

ФЕДЕРАЛЬНОЕ АГЕНТСТВО ЖЕЛЕЗНОДОРОЖНОГО ТРАНСПОРТА

Красноярский институт железнодорожного транспорта –
филиал ФГБОУ ВО
«Иркутский государственный университет путей сообщения»

Л. В. БОГДАНОВА

ИНОСТРАННЫЙ ЯЗЫК

**ENGLISH
FOR HRM STUDENTS**

Учебное пособие
для студентов всех форм обучения
направления подготовки 38.03.03 Управление персоналом

Красноярск
КрИЖТ ИрГУПС
2022

УДК 811.111
Б 73

Рецензенты:

Т. Н. Ямских, канд. педагогических наук, зав. кафедрой разговорного иностранного языка ИКИТ СФУ.

Богданова, Л. В. Иностранный язык. English for HRM students : учебное пособие для студентов всех форм обучения направления подготовки 38.03.03 Управление персоналом / Л. В. Богданова ; КрИЖТ ИрГУПС. – Красноярск : КрИЖТ ИрГУПС, 2022. – 87 с.

Учебное пособие составлено в соответствии с федеральным государственным образовательным стандартом высшего образования – бакалавриат по направлению подготовки 38.03.03 Управление персоналом на основе рабочей программы учебной дисциплины Б1.О.03 «Иностранный язык» для студентов всех форм обучения и направлено на освоение навыков чтения и говорения, а также на формирование тезауруса по профессионально-ориентированной тематике на английском языке. Может быть использовано в рамках учебного процесса для обучения и самостоятельных занятий студентов.

Рекомендовано к печати методическим советом КрИЖТ ИрГУПС

Печатается в авторской редакции

© Богданова Л. В., 2022

© Красноярский институт

железнодорожного транспорта, 2022

Содержание

Введение	4
ТЕМА 1. МЕНЕДЖМЕНТ	5
ТЕМА 2. ИЗВЕСТНЫЕ ЛЮДИ И КОМПАНИИ В СФЕРЕ МЕНЕДЖМЕНТА	24
ТЕМА 3. УПРАВЛЕНИЕ ПЕРСОНАЛОМ И ЭФФЕКТИВНАЯ ОРГАНИЗАЦИЯ ТРУДА	44
ТЕМА 4. СТРУКТУРА КОМПАНИИ, ДЕЛОВЫЕ ПИСЬМА И ДОКУМЕНТЫ	59
Заключение.....	85
Список использованных информационных ресурсов	86

Введение

Данное пособие предназначено для студентов, обучающихся по направлению подготовки «Управление персоналом», изучающих английский язык в вузе. Пособие предполагает формирование навыков устной речи и освоение профессионального тезауруса по тематике «Управление персоналом».

Цель пособия - подготовка студентов к использованию иностранного языка в их будущей профессиональной деятельности - расширение и закрепление лексики по иностранному языку, развитие навыков понимания оригинальных текстов, формирование умений и навыков профессионального общения.

Пособие состоит из введения, 4 тем и заключения; в пособии представлены тексты и задания, направленные на развитие умений монологической и диалогической речи, навыков различных видов чтения. Лексико-грамматический материал закрепляет изучение грамматических явлений, необходимых для глубокого понимания текстов и предназначен для контроля знаний студентов.

Материалы текстов и заданий отобраны из современных изданий и интернет-страниц и включают такие темы профессионального общения как “Менеджмент”, “Известные люди и компании в сфере менеджмента”, “Управление персоналом и эффективная организация труда”, “Структура компании, деловые письма и документы”.

ТЕМА 1. МЕНЕДЖМЕНТ

ТЕКСТ 1. Management. A Manager

A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose.

Management is a set of activities designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing environment. Resources – such as people, jobs or positions, technology, facilities and equipment, materials and supplies, information, and money – are used to accomplish the manager's intended purpose. Effectively means having the intended result; efficiently means accomplishing the objectives with a minimum of cost.

Managers are individuals who make decisions about the use the organization's resources, and are concerned with planning, organizing, leading (or directing), and controlling the organization's activities to reach its objectives. An important characteristic of managers is that they do their jobs by working with and through other people.

