**Вариант 2**

1. **Терминология по теме «Strategic Human Resources Management»**

**1. Соотнесите слова, данные ниже, с подходящими определениями.**

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| --- | --- |
| 1 complete an application | a) contributes to the high cost of turnover, but enables a firm to fire incompetent employees after a certain period of time |
| 2 initial and follow-up interviews | b) helps a firm to determine the information about an employee that is pertinent to the requirements of the job, but companies are limited by legal guidelines |
| 3 employment tests | c) an investigation of previous work records and school records, and follow-up on recommendations |
| 4 background investigations | d) these have been severely criticized because of cultural discrimination. they are used to test specific job skills |
| 5 physical exams | e) help to assess an applicant‘s ability to communicate clearly, to adapt to stress situations, and to clarify information |
| 6 trial periods | f) a major controversy in this step was a proposal to use drug tests to screen employees in industry and the government |

1. **Основы профессионально-ориентированного перевода по теме «Strategic Human Resources Management»**

**2. Переведите текст, используя лексические и грамматические трансформации:**

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| Трансформации необходимы, **чтобы соблюсти «правильность» языковых норм в языке перевода, и чтобы речь переводчика воспринималась как «грамотная речь»**.  **Лексическая трансформация** — отклонение **при переводе** от словарных соответствий, которое заключается в замене отдельных **лексических** единиц исходного языка на **лексические** единицы переводного языка, не являющиеся их эквивалентами.  Лексические трансформации можно разделить на следующие группы: Лексическая замена, или подстановка одного слова вместо другого. Часто возникает из-за различных семантических структур слов исходного языка и языка перевода.  Наиболее распространенными видами лексических трансформаций являются **транскрипция, транслитерация и калькирование**  Под грамматическими трансформациями понимают вид переводческих преобразований, заключающихся в замене в процессе **перевода грамматических** форм и структур единиц исходного языка (ИЯ) формально неэквивалентными формами и структурами языка **перевода** (ПЯ) **при** сохранении смыслового соответствия между ними.  **Грамматические трансформации**: **дословный перевод (или синтаксическое уподобление), грамматические замены (замены членов предложения, форм слова, частей речи) и членение предложения**; - комплексные (или лексико-семантические) трансформации: экспликация (описательный перевод), антонимический перевод и компенсация. |

**Theoretical Approaches to Strategic Human Resources Management**

There are three theoretical approaches to strategic human resources management.

The first is based on the idea that there is one «best» way of managing human resources to achieve success in business. This approach is called a universal approach.

The second draws attention to the fact that to make businesses successful policies and practices of labor relations should meet the requirements of business strategy; it is based on the assumption that different types of strategies for human resources management are suitable for different types of business strategies. This approach is called the approach of compliance or fortuity.

The third, the newest, approach stems from considering the organization in terms of its resources. This approach focuses its attention on the quality of existing human resources in the organization and their ability to learn and adapt faster than in competitive organizations. Supporters of this view dispute the necessity for mechanistic compliance with a business strategy, insisting on long-term sustainability and survival of the organization at the expense of the human capital. The third approach is an approach based on resource accounting. Let us consider each of the approaches.

The universal approach. It is based on the assumption that one model of labor relations management, a model of a high degree of interest, is associated with high quality of work of the organization in all aspects regardless of the specific competitive strategy.

This approach is the basis of the theory of HR-management by D. Guest. (In foreign literature, the terms HR-Management, HR-Strategy, HR-policy are used. We will use these terms for convenience of description of the theories of foreign authors). Guest offers a model based on four objectives of HR-policy: strategic integration, interest, flexibility and quality. These objectives are connected with the areas of HR-management, which are expected to affect the activity of the organization positively.

Thus, the four objectives of HR-policy according to Guest:

1. Strategic integration implies that HR-management is fully integrated into strategic planning. Areas of HR-policy are consistent, line managers use HR-practices as part of their daily work.

2. Interest means that employees should be interested in high quality of work and feel affection for the organization.

3. Flexibility implies the creation of an easily adaptable organization structure and ensuring flexibility of departments through mastering of related professions.

