups of foreign visitors on tours of your city and country.

If you think you can be a mixture of guide, diplomat, nurse-maid, and leader then we look forward to hearing from you. No formal qualifications necessary, though previous experience would be an advantage. We are most interested in the personal qualities you can bring to the job. Being a group leader with CULTURE TOURS is a rewarding experience which you will never forget. Opportunities for full career development for the right candidates.

2. Work in two groups, interviewers and interviewees. Hold five-minute interviews.

Interviewers *Test the candidates for the job asking them interview questions. Remember to ask them about their experience, qualifications, and personal qualities.*

Interviewees *Answer interviewers` questions. Be confident presenting yourself.*

Agree together who you would choose for the job, and why.

3. Complete this job advertisement with appropriate words from the box. The first one has been done for you.

annum _ applicant _ attractive _ basic _ benefits _ colleagues _ commission_ covering _ CV _ drive _ experience _ increment _ leading _ motivate_ package _ post _ qualified _ rewards _ salary _ team _ vacancy

(1) *Leading* manufacturing company APB has a (2) _____ for the
(3) _____ of

Sales manager

to begin work in our busy Manchester office from this September.

The successful (4)_____ will be suitably (5)_____ and should have had extensive (6)_____ in sales management. They will be able to work as part of a (7)_____, and should have (8)_____ and the ability to (9)_____ and inspire their (10)_____. In return, we can offer an (11)_____ (12)_____ (13)_____, which includes a (14)_____ (15)_____ of £20K per (16)_____, 10% (17)_____ on all sales, a guaranteed annual (18)_____ of £1K, and other (19)_____ such as a company car and free meals.

If you are interested in working for this us, send your (20)_____ with a (21)_____ letter to:

APB Ltd, Norton Towers, Blackberry Way, Whit tersley, WH8 4RT

APB is an equal opportunities employer

4. Compose your own job advertisement using Exercise 1 and Exercise 3. Present your advertisement to your group mates. Choose candidates for the job in your advertisement. Hold short interviews and decide who the best candidate is. Explain why.

DID YOU KNOW?

Job advertisements can also be shortened to *job ads* or *job adverts*. They are also known as *recruitment advertising* or in newspaper and trade magazines as *appointments* (U.K.) and sometimes *job opportunities*.

PART 2 SPEAKING

PERSONAL QUALITIES

At job interviews, candidates are assessed on their suitability for the job they are applying for. In addition to their qualifications and experience, interviewers have to look at the other qualities that make a candidate suitable for a job or not. The same qualities are also considered when staff receive appraisals and assessments.

1. Use a dictionary to find the meanings of the adjectives describing character and personality below.

Ambitious _ blunt _ clever_ creative_ conceited _ confident _ confrontational _ critical _ decisive _ dynamic _ hard-working_ impatient _ impulsive _ industrious _ judgmental _ nosy_ obstinate _ open-minded _ outgoing_ over-sensitive _ popular_ practical _ professional _ punctual _ reliable _ reserved_ self-assured _ sensible _ sensitive _ selfish _smart_ sociable _ willing

2. Which adjectives in Exercise 1 are negative and which are positive? Put the words into the correct column.

<i>Positive</i>	<i>Negative</i>

3. Use the adjectives in the box to complete the sentences. One word can be used twice. The first one has been done for you.

1. She's very *popular*: everybody likes her, and enjoys working with her.
2. She isn't very good at making decisions. She's not very _____.
3. He always arrives on time. He's very _____.
4. He's always _____ to cover for others when they need to take time off.
5. If you ask her to do something, you know she will do it because she's so _____.
6. She's always pointing out people's faults. She's so _____.
7. He is _____, and gets upset when people point out his faults.
8. She's very _____ to the needs of others, and will always help people if they have problems.
9. She seems to be rather _____ and doesn't mix well with other members of staff.
10. His main problem is that he is extremely _____, and rarely thinks carefully before making important decisions.
11. He's extremely _____, and almost never takes others' advice.
12. He never shares information, and never helps others. I think he's basically _____.
13. She's a very _____ worker, and really enjoys spending time with her colleagues both inside and outside the office.
14. He's very _____, and always works steadily and hard.
15. He has a very _____ approach; he's clearly well-trained and good at his work, and always does a good job.
16. She's rather _____: she thinks she's much better than everybody else.
17. He is very _____, and is keen to move up the company ladder.
18. One of his main problems is that he is not _____: he always seems worried and nervous, and always has to check that he's doing the right thing.
19. People complain that he's very _____, and is always starting arguments or making people angry.

4. Work in pairs. You are an applicant for an HR-manager position and your partner is an interviewer. Use the adjectives from Exercise 1 to describe yourself to your partner. Then change your roles.

I consider myself to be _____ because _____.
My friends/ parents think I am _____ because _____.
I think I'm not _____.
I try (not) to be _____ but sometimes _____.

PART 3 WRITING

WRITING A JOB APPLICATION LETTER

1. Work with a partner. Decide whether you agree or disagree with these statements:
 - 1) References which candidates supply with their applications could be false so you shouldn't always believe them.
 - 2) It is not necessary for applicants to put their date of birth on their application.
 - 3) You should enclose copies of certificates and exam results with a job application.
2. Read the application letter. Order the headings.

- | | |
|---|--|
| 1 | Closing where you know the person`s name |
| | Opening where you know the person`s name |
| | Says where she saw the advertisement |
| | Mentions enclosures |
| | Request for further information |
| | Reason for writing |
| | Details of skills and experience |
| | Why she wants the job |



Ref: AS674
Mrs A. Crufts
Walkies
15 Washington St.
Brighton BN6 7BA

Dear Mrs Crufts,

I'm writing to apply for the job of animal carer which I saw advertised in the Evening Standard on Friday 27th.

I am 20 years old and come from near Florence in Italy. I have taken a year off my studies to improve my English. I am looking for a part-time job which doesn't involve working afternoons, as I attend English classes from 1.30 to 5.00 p.m.

I have a lot of experience of looking after all kinds of animals, not only because I was brought up on a farm, but also because I am training to be a vet, so I am well-qualified to attend to the animals' health and well-being. I am very fit (I'm a keen runner and swimmer) and I am used to getting up early. My language skills (I speak Italian and French) may be useful if you deal with foreign clients.

I enclose my CV and references for your information. If you still have vacancies for this job I would be interested in receiving further information regarding hours and rates of pay.

I look forward to hearing from you.

Yours sincerely

Mathilde Rossi (Miss)

3. Write an application letter for a part-time job in Culture Tours (Part 1, Exercise 1)

Remember to...

- 1) make your covering letter short and clear;
- 2) open and close the letter appropriately;
- 3) give a few relevant and interesting details about yourself;
- 4) say why you want the job and why you're suitable;
- 5) enclose further information, e.g. CV, references;
- 6) keep a copy of the advert and the letter.

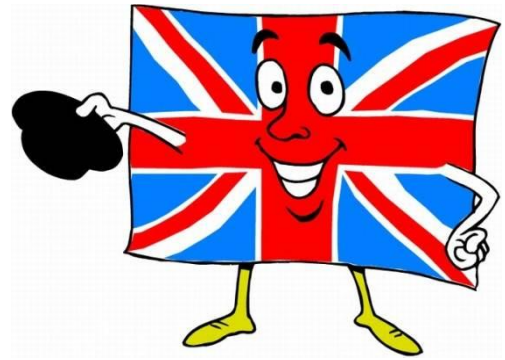
CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) accompany visitors;
- 2) ambitious;
- 3) applicants;
- 4) application letter;
- 5) benefits;
- 6) blunt;
- 7) clever;
- 8) conceited;
- 9) confident;

- 10) confrontational;
- 11) creative;
- 12) critical;
- 13) decisive;
- 14) dynamic;
- 15) hard-working;
- 16) impatient;
- 17) impulsive;
- 18) industrious;
- 19) judgmental;
- 20) look for smth./smb.;
- 21) nosy;
- 22) obstinate;
- 23) open-minded;
- 24) outgoing;
- 25) over-sensitive;
- 26) popular;
- 27) practical;
- 28) professional;
- 29) punctual;
- 30) reliable;
- 31) reserved;
- 32) rewards;
- 33) self-assured;
- 34) selfish;
- 35) sensible;
- 36) sensitive;
- 37) smart;
- 38) sociable;
- 39) vacancy;
- 40) willing.