The extent to which managers perform the functions of management varies by level in the management hierarchy.

We commonly categorize managers as being in lower, middle or upper levels of management; however, these terms usually apply only in organizations large enough to have specialization. Small businesses usually have one or two managers who are responsible for the diverse management duties needed to keep the business running.

Upper managers spend most of their time planning, and leading because they make decisions about the overall performance and direction of the organization. Therefore, they are usually involved in the development of goals and strategies to achieve those goals. Chief executive officer (CEO), chief financial officer, chairman, president, and executive vice president are common titles at this level.

Middle managers are those managers who receive broad statements of strategy and policy from upper-level managers and develop specific objectives and plans. They spend a large proportion of their time in planning and organizing activities. At these level managers are usually called managers, although their titles may also bear a prefix (like sales, production, accounting and others) to show the type of managers they are.

Lower or first-line managers are those concerned with the direct production of items and delivery of service. Managers at the lowest levels are usually called supervisors, sales managers, loan officers, and store managers. All managers,

however, regardless of the size of the company or their level within it, try to achieve the same thing: to work effectively with people so that the business achieves its objectives.

In order to perform the functions of management and to assume multiple roles, managers must be skilled. Robert Katz identified three managerial skills that are essential to successful management: technical, human, and conceptual.

Technical skill involves process or technique knowledge and proficiency. Managers use the processes, techniques and tools of a specific area.

Human skill involves the ability to interact effectively with people.

Top level managers need conceptual skills in order to view the organization as a whole. Conceptual skills are used in planning and dealing with ideas and abstractions.

Supervisors need technical skills to manage their area of specialty.

All levels of management need human skills in order to interact and communicate with other people successfully.

1. Прочитайте и переведите Текст 1.

2. С помощью словаря определите значения следующих слов:

diverse extent hierarchy be concerned with perform conceptual categorize cost intended accomplish supplies equipment creatively facilities effectively resources efficiently deal with employee design loan officer objective integrate assume multiple identify managerial specialty skilled essential interact cooperate possess chairman proficiency determine manage Chief executive officer (CEO) supervisor supervision accounting concern statement

3. Заполните пропуски словами из рамки (задание 2).

1. There are three main ___ skills that are essential to successful management.
2. ___ involves the formulation of ideas.
3. Resources are used to accomplish the manager's ___.
4. Managers interact and ___ with employees.
5. To achieve an organization's ___ in a changing environment it is necessary to use its resources ___ and ___.
6. We ___ managers as being in lower, middle or upper levels of management
7. To assume ___ roles, managers must be skilled.

4. Соотнесите определения со словами, данными ниже.

- a) a person who is in charge of running a business;
- b) accomplishing the objectives with a minimum of cost;
- c) all the money, property, skill, labor etc. that a company has available;
- d) a system in an organization in which people are organized into different levels of importance from highest to lowest;

- e) a person who is paid to work for somebody;
- f) an area of work that somebody gives most of their attention and knows a lot about;
- g) the things such as food, medicines, fuel, etc. that are needed by a group of people;
- h) the person in a company who has the most power and authority.

words for reference: resources, Chief Executive Officer (CEO), manager, supplies, specialty, efficiently, employee, hierarchy

5. Ответьте на вопросы к тексту.

1. What is management?
2. Which factors constitute managerial work?
3. Which resources does a company usually possess? Who makes decisions about these resources?
4. Does hierarchy influence the functions that managers perform?
5. What are the main levels of management?
6. What titles do managers at each level bear?
7. What is the essence of conceptual skills of a manager?
8. Which managerial skills are the most significant?

6. Поставьте следующие предложения в логическом порядке в соответствии с текстом.

1. The extent to which managers perform the functions of management varies by level in the management hierarchy.
2. An important characteristic of managers is that they do their jobs by working with and through other people.
3. Small businesses usually have one or two managers who are responsible for the diverse management duties needed to keep the business running.
4. Managers interact and cooperate with employees.
5. A business can be viewed as a system: a group of related parts organized to work together for some purpose.
6. All managers, however, regardless of the size of the company or their level within it, try to achieve the same thing: to work effectively with people so that the business achieves its objectives.
7. Resources are used to accomplish the manager's intended purpose.
8. A manager's level in the organization determines the relative importance of possessing technical, human, and conceptual skills.