4. *Quality* means provision of high quality of products and services with the help of high quality and flexible professionals. Guest views these objectives as a whole in his theory of HR-management. To achieve the desired results they should be achieved simultaneously. Clarity of objectives provides this model with certain appeal, but this is the essence of challenges.

1. **Аннотирование и реферирование по теме «Strategic Human Resources Management»**

**3. Cоставьте аннотация текста.**

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| **Аннотация должна отражать следующие моменты научного исследования:**   1. Тема и цель статьи. 2. Постановка проблемы. 3. Методология исследования. 4. Результаты и выводы исследования.   Текст можно оформить одним абзацем или несколькими абзацами с подзаголовками. На каждый из подпунктов отводится 2-3 предложения, состоящих из 10-20 слов для оптимального восприятия читателем. Речевые стандарты для составления аннотации Статья (работа) опубликована (помещена, напечатана...) в журнале (газете...)  Монография вышла в свет в издательстве...  Статья посвящена вопросу (теме, проблеме...)  Статья представляет собой обобщение (обзор, изложение, анализ, описание...) (чего?)  Автор ставит (освещает) следующие проблемы... / останавливается на следующих проблемах... / касается следующих вопросов....  В статье рассматривается (затрагивается, обобщается ) (что?)  говорится (о чем?)  дается оценка (анализ, обобщение) (чего?) представлена точка зрения (на что?) затронут вопрос (о чем?)  Статья адресована (предназначена) (кому?) / может быть использована (кем?) / представляет интерес (для кого?) |

**Theoretical Approaches to Strategic Human Resources Management**

Experts say that highly productive business implies not only «the best practice» or advance in the competition but also an intellectual capital and the ability to foresee the future. In order to make the resources lead to the achievement of competitive advantage, they are to correspond to four criteria.

The first criterion is that resources must be valuable. It is topical when supply and demand of labor are heterogeneous – in other words, if different organizations require different skills and knowledge from each other to perform different roles in the organization and when the supply of labor force includes individuals with different skills. In these conditions, the value is created because the knowledge and skills of an employee meet the requirements of the organization or work and it is difficult to replace this employee by another one.

The second criterion is rarity; it is connected with the first. It is assumed that the most important skill of employees in terms of the need for adaptability and flexibility in the future is their cognitive ability. People with high cognitive abilities are rare. Talent pool is not limitless, and many employers have difficulty in finding the talents they need.

The third criterion is that resources must be unique. This refers to human resources, because competitors find it difficult to determine the exact source of competitive advantage if it is inside the fund of human resources of the organization. Competitors can not exactly duplicate this resource, as they are not able to copy the unique conditions prevailing in the first organization. The historical circumstances are very important because they influence the behavior of human resources through the creation of unique rules and traditions. Thus, even if a competing organization hires a group of people working for a rival, these people will not be able to produce the same result, because conditions will vary.

Two factors make it difficult to copy historical circumstances. The first is uncertainty of causes, i. e. it is impossible to define the real cause of achievement or failure to achieve the required quality of work performance, because the sum is always greater than the summands; the second factor is confusion of social ties: it is difficult to dissect the established complex of relationships, ties that influence the quality of work.

In addition, the fourth criterion is that resources should be irreplaceable. Although human resources can be replaced by others for a short period of time, for example by technological, but this cannot be done for a long period of time because human resources do not become obsolete like technology and can be used in other products, technologies and markets. In this approach, all human resources are considered as a capital reserve in the organization. This coincides with the understanding of strategy as an evolutionary process, strategy that can be influenced both upward and downward. If the model of compliance described before focuses on the means of achievement of competitive advantage (areas of practice of HR-activity), the approach based on resource accounting emphasizes the role of the source of such an advantage (human capital). Of course, HR-practice is important, but it is not the source of competitive advantage because it can be reproduced in any organization and its results are different in different locations because of the differences in the human capital. The relationship between human capital, areas of HR-activities and competitive advantage shows that human resources represent a source of competitive advantage and therefore are highly valued.