UNIT 5

WORKING AS AN HR-MANAGER



PART 1 READING AND VOCABULARY

1. Read the job description through quickly. Decide if these statements about the job are true or false:

- 1) you don't need to have any special qualifications to work as an HR-manager;
- 2) an HR-manager is concerned with.

THE POSITION OF AN HR MANAGER

All large companies – and many small ones – have a *human resources department*. HR managers can *perform a variety of tasks* in fulfilling their main *responsibility*.

General responsibilities of an HR manager are to see that *employees* are paid, to *set up benefit programs*, such as health care, *retirement*, vacation policies, and so on, to coordinate company celebrations and parties and to assist top management with organizational development.

Typically, HR managers can use *recruitment* and interviewing *skills* to identify staff vacancies and select candidates for open positions. They are *responsible for* collecting and analyzing all applications and resumes. An HR-manager develops a process for *attracting good employees* through such methods as *advertising*, use of headhunters, temporary placement agencies, *job fairs* and websites.

Expert HR managers are typically *skilled in promoting* healthy relationships between staff and management through mediation and handling labor disputes.

Depending on the size and industry of the organization, HR managers may conduct employee training and orientation, administer a benefit program, analyze compensation and other competitive data and prepare budgets.

HR managers are often *valued for* their role in mitigating risk by keeping organizations compliant with federal, state and local labor laws and regulations. The main legal responsibility of an HR-manager is to advise management on legal issues related to such things as *hiring, firing, layoffs*, bonus plans and *harassment*.

The typical entry path for HR management positions requires at least a *bachelor's degree*. Some employers may *show preference to* candidates with a combination of business knowledge and HR experience.

The human resources field can be *fast-paced, challenging* and *rewarding*. Generally, HR managers have attributes such as outstanding speaking and writing skills, the ability to work under pressure and *leadership qualities* such as strong work ethic, *trustworthiness, self-confidence* and the ability to delegate responsibilities.

Professionals who are *seeking a career as* an HR management professional should also demonstrate good judgment, creativity and a positive attitude.

2. Find and translate words in italics in the text. Use these words in the sentences of your own.

3. Answer the questions:

- 1) What are general responsibilities of an HR-manager?
- 2) What are usually HR-managers valued for?
- 3) What important qualities should a person have to work as an HR-manager?
- 4) What qualification is necessary to work as an HR-manager?
- 5) What do you need to do to get a job in a human resources department?

4. Fill in the gaps using the words in italics:

- 1) Mr. Sinatra, however, appears whatever age he wishes to be, _____ his mood.
- 2) The workers often live in overcrowded dormitories and work in dangerous conditions under constant threat of _____.
- 3) He earned his _____ in computer science at Northeastern University in Boston, Massachusetts.
- 4) She is only 23 but she is already in charge of 30 _____.
- 5) Businesses have to spend much money on _____ to attract clients.
- 6) The Secretary shall be _____ the preparation of minutes and a summary record of the proceedings of the meetings of the Board.
- 7) The selection and _____ of interns is delegated to the respective chief of a human resources department.

5. Translate into English:

- 1) Многие работодатели отдают предпочтение кандидатам мужского пола.
- 2) Его самоуверенность иногда раздражает меня.
- 3) За какие качества ценится хороший менеджер?
- 4) Я не имею ни малейшего понятия, чем я буду заниматься после выхода на пенсию.
- 5) Привлечение талантливых сотрудников – важная задача отдела кадров.
- 6) После четырех лет обучения в Академии я получу степень бакалавра и смогу найти работу в сфере управления человеческими ресурсами.

6. Give a 2–2,5 minute talk on the position of an HR manager

Remember to say:

- 1) age, education, experience;
- 2) main responsibilities;
- 3) important professional and technical skills.

PART 2 SPEAKING

1. Read the dialogue between Anton and Sandra, HR-managers of the IT-company. They are discussing candidates for the jobs. Fill in the gaps with the most suitable phrases:

- 1) good at working on his own;
- 2) of experience in book editing;
- 3) any experience in editing;
- 4) qualification in it;
- 5) at editing websites.

Anton	Ok. So, we have a student for the summer job. Let's discuss the web editor position next. Who do we have?
Sandra	There were lots of emails for this one, but there are only two people really. First of all, there's Monica. I spoke to her on the phone and she is very friendly. At the moment she works in publishing.
Anton	Is she an editor?
Sandra	Yes. She has a lot (1) _____, but she says she's good at (2) _____ because she does some in her free time for friends and small businesses.
Anton	Ok. That sounds like a possibility. What about the other person?
Sandra	Here's his picture. Do you recognize him?
Anton	Yes, who is he?
Sandra	It's Roberto. He was the student on our summer placement last year.
Anton	That's right. Roberto! I remember him. Very energetic! Really nice young man.
Sandra	Exactly. Anyway, now he has a (3) _____.
Anton	But why is he applying for the web editor job? He doesn't have (4) _____ and he isn't very (5) _____.
Sandra	I know, but he liked it here so much last summer he wants a job. I think he's perfect for the position of web production assistant.
Anton	Exactly. Let's offer him that and then invite Monica for an interview. I'd like to see the websites she worked on as well.
Sandra	Sure. I'll send you the links.

2. Make notes about Monica and Roberto in the table.

	Monica	Roberto
Personal qualities		
Current situation		
Skills and experience		
Qualifications		

3. Write sentences about yourself using the following expressions:
- Have a lot of experience in.../ don't have any experience in...
 - Good at.../not very good at...
 - Have a qualification in...
4. Work in pairs. Interview each other using the phrases from 3.

Example What qualification do you have/ would you like to get/ are you getting?

Introduce your partner to the whole class.

PART 3 WRITING

RESPONDING TO AN ENQUIRY

1. Look at this response to a letter of enquiry:
- 1) How well do Tony and Claude know each other? How do you know?
 - 2) What information does the letter not include?
- a* Information about availability of the product.
b Prices and delivery details.
c Details of a special offer.
d Details of a promotional event.
e A general description of the product.

6 February

Re: Enquiry about the new operating system.

Dear Mr Fuchs

Thank you for your letter dated 29.01 asking about our new operating systems. As you know from our previous communications, the new system will be launched in May this year.

The purpose of the system is to make day-to-day use quicker and more intuitive. In other words, we want the user to be able to find everything at their fingertips. The new system is significantly different from the one that is currently in use.

As you point out, one downside is the need for initial training. The good news is that as part of an introductory offer, all purchasers of the new operating system will be offered a free on-site training day with one of our developers.

You might be interested to know that there will be a preview of the system at an open day at our offices in April.

Please find enclosed the latest information leaflets as you requested and an invitation to the open day mentioned above. If you have any further questions please do not hesitate to contact me.

Yours sincerely

Claude Fischer

Sales and Marketing Manager

2. From the information contained in the reply, what do you think the original letter of enquiry said? Do you think this is a positive response? Why / Why not?