TEKCT 2. Management as both Art and Science

It has been clear from the emergence of modern business that effective management a) _____. b) _____, managers have been highly motivated to understand the nature of their job and to improve their performance. The goal of management is to integrate the diverse elements of a business – people, machinery, money, buildings and raw materials – and direct them toward a common purpose. To do this well, a manager must combine the intuitive abilities of art with the rational methods of science. The field of management that includes the study and use of mathematical models and statistical methods to improve the effectiveness of managerial decision making is called management science.

Clearly, management is a difficult job. One factor that makes it difficult is that that the work situation – employees, technology, competition, and cost – constantly changes. All of the functions a manager must perform require dedication, persistence, intelligence, the ability to deal with concepts as well as details, and the willingness to accept stress and responsibility. Particularly in the modern world, where business operations are becoming increasingly complex, a manager must consciously develop his or her personal qualities, professional skills, and business knowledge c) _____.

An effective manager must develop and apply such qualities and skills as innovation, decision making, leadership, communication, and motivation. Managers must try to find new and better ways d) _____.

Being a manager requires a high level of innovation, or creativity to formulate new techniques, products, and approaches to business problems. Decision making is the process of selecting an alternative course of action that will solve a problem. The capacity for decision making, often with data that is incomplete or of doubtful exactness, e) _____. To produce a truly effective organization, a manager must also use leadership, which can be defined as the ability to influence the attitudes and behavior of others through skill in personal relations and without the use of force.

Nearly everything a manager does is accomplished through other people. Although psychology and sociology are making progress in describing human behavior scientifically, most facets of personal interactions remain unclear. f) _____, successful personal interactions in a business setting are dependent on the sensitivity of a manager. Intuition and sensitivity are also useful in the many business decisions that must be made with incomplete data. If an executive must decide whether to introduce new product, he or she will have a variety of data and the opinions of others. g) _____, much even most, of the

relevant data will not be available. In order to make decisions, experienced executives must have a feel for the market and for the behavior of the consumers.

Rational and quantitative approaches are becoming even more common and successful in business. These scientific aspects of management stress the use of data gathered and measured according h) _____.

These methods are widely used not only in production and distribution, but also in the people oriented management functions, such as supervision and sales. In spite of the growing importance of these techniques, however management i) _____.

1. Прочитайте и переведите Текст 2, вставляя подходящие по смыслу словосочетания:

1. ... to become and remain effective.
2. ... will produce higher profits.
3. Nevertheless....
4. ... will probably continue to function as both an art and science
5. ... is a prime requirement for a manager
6. Accordingly ...
7. ... to accomplish the work of their business.
8. Basically ...
9. ... to certain orderly principles.

2. Ответьте на вопросы к тексту.

1. What is the goal of management?
2. What is managerial science?
3. By what means can a manager become and remain effective?
4. What is creativity in managerial work?
5. Nearly everything a manager does is accomplished through other people, isn't it?
6. What does «sensitivity of a manager» mean?
7. In which cases does a manager use intuition?

3. Верны ли утверждения?

1. In the modern world business operations are becoming increasingly clear.
2. Managers must try to find new and better ways to accomplish the work of their business.
3. The only factor that makes management a difficult job is that the work situation constantly changes.

4. A manager cannot influence the attitudes and behavior of his or her employees without the use of force.
5. Most facets of personal interactions in business still remain unclear.
6. Rational and quantitative approaches are widely used in production and distribution.
7. To improve the effectiveness of decision making managers apply to intuition.

4. *Что вы думаете? Выразите свое мнение.*

1. To be successful a manager must combine the intuitive abilities of art with the rational methods of science.
2. Management is a difficult job.
3. Of all skills personal skills are the most important for a manager.
4. Being a manager requires a high level of innovation.
5. The capacity for decision making is a prime requirement for a manager.
6. It's no use to the study mathematical models and statistical methods to improve the effectiveness of business.
7. Management is both art and science.