HR-activity should focus on recruitment, use, development and retention of appropriate human resources and introduction of competitive practices in the organization, at the same time the interests of employees should agree with the interests of the organization. It should be noted that the third approach to strategic human resources management is more dynamic than the other two. In conclusion, one of the main objectives of management in the XXI century is the application of strategic human resources management in labor relation. This approach creates a competitive advantage in business.

1. **Просмотровое чтение аутентичных текстов по теме «Main points of Strategic Human Resources Management»**

**4. Прочитайте текст и переведите на русский язык часть текста, выделенного курсивом.**

**Текст «The Dangers of not Looking Ahead»**

Risk management has undoubtedly moved up the corporate agenda in recent years with fears of wars and terrorism being added to the usual list of business worries.

Shivan Subramaniam, the Chairman and Chief Executive of FM Global, a commercial and industrial property insurer, says: “Corporations are operating in a turbulent world where businesses are seeking growth through globalization, outsourcing, consolidation, just-in-time delivery and cross-border supply, further increasing their potential exposure to risk.”

Add regulatory, legal and labor considerations and you begin to understand the complex nature of business risk in the 21st century. While acts of terrorism receive the most coverage, it's the more traditional events such as fires, floods, explosions, power failures or natural disasters that have the biggest impact.

FM Global believes the majority of all loss can be prevented or minimized and that should be the first part of any disaster recovery plan. It also argues that prevention is better than the cure and says there is a lot companies can do to stop such events from becoming a disaster in the first place.

However, research shows that more than one-third of the world's leading companies are not sufficiently prepared to protect their main revenue sources and have room for improvement.

Ken Davey, a managing director with FM Global, says: “To best protect cash flow, competitive position and profit, companies need to assess the potential risks that can impact top revenue sources and make sure there is business continuity planning.”

***Lord Levene, chairman of the Lloyd's insurance market, said recently that companies must be prepared for business interruptions, which accounted for 25 % of the $40bn lost as a result of the September 11 terrorist attacks. It was estimated that 90 % of medium to large companies that could not resume near-normal operations within five days of an emergency would go out of business.***

“Looking ahead 10 years I firmly believe that the most successful, least crisis-prone businesses will be those whose boards have shown firm resolve and taken decisive action,” Lord Levene said. “Effective, integrated strategies for dealing with tomorrow's risks require a change in culture at board level now.”

A new research report from Marsh, the world's biggest insurance broker, found that half of European companies did not know how to manage the most significant risks to their businesses.

Most of Europe's senior executives surveyed admitted that they did not have procedures in place to manage properly operational and strategic risks, which were responsible for most company failures in the 21st century.

The survey found that the three most significant risks and those that businesses felt least able to manage were:

– Increased competition,

– Adverse changes in customer demand,

– Reduced productivity because of staff absenteeism and turnover.

“While business leaders are aware that these risks are the most threatening to their future survival and growth, they are scratching their heads when it comes to protecting their businesses against them,” says Neil Irwin, European development director of Marsh's corporate client practice. “Management processes could easily help companies identify and address these risks. Instead, too many companies take a low-level approach to risk management preferring to focus on easy-to-solve risks, such as asset protection and health and safety.”

Mr. Irwin says: “Risk is dynamic, it changes with the environment. Unless businesses accept this and review risk regularly, they could eventually find themselves in a state of crisis, struggling to survive rather than focused on growth.”

**5. Составьте словосочетания. Проверьте себя по тексту.**

|  |  |
| --- | --- |
| 1) business | a) hazards |
| 2) recovery | b) interruptions |
| 3) decisive | c) sources |
| 4) potential | d) operations |
| 5) integrated | e) plan |
| 6) revenue | f) strategies |
| 7) near-normal | g) action |

**6. Согласно содержания текста, кто из перечисленных ниже работников придерживается данных утверждений?**

– Lord Levene

– Ken Davey

– Shivan Subramaniam

– Neil Irwin

1. Businesses face greater risks because they are trying to expand in many different ways.

2. Business need to evaluate risks which can affect their profits.

3. Senior managers need to change their thinking in order to manage risk.

4. Many business concentrate too much on less important risks.

5. Businesses should check their exposure to risk often.

6. Businesses which have a well-thought-out approach to risk will increase their profits.

**7. Ответьте на вопросы:**

1). In today’s fast-changing world, how far ahead can companies realistically plan for the future?