3. Match these words and expressions from the text with a definition 1–5.

intuitive *at their fingertips* *significantly downsides* *hesitate*

- 1) Ready and easy to use: ...
- 2) The disadvantages or negative aspects:
- 3) To pause before you do something:
- 4) Ability to know something by using feelings not facts:
- 5) In a way that is large enough to be important:

4. What is the purpose of each of the five paragraphs in the letter?

5. Underline words or phrases in the letter that help the writer to do these things:

- 1) Welcome the enquiry.
- 2) Acknowledge points in the original enquiry.
- 3) Try to avoid using the first person: *I* or *me*.
- 4) Refer to something that has already been talked about.
- 5) Introduce solutions.
- 6) Introduce a special offer / invitation.
- 7) Mention enclosures / attachments.
- 8) Invite further contact.

6. Read the short letter of enquiry below and highlight the areas that you would need to address when you are replying to it.

Dear Sir / Madam

I am writing to you because I would like to explore opportunities at your company in marketing and public relations.

My current position is a marketing manager for ZYC Corporation, where I provide overall marketing support. I have strong knowledge and understanding of marketing, research and development of sales materials. I am an energetic, experienced professional and want to work with your talented and passionate team.

I would like to visit your organization and have the opportunity to meet you. I will provide additional references or other information upon request. I look forward to hearing from you soon.

Thank you for your prompt response.

Yours

Candace Park

7. You are an HR-manager of the company that Candace Park is writing to. Reply to the letter above. Make sure you answer the questions and give reasons.

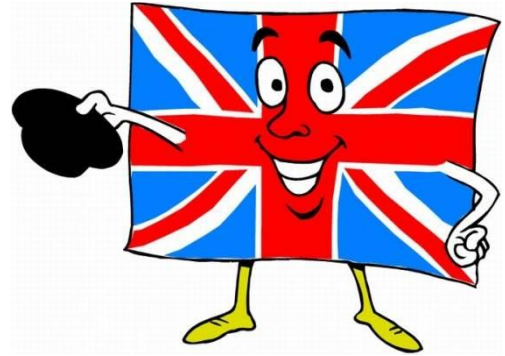
CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a bachelor's degree;
- 2) advertising;
- 3) an attachment;
- 4) an enquiry;
- 5) attract good employees;
- 6) be good at smth.;
- 7) be typically skilled in promoting;
- 8) be valued for;
- 9) benefit programs;
- 10) challenging;
- 11) current situation;
- 12) depending on;
- 13) enclosure;
- 14) experience in smth.;
- 15) fast-paced;
- 16) firing;
- 17) harassment;
- 18) hesitate;
- 19) hiring;
- 20) human resources department;
- 21) invite smb. for an interview;
- 22) job fairs;
- 23) layoffs;
- 24) leadership qualities;
- 25) perform a variety of tasks;
- 26) personal qualities;
- 27) promotional event;
- 28) qualification in smth.;
- 29) recognize smb.;
- 30) retirement;

- 31) rewarding;
- 32) seek a career as ...;
- 33) self-confidence
- 34) show preference to smb.;
- 35) skills;
- 36) speak on the phone;
- 37) thank you for your prompt response;
- 38) that sounds like ... (a possibility);
- 39) trustworthiness;
- 40) work on one`s own.

UNIT 6

ORGANISATION



PART 1 READING AND VOCABULARY

1. Here are some ideas for creating a good working environment.

Which do you consider:

- a) crazy?
- b) good for motivating staff?

- Singing at meetings.
- Dressing in strange clothes at meetings.
- Having no individual offices.
- Having no dress code.
- Organizing company holidays.
- Encouraging managers to invite staff home for dinner.
- Buying birthday presents for staff.
- Keeping small animals and birds at head office.
- Supply flowers regularly for all offices.

2. Read the article. Find out what things the Ford Company encourage to have or to do in the workplace.

THE ACTIVE WORKPLACE

When the clock strikes twelve noon at the Ford Company's New Zealand head office, a small group of employees gathers in main lobby. They're a mixture of men and women, old and young, office staff and shop-floor staff. They're not waiting for an interdepartmental meeting or a business training seminar. They are the "Lunchtime walking group" and they are about to go on a thirty-minute walk in the local woods.

The Lunchtime walking group is just one of the initiatives at the Ford Company designed to make the workplace more active. Other activities include yoga courses run onsite after work. A tennis court and basketball court have been built for staff and their families to use at any time, including weekends – and staff have interdepartmental challenges at lunchtimes.

The company runs a "Work life week" every year, where employees are shown how to balance work and life, and where information sessions are given on men's and women's health, on aromatherapy, on tai chi, and on massage. Funds of up to \$200 per person per year are available for life skills development such as courses in cooking, yoga, kick-boxing, and pottery, as well as conventional team sports like netball and rugby.

Sports and fitness are encouraged at all levels: from regular "Management versus the best-of-the-rest" sports competition, to the arrangements for staff discounts at the local gym. Teams and

individuals who compete in national and local sports competitions are given paid time off work flexible working hours and arrangements. Flexibility extends to the onsite cafeteria, where healthy meals are provided, and even made-to-order meals for weight-watchers and athletes training.

Meanwhile, the Lunchtime walking group has set off. If they come back to work a little late, the managers won't mind too much, because they know that the employees will be more alert and rested, and will probably work more effectively in the afternoon. Ford is one of many companies who now realize that active workplaces can create a healthier and happier environment in which to work.

3. Find words or phrases in the article that mean:

- 1) come together in a group (verb);
- 2) an action which is taken to solve a problem or improve a situation (noun);
- 3) the use of natural oils for controlling pain or rubbing into the body (noun);
- 4) traditional, normal (adj.);
- 5) specially created to suit a particular person (adj.);
- 6) ready with full attention (adj.).

4. Work in groups. Discuss the questions.

- 1) what do you think of the Ford Company's policy on encouraging health and fitness?
- 2) what are the advantages?
 - a) for the employer?
 - b) for the employee?
- 3) can you think of any disadvantages?

5. Plan a new staff welfare policy and programme for your own or an imaginary company. Present your ideas to your teacher and groupmates.

PART 2 SPEAKING

OFFICE RULES

1. Work in groups. The first group is Staff and the second group is Directors.

Office rules

Work Schedule

Start time: between 07.00 and 08.30

Lunch time: between 12.00 and 13.30 (maximum ½ hour)

Finish time: between 16.00 and 19.00 (no overtime without previous authorization)

Dress

Suits and ties are compulsory for all male staff.

Casual dress is not allowed: no jeans, denim skirts, denim jackets, etc.

Health & Safety

No smoking in any part of the building (including coffee bar and restaurant)

No eating or drinking at desks.

Other Regulations

No personal phone calls, emails or personal use of the Internet allowed.

Mobile phones must be switched off during office hours.

Staff:

1) You work for the local office of a large company. Look at the office rules. Decide which rules you would like to change and prepare a new set of rules to propose to the company directors.

2) Hold a meeting with directors to decide a new set of rules that everyone agrees with. Start the meeting by presenting the set of rules you have prepared in 1.

Useful language:

Questions: *Why do we have to...?; Why don't you let us...?; Why can't we...?; Why aren't we allowed to...?*

Suggestions: *We should be able to...; What if we ...?; We could ...; Could we ...?*

Directors:

1) You have just taken new posts as directors of the local office of a large company. You have received these recommendations from Head Office. Decide which office rules could change and which ones must not change.

2) You have agreed to hold a meeting with the staff representatives to discuss the existing office rules. The objective of the meeting is to produce a set of rules that everyone agrees with.

3) The representatives will start the meeting by representing their proposals for changes to the rules.

Recommendations:General Appearance

We receive visits from important clients, so staff who have contact with the public should wear formal dress and certainly no denim.

Timekeeping

Our main clients start work at 07.00, so half the staff should be in the office by 07.30 at the latest.

Most staff leave by 17.30, although the office is officially open until 18.00. We recommend a more flexible overtime system so that people can work later if necessary.

Health & Safety

Company rules do not allow smoking in any part of any office worldwide and this cannot be different for local offices.

Eating of snacks at or near computers is dangerous and cannot be allowed. However, we recommend providing the staff with a separate room for coffee breaks.

Other Recommendations

For personal calls, we feel the staff should be allowed to make and receive calls during their break times if they are not at their desks (i.e. in the coffee bar or restaurant).

Useful language:

Explanations: *I'm afraid you can't ...; If you ..., then you ...; You should ...; We must ...*

Suggestions: *Why don't you/we ...?; Couldn't you ...?; You/We could ...*

PART 3 WRITING

WRITING A MEMO

1. Read the text. What type of correspondence is it?

To: All staff
From: Grace Helston
Date: 27th November
Subject: New roles after departmental restructuring

Further to the recent restructuring in the Sales Department, I wanted to clarify the roles of the following members of staff.

New responsibilities

Patrick Chapman – Team Leader

Patrick is now team leader and oversees the Sales Team, which includes Vaughan, Sarah and Lisa. He reports directly to me. This means he is no longer part of Tony's team.

Hazel Cook – After-sales Assistant

We welcome Hazel to the department. She is now responsible for our current client list. She handles complaints and queries and is part of Tony's team.

Vaughan Sore – Sales Rep

Vaughan has moved from After-sales to the Sales Team. He now deals with potential new clients and is part of Patrick's team.

If anyone has further questions about the above, my door is always open.

GH

2. Read the text again and complete the table.

Name	Position	Responsibilities
Patrick		
Hazel		
Tony		
Vaughan		

3. Look at the text again. Are these sentences true (*T*) or false (*F*).

- 1) Memos are usually sent between different companies.
- 2) Memos usually have the following headings: *To, From, Date, Subject*.
- 3) The opening paragraph usually deals with the purpose and the overall content of the memo.
- 4) Language used in memos is usually short and to the point.
- 5) The tone of a memo should always be informal.
- 6) You end a memo with *Yours sincerely* or *Yours faithfully*.

4. Match the parts of the memo 1–5 to their definitions a–e.

- 1) Heading;
- 2) Opening;
- 3) Task segment;
- 4) Closing;
- 5) Sign off.

- a) describing the actions or the tasks needed to be followed – the main part of the memo;
- b) a polite ending;
- c) follows a general format of: *To, From, Date, Subject*;
- d) usually the initials of the sender;
- e) provides the reason for the memo, the context, and introduces the problem / task.

5. Look at the notes made by Juan Carlos Sapertero, a manager at a large marketing company, during a management meeting. Write a memo based on his notes. Use the information from 4 and the memo above to help you.

Management meeting – 24th October

Changes of main office rules

ID cards at all times – all staff

Start time – 7.00 a.m.

Dress code for meeting with clients

Effect immediate

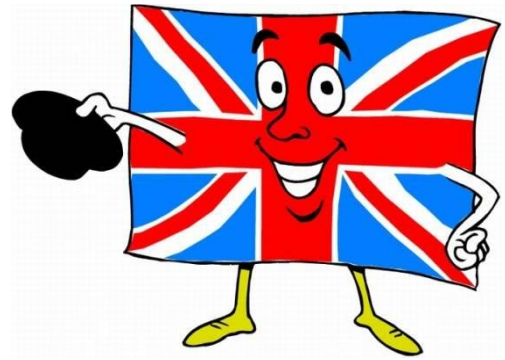
CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a flexible overtime system;
- 2) a lobby;
- 3) a memo;
- 4) a proposal for smth.;
- 5) allow doing something;
- 6) an arrangement;
- 7) an initiative;
- 8) an interdepartmental meeting;
- 9) an objective;
- 10) be alert and rested;
- 11) be available for;
- 12) be compulsory for smth./smb.;
- 13) be responsible for;
- 14) clarify the roles;
- 15) compete in smth.;
- 16) current;
- 17) dangerous;
- 18) deal with smth./smb.;
- 19) dress code;
- 20) employees;
- 21) encourage somebody to do something;

- 22) existing office rules;
- 23) flexible working hours;
- 24) general appearance;
- 25) handle complaints and queries;
- 26) hold a meeting;
- 27) however;
- 28) make and receive calls;
- 29) paid time off;
- 30) provide smb. with smth.;
- 31) regulations;
- 32) report directly to somebody;
- 33) represent proposals;
- 34) responsibilities;
- 35) shop-floor staff;
- 36) switch off;
- 37) take new posts;
- 38) timekeeping;
- 39) welfare policy;
- 40) working environment.

UNIT 7

WORKING HOURS



PART 1 READING

1. What do you think is a reasonable number of hours per week to work, if you are in a full time job?
2. What pressures might force people to work very long hours?
3. What job would you like to have?
 - 1) a full-time job/ a part-time job;
 - 2) a nine-to-five job/ to work nine-to-five;
 - 3) to do shift work/to work in shifts;
 - 4) to work flexi-time/ to be on flexi-time;
 - 5) to work overtime/ to do overtime/ to work extra hours.
4. Quickly read the text through, ignoring the gaps. According to the writer, why are so many people suffering from overwork? What types of problems are caused by heavy workloads?

MANAGERS UNDER FIRE

James Sullivan leaves home at 7 a.m. for his office in the City of London and returns every night just after 9 p.m. He is in his early forties (1)_____. He fears that if he does not work so hard he will lose his £90,000 a year job. But if he continues to put these hours in, he may lose his wife and children. He is an unhappy and unwilling workaholic and knows that these long hours threaten a happy family life.

Experts have warned that heavy workloads are pushing marriages towards divorce (2)_____. Research has shown that British managers work an average of 55 hours a week, in blatant disregard of their contracts, which specify between 35 and 40 hours. A survey of two hundred directors last year showed that nearly half started work before 8 a.m. (3)_____. About two-thirds work at least one weekend in four, (4)_____.

Most middle managers have taken on new tasks because layers of management have disappeared (5)_____. In many companies there are half the number of managers as before, paid twice as much (6)_____. It leads to stress. When a man gets home, he feels very stressed and has little left to give. He is often too tired to talk to his wife. What makes matters worse is that more than two-thirds of managers have wives who work. (7)_____.

5. Read again and fill in the gaps:
A and there are fewer people to do the work;
B and has led to much higher profits for companies;
C and the day may have been equally stressful for them;
D and turning the offspring of wealthy parents into deprived children;
E and a quarter were still working after 6.30 p.m.;

F and more than half found that they could not take their full holidays;
G and expected to be three times as productive;
H and discriminates against female managers;
I and there will then be more women in management;
J and has three children aged eight, six and two.

6. Discuss these questions:

- 1) How does the situation in the text compare with your country?
- 2) Can you suggest any solutions?

PART 2 SPEAKING

1. How much does the idea of working in a “virtual office” appeal to you?
2. Can you think of any advantages for employees? Are there any disadvantages?
3. Would you prefer a nine-to-five job or a more flexible career? Discuss this question with your partner. You can use the following points in your dialogue:

What’s Better?
<p>Work in offices or work at home?</p> <p>Work 9 to 5 or flexible hours?</p> <p>Face-to-face meetings or contact via the Internet?</p>
Benefits
<p>More flexible hours</p> <p>Less pollution as fewer commuters</p> <p>Working mothers/fathers can stay at home</p> <p>... (your own ideas)</p>
Drawbacks
<p>Lack of communication – people feel isolated</p> <p>Less sense of working in a team</p> <p>Less commitment</p> <p>... (your own ideas)</p>

PART 3 WRITING

WRITING INSTRUCTIONS

1. Work with a partner and discuss the following questions:
 - 1) What activities might you give or receive instructions for at work (e.g. how to use the printer)?
 - 2) Do you ever receive instructions in writing (e.g. in an email)?
 - 3) Are instructions always easy to write or follow? Why? / Why not?