2). What types of risk are mentioned in the first three paragraphs?

3). Why are companies paying more attention to risk management?

**V. Научные контакты:**

**Тема «Networking»**

**8. Составьте словосочетания:**

|  |  |
| --- | --- |
| 1. to set up | a. overwhelmed |
| 2. to grab | b. news |
| 3. to attend | c. ahead |
| 4. to feel | d. alone |
| 5. to spread | e. on news |
| 6. to plan | f. contact information |
| 7. to hang out | g. a specific panel |
| 8. to read up | h. connections |
| 9. to make | i. to the event |
| 10. to retweet | j. meetings |
| 11. a call prior | k. awareness |
| 12. to gather people’s | l. coffee |

**9. Вы на фуршете в день открытия конференции. Соотнесите вопросы и ответы:**

|  |  |
| --- | --- |
| **Comment** | **Reply** |
| 1. it is an interesting conference, isn’t it? | a. That is right. I live in Prague. |
| 2. How is business? | b. Don’t worry. I’ll have some soda instead. |
| 3. Cheers! | c. Thanks. They look delicious. |
| 4. You must try one of these. | d. Yes please. I’ll have a glass of red. |
| 5. Sorry, I did not catch your name. | e. You’re very kind but I fancy walking back. |
| 6. Do you fancy another drink? | f. It’s Evelyn. Evelyn Burton. |
| 7. You are from the Czech Republic, aren’t you? | g. Cheers! |
| 9. Let me give you a lift back to your hotel. | i. Very good, thank you. |
| 10. I am afraid there is no more orange juice. | j. Yes, it is. |

**10. Прочитайте текст и соотнесите заголовки A – F с абзацами 1-6.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **A** | **B** | **C** | **D** | **E** | **F** |
|  |  |  |  |  |  |

**How to make the most of a conference**

A. Bring business cards — and follow up.

B. Know what you hope to get out of the conference.

C. Use social media.

D. Talk to people.

E. Socializing is important.

F. Schedule meetings ahead of time.

**1.**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Reach out to** people who you know will be there and try **to set up meetings**. Plan to grab coffee prior to the **morning keynote** or meet for lunch or plan **to attend a specific panel** or **cocktail reception** together. By having a few key meetings already set up, you will **feel less overwhelmed** if you do not know anyone there. Moreover, new friends!

**2.** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_What are your goals? Are you **spreading awareness** about your organization? Writing about the event for your blog? Want to focus in and learn more about a specific part of **fundraising**? **Plan** and determine which events, panels, and sessions are most relevant to you, and figure out which companies you would like to learn more about or meet.

**3.** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ This one is always the hardest for me, and I don’t even consider myself an introvert. Ask **attendees** what they thought of the most recent speaker. Be bold and ask questions during panel sessions. If you see someone hanging out alone, go up to them and say hi! Practice your **elevator pitch** prior to the event, **read up on news** prior to the conference, and think about what events and speakers you are looking forward to—those can all be great **conversation starters**.

**4.** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Is there a cocktail reception or a trip to a local community center? Go! It may seem awkward to go to the socializing events alone, but it is a great way to meet people outside of business. Moreover, if there is nothing planned, consider organizing **a beer tasting** at the pub down the street from the conference center, or gathering everyone for coffee and conversation.

**5.**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_I have met people and **made connections** at conferences by **live-tweeting events**. **Retweet** and reply to people, and if someone cool shows up in your **feed**, ask if you can meet in person! Use **hashtags**, and attribute quotes to the speakers (with their Twitter handles if you have them). You can also use social media to send out a call prior to the event. Who of your followers will be there? What do your followers want to know about the event?

**6.** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_This may seem old school, but unless everyone has the app where you bump smart phones and share numbers, it is still the best way **to gather people’s contact information**. Then, when you are back in the office, email and say hi. Mention something about when you met and suggest how you can work together or **stay in touch** in the future!

*Source: http://idealistcareers.org/6-ways-to-make-the-most-of-attending-a-conference-alone/*