2. Read these instructions quickly. What are the instructions for? Put the instructions in the correct order (1–9):
 - a) When the display says ‘success’, hang up the phone. ____
 - b) Place the document you want to send into the tray on top of the machine. ____
 - c) Dial the phone number of the person who you are sending the fax to. ____
 - d) Have the number of the person the fax will be sent to ready. ____
 - e) Wait for the other machine to answer. ____
 - f) Once the whole paper has gone through, check the fax display. ____
 - g) Press ‘start’ on your machine and the fax should start to move from the tray. ____
 - h) Check the fax machine is switched on. ____
 - i) Fax machines usually require the document to be face down so check your machine requires this method. ____

3. Compare the language you used to rewrite the instructions with the language in the original email? What are the differences?

4. Think of an activity you might need to describe at work, or choose an activity from 1–3. Write simple instructions, but don’t say what the activity is.
 - 1) making a mobile phone call;
 - 2) using an instant messenger service (What`s App/Viber);
 - 3) using an ATM / cash machine.

5. Exchange instructions with a partner. Read your partner’s instructions and try to guess the activity.

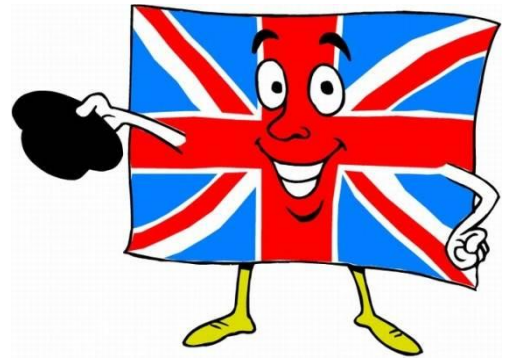
CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a full-time job;
- 2) a nine-to-five job;
- 3) a part-time job;
- 4) are caused by;
- 5) average;
- 6) be in one`s early forties;
- 7) be switched on;
- 8) commuters;
- 9) contact via the internet;
- 10) deprived;
- 11) dial the phone number;

- 12) discriminates against female managers;
- 13) divorce;
- 14) equally;
- 15) face-to-face meetings;
- 16) fax machine;
- 17) feel isolated;
- 18) feel very stressed;
- 19) hang up the phone;
- 20) heavy workloads;
- 21) in blatant disregard of;
- 22) lead to smth.;
- 23) lose;
- 24) profits;
- 25) push smth./smb. towards smth.;
- 26) reasonable;
- 27) send a fax;
- 28) stressful;
- 29) suffer from overwork;
- 30) suggest a solution;
- 31) threaten a happy family life;
- 32) to be on flexi-time;
- 33) to do shift work;
- 34) to work extra hours;
- 35) to work flexi-time;
- 36) to work in shifts;
- 37) to work nine-to-five;
- 38) to work overtime;
- 39) wealthy;
- 40) workaholic.

UNIT 8

ORGANISING A MEETING



PART 1 READING AND VOCABULARY

PREPARING A WELCOME SPEECH

1. Work with a partner and discuss the following questions:
 - 1) Where can we hear a welcome speech? Who usually gives a welcome speech?
 - 2) When did you last hear a welcome speech? Where? Was it good? Why? / Why not?
 - 3) Have you ever made a welcome speech at a conference or a party? If so, were you happy with it?

2. Read this welcome speech. What is the reason for the event:
 - 1) Ladies and gentlemen, colleagues and guests, welcome to the official opening of our new headquarters. It's lovely to see so many of our colleagues from around the world here tonight.
 - 2) As you know, our company started twelve years ago in a small rented office in Berlin. Since then we have opened offices around the world and now employ over 500 people. The opening of this office is the next step in our expansion. This is our new headquarters and we have invested in the latest technology so that we can give our clients the best possible service.
 - 3) Before we begin the celebrations, I'd like to thank the organizers of this event, Janet Merrion and Howard Duncan, for doing such an excellent job. I'm sure you'll all agree that the dinner menu looks delicious and the entertainment program me is fantastic.
 - 4) We're also honoured to have leading sports personality Friedrich Neff from Hertha Berlin football team with us this evening.
 - 5) While you're here, please feel free to look around the building and if you have any questions, please speak to any member of staff. Now, before I hand you over to Friedrich Neff to cut the ribbon and open the champagne, I'd like to thank you all once again for being here and I hope you enjoy the evening?

3. Work with a partner. Look at the welcome speech again and match sections 1–5 to functions a–e:
 - a) Talk about the reason for the event.
 - b) Thank people who have helped to organize the event.
 - c) Wish everyone a good day / good evening.
 - d) Give a special welcome to important guests.
 - e) Greet everyone.

4. Read the speech again and answer the following questions:

- 1) What is special about the new offices?
- 2) What can guests do during the party?
- 3) What is Friedrich Neff's job?

5. Match 1–6 to a–f to make complete sentences:

- 1) It's lovely.
- 2) We're honored.
- 3) I'm sure you'll all agree that.
- 4) I'd like to thank my wonderful PA, Janice Holder.
- 5) Before I hand you over to Sir David.
- 6) I hope:

- a) the event programme looks fantastic;
- b) you enjoy the party;
- c) for organizing the fantastic buffet;
- d) to see so many of you here tonight;
- e) I'd like to thank you all once again for coming;
- f) to have Sir David Morrow with us this evening.

6. Look at the following information about a conference. Write a welcome speech to open the conference:

- *10th annual international conference on HR-management "Looking into the future of HR-management"*.
- *Aim of conference: To share knowledge on important issues for the system of HR-management.*
- *Special guest speaker: the governor of Volgograd region.*

7. Give your welcome speech to the class. Listen to the other speeches. Choose the best speaker.

PART 2 SPEAKING

TELEPHONING APPOINTMENTS

Useful language

Arranging an appointment by telephone

What date would be convenient for you?

What time would suit you?

Would Monday at 10.30 suit you?

Is the 5th March at 6 p.m. convenient?

How about 10 a.m.?

Tuesday the 8th of July would be good for me.

Monday's bad for me, I'm afraid.

That sounds fine.

Yes, that would be good for me.

I think that should be possible.

1. Work in pairs.

Partner 1

You're Melanie Smith. You have applied for a job as Team Leader at the London call centre. Today is Monday, 28 August. Call Jenny Mills, Personal Assistant, to arrange a convenient date and time for an interview this week or next. Look at your diary and your notes before making the phone call.

AUGUST/SEPTEMBER						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
28	29	30	31	1	2	3
Meeting 2-6 pm		Night shift 10pm- 6am	Night shift 10pm- 6am	Night shift 10pm- 6am		
4	5	6	7	8	9	10
Dentist 4 pm	Training course, Reading	Training course, Reading	Training course, Reading	Training course, Reading		To South Africa

Notes for telephone call to Jenny Mills

- Can't make next week – running training course
- Holiday 10–24 Sept (taking children to visit parents – conflict with assessment centre?)
- directions to office?
- parking?

Partner 2

You're Jenny Mills, Personal Assistant at the London call centre. You are responsible for arranging and carrying out interviews for the new call centre positions. The best candidate so far for the position of Team Leader is Melanie Smith, who is going to call you to arrange an interview. Use your notes and this extract from your calendar to deal with the phone call and to make an appointment for an interview next week, ideally on either 7 or 8 September (Today is 28 August).

AUGUST/SEPTEMBER						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
28	29	30	31	1	2	3
			Business Trip to Italy	Business Trip to Italy		
4	5	6	7	8	9	10
Meeting 10-12 am			Interviews	Interviews		

Probable candidate:

- Give directions to office.
- She should bring application form to interview.

PART 3 WRITING

WRITING AN INVITATION

1. Work with a partner and discuss the following questions:
 - 1) Have you ever been to a big corporate event;
 - 2) What entertainment was there;
 - 3) Did you enjoy it?
2. Your company is organizing a day to celebrate its 25th anniversary. A memo has been sent to all staff with ideas for entertainment during the day. Which of the following ideas are the best:
 - Music
a string quartet, a jazz band, or a punk band
 - Entertainment
a comedian, a magician, or a hypnotist
 - Food
a buffet, a gala banquet, or celebrity chefs
 - Corporate
The CEO talking about the history of the company, the marketing manager talking about new products, the sales manager presenting last year's figures, or a guided tour of all departments.
3. Read the invitation quickly. Which ideas from **2** are mentioned? Would like to attend the day? Why? / Why not?

Dear Sir / Madam

- 1) As a valued customer of GAS holdings, it is our pleasure to invite you to our 25th anniversary celebration day.
- 2) We have organized a programme of entertainment that will take place on Saturday 31st October to celebrate the founding of our company.
- 3) 25 years of GAS – Saturday 31.10

09.00–10.00: Official opening

Opening speeches by the CEO and special guests.

10.15–11.45: Musical performance

A special performance by the world-renowned 'Punk rules'.

12.00–13.30: Lunch

Enjoy a buffet lunch prepared by celebrity chefs.

14.00–16.00: How it all began

A guided tour of GAS along with a detailed explanation of how the company became successful.

19.00–late: Gala dinner and dancing

End the day in style at the Royal Hall where the Lord Mayor will host a gala banquet.

- 4) You are invited to attend for the whole day, but it is also possible to attend for only part of the day. Since numbers for some of the events are limited, we advise you to reply to this invitation as soon as possible. In order to secure your place, please send an email to confirmation@gas.org.
- 5) We hope to be able to welcome you to the event.

Yours faithfully

Sean Williams

CEO, GAS holdings

4. Read the letter again and answer the following questions:
 - 1) Why is the person being invited to the celebration?
 - 2) Does the person have to be there for the whole day?
 - 3) Why should they reply as soon as possible?
 - 4) What is the function of each section of the invitation (1–5)?

5. In which section of the invitation (1–5) could phrases a–g be used:
 - a) We look forward to seeing you there.
 - b) We would like to invite you to ...
 - c) We would be grateful if you could confirm your attendance by the 24th October by email.
 - d) May we take this opportunity to invite you to ...
 - e) We hope you enjoy the day.
 - f) As you can see from the enclosed programme ...
 - g) The event is taking place on the 31st October at the Millennium Centre in Cardiff.

6. Write a programme of events for a celebration day at your company.

7. Write an invitation to the event. Exchange invitations with a partner. Read the invitation. Would you like to go to the event?

CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) a corporate event;
- 2) a customer;
- 3) a guided tour;
- 4) a marketing manager;
- 5) a reason for the event;
- 6) a sales manager;
- 7) a welcome speech;
- 8) anniversary;
- 9) annual international conference;
- 10) as soon as possible;
- 11) attend;
- 12) celebrate;
- 13) CEO;
- 14) confirm your attendance;
- 15) cut the ribbon;
- 16) employ;
- 17) entertainment programme;
- 18) expansion;
- 19) give a speech;
- 20) greet everyone;
- 21) hand smb. over to smb.;
- 22) headquarters;
- 23) invest in smth.;
- 24) staff;
- 25) take an opportunity;
- 26) welcome to the official opening;

- 27) How about 10 a.m.?
- 28) I think that should be possible;
- 29) I'd like to thank the organizers...;
- 30) Is the 5th March at 6 p.m. convenient;
- 31) It's lovely to see...;
- 32) Look forward to doing something/to something;
- 33) Monday's bad for me, I'm afraid;
- 34) That sounds fine;
- 35) Tuesday the 8th of July would be good for me;
- 36) We're also honoured;
- 37) What date would be convenient for you;
- 38) What time would suit you;
- 39) Would Monday at 10.30 suit you;
- 40) Yes, that would be good for me.

UNIT 9

BUSINESS TRIP



PART 1 READING AND VOCABULARY

1. Look at this information from one of the websites. What kind of website is it? What similar services have you used?

Flights

Details of availability for all scheduled domestic and international flights. Calculate the cheapest fare for your preferred route. Online flight confirmation.

When to check in, type aircraft, in-flight catering and seating arrangements.

Itineraries showing check-in times, flight departure and arrival times.

Accommodation

Most hotel chains worldwide, including Hilton, Sheraton, Hyatt, Intercontinental. Corporate rates. Availability and online reservations.

Travel services

Car hire, ferry crossings, rail tickets.

Travel advice

Tips for safe and healthy travel. Also passport and visa requirements.

Travel documents

All tickets are sent by special delivery. Guaranteed to arrive within 24 hours of booking.

Payment

Account application form available online. Alternatively, payments can be made by all major credit/ debit cards.

2. Match an underlined word from the text with each definition.

1. <i>hire</i>	Paying to use for a short time
2.	The things you need
3.	Price of travel
4.	Fixed or special prices
5.	Food and drink
6.	A type of boat/ ship
7.	Inside one country, not international
8.	A group, usually owned by the same company
9.	Reservation
10.	Go to the desk and say you have arrived
11.	Which leave at a regular time every day or every week
12.	Plan of a journey

3. Complete these sentences with a word from 2.

- 1) For intercontinental flights, you need to _____ at least two hours before take-off.
- 2) I think the quality of _____ on planes has improved a lot since I started travelling. I never used to eat anything.
- 3) The hotel offers a reduced _____ at the weekend.
- 4) The bridge is closed so you will have to take the _____ across the river.
- 5) The best way to see the island is to _____ a mountain bike for the day.
- 6) The cheapest form of _____ travel is usually the bus.
- 7) It was very full _____. I visited six offices in two days.
- 8) Our travel services should satisfy all your _____.
- 9) The thing about hotel _____ is that all of the hotels look the same.
- 10) I'm afraid there are no flights _____ to leave today.
- 11) There is 5% discount if you make your _____ online.
- 12) Children have to pay full _____ on buses when they are over sixteen.

4. Think about the last trip you took (business or pleasure). How did you organize it? How did you travel? Where did you stay? Use as many words as you can from 1, 2 and 3.

PART 2 SPEAKING

1. Answer these questions individually. Then compare answers with a partner.
 - 1) How often do you travel by air, rail, underground, road and sea?
 - 2) What do you enjoy about travelling? What don't you enjoy?
 - 3) Which is the best/worst airline you have flown? Why?

2. Which of these things irritate you the most when flying?

Diversions	Jet lag	Long queues at check-in
Sitting next to someone who talks non-stop	Bad weather	Bad food
Cancellations	Strikes	Sitting next to children
Dirty toilets	Not enough room	No trolleys available
	Lost or delayed luggage	Overbooking

3. Read this fact sheet about Beijing. Can you guess any of the missing information?

**Information for travelers:
BEIJING**

Population

Approximately _____ people.

Language

The official language is _____. Very few people speak English.

Business hours

Stores usually open at 10.00 and close at _____. A lot of small shops and government offices close at lunch-time between 11.30 and 13.30.

Climate

Spring and autumns are very pleasant. Summers are _____ and winters are cold. _____ a lot in July and August.

Tipping

Tipping is unusual, but in some hotels you need to give a small tip to _____. Just ten yuan is enough.

Water

Only drink _____. Don't drink _____.

4. What questions could you ask to find out the missing information?

Example *What's the population of Beijing?*

5. Work with a partner. Ask and answer questions and complete the fact sheet. Here's the missing information – but be careful, it's in the wrong order.

Very hot
11 million
Mandarin
21.00
It rains
The porters
Water from the tap
Bottled water

6. If you were travelling to Beijing, what other information would you like to know? Think of more questions to ask.

7. Complete these sentences about doing business in Beijing. Use *shouldn't* or *don't need to*.

1) You _____ speak any Mandarin if you have an interpreter. They will translate for you.

2) You _____ be late for meetings. It's very rude.

3) You _____ give business cards with just one hand. Two hands is more polite.

4) You _____ tip taxi drivers because they are not expecting it.

5) You _____ drink the tap water in case it makes you ill.

6) You can tip hotel porters if you like, but you _____ tip much. Just ten yuan will do.

Now make up 6 similar sentences about doing business in your country.

8. Work with a partner.

One person is the visitor of your town or city on business and the other is the host or hostess. The visitors will ask any local information they need. The hosts will answer the visitors' questions. You can use the ideas below or think of other topics.

The population

The currency

The language

Business hours

The weather

Business meetings

The food

The water

Tipping

Crime

PART 3 WRITING

A LETTER OF COMPLAINT

1. Read the letter. What kind of problems were there?

The Manager

The Grand Hotel

York Rd

Harrogate

HG4 9SP

Dear Sir/ Madam,

- Paragraph 1 →** My husband and I have just returned from a weekend at your hotel. We had been looking forward to a peaceful break in luxurious surroundings, as promised in your brochure, and recommended by friends. Unfortunately, the weekend did not live up to our expectations.
- Background to the complaint
- Paragraph 2 →** Our main complaint is that, despite having booked several months in advance, when we arrived we were told that the main hotel was full with conference delegates and we were put in an annex behind the hotel. To begin with, the room we were given was extremely cold. The noise if traffic kept us awake most of the night because the annex is right beside the main road. In addition, the bed was uncomfortable because the mattress was old and lumpy. Finally, to add insult to injury, the bathroom had not been cleaned.
- Main complaint/
details
- Paragraph 3 →** Clearly the accommodation in this part of the hotel is not up to the high standard of the main building. We had paid in advance, however, we wouldn't have proceeded with the booking if we had known that a room in the main hotel wouldn't be available. We are particularly disappointed since the weekend was a special occasion for us, to celebrate my husband`s birthday. We are extremely annoyed that, apparently, large parties take priority over individual guests regardless of when bookings are received.
- Level
of disappointment
- Paragraph 4 →** Despite our dissatisfaction with the room, we have no complaint with the lovely food, or high standard of service from the staff. We are sure that you would wish us and our friends to use the hotel again. We trust therefore that you will take this matter seriously, and look forward to hearing from you by return with an appropriate offer of compensation.
- Request
for compensation

Yours faithfully,

Mrs. M.S. Bayes

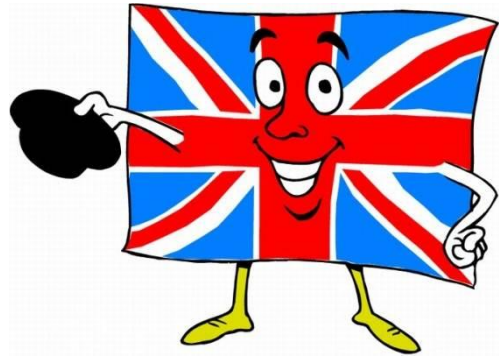
2. Write a letter of complaint about a product or service you are dissatisfied with. Remember to:
 - Use formal language: *we wouldn't have proceeded, we trust that...*
 - Give specific examples: *the main hotel was full; the room was cold*
 - Order your points logically: *to begin with, in addition, finally*
 - Don't be aggressive. Use passive forms to suggest group rather than personal blame: *we were told, we were put ...*
 - Mention the good things: *lovely food, high standard of service*
 - Indicate that you expect a positive response: *we trust that...; we look forward to ...*
 - Indicate that you could be persuaded to forgive: *we are sure that you would wish us to return*

CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) application;
- 2) approximately;
- 3) available;
- 4) availability;
- 5) booking;
- 6) cancellations;
- 7) car hire;
- 8) check in;
- 9) check-in times;
- 10) complaint with smth.;
- 11) currency;
- 12) delivery;
- 13) disappointment;
- 14) dissatisfaction with;
- 15) diversions;
- 16) faithfully;
- 17) fare;
- 18) ferry crossings;
- 19) flight confirmation;
- 20) flight departure and arrival times;
- 21) high standard of service;
- 22) hotel chains;
- 23) in advance;
- 24) in-flight catering and seating arrangements;
- 25) itineraries;
- 26) jet lag;
- 27) live up to smb`s expectations;
- 28) look forward to smth./ doing smth.;
- 29) lost or delayed luggage;
- 30) online reservations;
- 31) overbooking;
- 32) payments;
- 33) preferred route;
- 34) proceed;
- 35) request for compensation;
- 36) requirements;
- 37) reservation;
- 38) scheduled domestic and international flights;
- 39) tipping;
- 40) trust.

UNIT 10

COMPANY ACTIVITIES



PART 1 READING AND VOCABULARY

1. Work with a partner and discuss these questions:
 - 1) What types of employee appraisal systems do you know?
 - 2) How can employee appraisal system help an employer?
2. Read the text and decide if these statements are true (*T*) or false (*F*):
 - 1) The system depends on colleagues speaking to the facilitator.
 - 2) The facilitator eventually speaks to the member of staff in question.
 - 3) The facilitator tells the person exactly what has been written about him/her.
 - 4) Staff members don't have to participate if they don't want to.
 - 5) Participants will always be able to choose their appraisers and facilitator.
 - 6) The process should help people understand themselves better.
 - 7) The new system is an opportunity to take your revenge on colleagues.
 - 8) There will be a single meeting where people can express their ideas.

Memo

To: Sales and Marketing staff.
From: Heidi Bauer. Head of Human Resources.

In last year's questionnaire concerning existing appraisal procedures we detected a generally negative perception of how the process was conducted. Accordingly, and in a spirit of openness we will be introducing a new method of appraisal to replace or sit alongside the existing system and we will be trialing it this year with the Sales and Marketing Departments.

This new method is commonly called 360-degree feedback and gives more than just our line manager a say in how we are performing. With your agreement and participation, it will form part of our desire to create a more open, participative, and supportive working culture. This proposal has already been discussed with the union and staff association, and neither body has raised any substantial objection to the scheme. If you have any immediate misgiving then you should contact your representative directly.

This short summary explains a little about how the process works:

360-degree feedback is a paper-based system where your co-workers, above, below, and alongside you will give their candid assessment of you and your work in the form of a questionnaire. You will also have the opportunity for self-assessment. The appraisals are entirely anonymous and will be filtered by a facilitator. The facilitator will then give feedback to the

member of staff concerned. This will be a totally private and confidential meeting. The underlying idea is to give an appraisal that draws out general points about a person's performance and general behaviour.

In accordance with the wishes of staff representatives, it has been decided that this system will be on an entirely voluntary basis during the experimental and introductory stage. In addition, participants will be allowed to select their own appraisers, and where possible, facilitator. If this experiment is successful it is envisaged that this could eventually replace our existing forms of appraisal throughout the whole company.

We would like to assure everybody involved that designated facilitators will receive the necessary training to lead the feedback. We have drawn on the advice and expertise of a leading firm of human resources experts. We have also spoken to other organizations where this appraisal method is in place and the response to it has been overwhelmingly favourable.

The aim of the exercise is to help all of us perform better through being more self-aware. It is not intended to intimidate or undermine individuals. Appraisals will focus on people's perceived strengths as well as their weaknesses. Appraisers should not use the process as a way of mounting a personal attack.

There will be a series of meetings scheduled where we can discuss this proposal further. Nothing has been settled and everybody will have the opportunity to make his or her opinion heard.

3. Work with a partner. Create a flow chart of how the system works.

4. Word-building. Follow the instructions for 1–3:

- 1) Make nouns from these verbs: appraise, perform, facilitate, participate, behave, represent.
- 2) Make adjectives from these verbs: participate, support, introduce, experiment, volunteer.
- 3) Make nouns from these adjectives: strong, weak.

5. Complete the sentences by solving the anagrams:

- 1) Have you had any _____ about the new proposals yet? FECDEBAK
- 2) We _____ a lot of people resisting the suggested changes. EINASGVE
- 3) You can't repeat exactly what was written, you need to _____ it first. ITLFR
- 4) Her constant criticism has _____ his self-confidence. DUNERMIEND
- 5) As far as I am concerned, the subject is _____, I don't want to talk about it any more.

ESTLTED

- 6) What is the _____ philosophy behind this change? DUNELRYIGN

6. The Scottish poet Robert Burns thought that self-knowledge was a good thing. What do you think he meant when he wrote this? How far do you agree with him?

“Oh would some power the gift give us, to see ourselves as others see us.”

PART 2 SPEAKING

GETTING INFORMATION BY PHONE

1. Look at the brochure and read the telephone conversation. Complete the conversation using the information in the brochure.

The 18th Annual

National ABC Exhibition

THE MATTANO EXHIBITION CENTRE

November 9–12

Transport to hotel

From train station:

The hotel is very near the railway station: about ten minutes' walk and three minutes by bus or taxi.

Taxi service costs the minimum fare of €2.00 plus a charge for luggage (approx. one or two euros more).

To receive additional information please call Thomas Stark, Customer Service Manager, (650) 223-8831, or email tstark@mattano.org

THOMAS Good morning. Mattano Exhibition Centre. Thomas Stark speaking. How can I help you?

EXHIBITOR I'm an exhibitor at the ABC Exhibition, but I'm afraid I've lost the brochure you sent me, so I'm calling for some more information. Could you tell me how far the hotel is from the main train station and the best way to get there?

THOMAS Just a moment, please. I'll check. The hotel is (1)_____ the station, so you can get a taxi or a bus, or even (2)_____.

EXHIBITOR Do you know how much the taxi costs?

THOMAS The taxi would be about (3)_____ euros.

EXHIBITOR I'm sorry, I didn't catch that.

THOMAS The taxi would be about (4)_____ euros. Is there anything else you need?

EXHIBITOR No, thanks. That's all. You've been very helpful.

THOMAS Thank you for calling. Goodbye.

2. Work in pairs.

Speaker 1

Call the exhibition centre and ask for this information.

- How much/ rooms? Breakfast/ included?
- How far/ hotel from airport? Walk?
- How long/ bus journey? How much/ ticket?

Now change roles. Use this brochure to answer B's call.

EXHIBITION CENTRE

Exhibitor registration & badges

All exhibitor personnel must register as soon as they arrive at the main lobby. Registration is from 09.00 to 21.00. On registration, they will receive an Exhibition Folder with information, maps, and their identification badges.

Payment

Cancellations or reductions in space must be made in writing and postmarked or faxed by June 1. A refund will be given, minus a service fee of 50%.

Special Services and Equipment

Rental price of exhibit space does not include the cost of furniture, equipment, labour, electricity, water, gas, telephone, or other special services. Order forms for all services will be sent by the Exhibit Organization Department in advance.

Speaker 2

Use this information to answer Speaker`s 1 call.

Hotel Reservations

Single room: € 145

Double room: € 165

Prices include continental breakfast.

Guests must check out by 12.00 noon on the day they are leaving the hotel.

Transport to hotel

From airport:

Airport bus service every half hour. Journey takes 20 minutes.

Taxi service costs between eight and ten euros, depending on luggage.

Bus service numbers 125, 130, and 145 all stop outside the hotel. A ticket costs € 0,85.

Now change roles. Call the exhibition center to find out this information:

- Services/ included in rental? How/ order extra furniture?
- When/ register? What time/ registration desk open?
- When/ I have to pay? Refund if/ cancel?

PART 3
WRITING

CONFIRMING AN ORDER

1. Work with a partner and discuss the following questions:
 - 1) Have you ever ordered one thing and received another?
 - 2) Why do you think that orders sometimes go wrong?
2. Read the email confirming an order and answer the following questions:
 - 1) What has been ordered?
 - 2) How many have been ordered?
 - 3) How much will it cost?
 - 4) When will it be delivered?

Dear Mr Adams

1. Thank you for your order. Your purchasing information appears below. Please take a moment to read through this email and check that the order details are correct.
2. You have placed an order for 25 of our new OP245Y laptops. The cost after discount is 900 euros per laptop. The total cost of the order is 22,500 euros. This is the amount we will issue an invoice for.
3. You will be pleased to know that we have the laptops in stock and can have them ready to be shipped within 24 hours of you confirming your order.

4. If you are happy with all these details, please send me an email to confirm the order and we will process it straight away.

Best regards
Nemone Skolska

3. Read the letter again and decide if these statements are true or false:

- 1) Nemone is writing to confirm the details of the order.
- 2) Mr Adams' company will pay full price for the goods.
- 3) Some of the laptops are out of stock.
- 4) Mr Adams has to reply to this email.

4. Match paragraphs 1–4 in the email to functions a–d:

- a) Invite a response: ____
- b) Introduce the reason for writing: ____
- c) Confirm details: ____
- d) Give information / news: ____

5. Read the following paragraph. Which paragraph in the email could it replace? How would the other paragraphs need to change if you used this alternative paragraph?

Unfortunately the model you have ordered is currently out of stock. We are expecting a delivery in five days, but if you prefer we could send you the OP245Z model which we have in stock now.

6. Match the words in **bold** in the email to definitions 1–8:

- 1) a reduction in the usual price: ____
- 2) facts / information about something: ____
- 3) be present / be noticeable: ____
- 4) when a shop / factory has something available for sale / use: ____
- 5) an official list of items or work done plus the cost: ____
- 6) to deal with something in an official way: ____
- 7) to produce / provide something official: ____
- 8) to make certain that something is correct: ____

7. Look at the order form and the notes made on it. Use the information to plan an email to Ms. Mitchell. Decide what information you will give in each section of your email.

Order form

Date: 10.04.2015

Name: Helen Harper

Company: Samsung

Quantity: 30

Item: OP250YZ tablets

Price per item: 500 Euro

Total Price: 15000 Euros

Regular customer

Quantity over 20 = discount 10% (total price 13500 euros)

Only 25 in stock, but we do have OP250S in stock.

8. Write the email to Ms. Mitchell, then exchange emails with a partner. Give feedback on your partner's email.

CHECK YOUR KNOWLEDGE OF VOCABULARY

- 1) accordingly;
- 2) agreement;
- 3) appraisal procedures;
- 4) appraisers;
- 5) assessment;
- 6) assure smb.;
- 7) be pleased;
- 8) cancellations;
- 9) confidential meeting;
- 10) confirm an order;
- 11) deliver;
- 12) detect;
- 13) directly;
- 14) discount;
- 15) entirely;
- 16) existing;
- 17) facilitator;
- 18) favourable;
- 19) give feedback;
- 20) in advance;
- 21) issue an invoice;
- 22) labour;
- 23) laptops in stock;
- 24) main lobby;
- 25) order details;
- 26) participative;
- 27) perception;
- 28) perform;
- 29) personnel;
- 30) place an order;
- 31) proposal;
- 32) purchasing information;
- 33) questionnaire;
- 34) receive;
- 35) reductions;
- 36) representative;
- 37) self-assessment;
- 38) supportive;
- 39) take a moment;
- 40) underlying idea.

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АНГЛИЙСКИЙ ЯЗЫК

для студентов специальности

«Управление персоналом»

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