5. *При чтении текста постарайтесь найти доказательства того, что менеджмент – это не только наука, но и искусство.*

6. *По вашему мнению, какие три качества, перечисленные ниже, наиболее важны для успешной карьеры в бизнесе?*

- being on time • being adaptable • having ambition • knowing about computers
- working hard • having a sense humor • getting on with people • looking smart

ТЕКСТ 3. The Four Management Functions of Business

Business management deals with the same general kinds of activities but differs in two principal ways: it handles resources and activities on a larger scale than most of us are accustomed to in our personal lives and it accomplishes work through other people.

The process of planning, organizing, directing, and controlling the use of a firm's resources to effectively and economically attain its objectives is called management. A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose.

Administration is another term with nearly the same meaning, though it is more often used to refer to the management of institutions, such as schools or hospitals. It may, however, also be applied to business firms, particularly to the functions of higher-level management.

Managers typically perform four key functions for their businesses:

- (a) planning,
- (b) organizing and staffing,
- (c) directing and coordinating,
- (d) evaluating and controlling.

Each of these functions is continuous and all are interrelated. The functions can be seen as a process continuously repeated in a cycle. Managers make plans to solve the problems and to take advantage of the opportunities presented to their companies.

People are recruited to carry out the plans. He or she directs and coordinates the activities of those who work in it. Evaluations of how well the organization is working toward its goals partially determine plans for future operations.

Planning is the backbone of every management effort. A plan, to a business manager, is an explicit statement of the business's future objectives combined with a step-by-step description of the actions that will be necessary to reach those objectives. The planning process centers on satisfying the two main requirements of this definition: clear goals and specific actions to meet them. The terms goals and objectives can be used interchangeably. They represent the targets, or endpoints, toward which business efforts are directed.

At a given time, a company may have hundreds of overlapping objectives. Some are general and long-range, such as maintaining an acceptable profit and rate of company growth. Others are more specific, usually devised to contribute to the general goals.

The first important part of the planning process is to set forth the important objectives of the company and to make them explicit. The other steps in planning follow naturally from this beginning.

The manager's goal is to reduce the costs of selling the product. The manager then considers several alternative solutions: (a) discontinuing the starters, (b) establishing a minimum order size, or (c) installing expensive new conveyor systems to aid order filling.

The same kind of process must be applied to all planning and at every level of management. The resulting plans for attaining the overall, long-term goals of a company are called strategic plans. The plans and procedures for reaching goals that are only a week, or month, or year away – those plans that involve what must be done from day to day – are operating plans.

Plans specify the actions to be taken; the way in which these actions will be carried out is determined by the organizing function of management.

Organizing is the process of setting up the structure and rules to control the way resources – workers, material, machinery, and money – work together to reach objectives. Organizing determines what authority each employee has, who will do what job, what methods and equipment will be used, and other specific rules which determine how the work will be done.

Outstanding plans and an excellent organization will accomplish nothing unless people are actually put to work, doing the right job and doing it correctly. Directing is the process of guiding and motivating people in the organization to do the work needed to accomplish the company's goals. It includes telling and showing subordinates what jobs to do and how to do them and detecting errors and seeing that they are corrected. Effective directing requires the kind of sensitivity and leadership that will motivate subordinates and fellow workers.

In management, coordinating communication between parts of the organization – individuals, departments, and levels of management – to make sure that they are working together on appropriate efforts toward mutual goals. Coordination attempts to avoid duplication of effort or omission of some essential activity. It insures that various parts of a total effort will take place at the right time and in proper sequence.

The final function of management is controlling. It requires evaluating the performance of the firm and its parts and making changes to improve operations. This function is clearly related to all of the other things management does, but it is most intimately connected with planning. The evaluations that are made as part of controlling the business operation serve to determine whether plans are being carried out and objectives met.

Controlling compares actual results of operations – sales, production output, costs, product quality, and employee performance – with performance goals or standards. Ideally, the standard should be set as part of the planning process.

1. Прочитайте и переведите Текст 3.

2. Сопоставьте слова из столбцов, чтобы получились словосочетания.

1 recruiting people	a) planning
2 comparing results	b) coordinating
3 checking up company performance	c) controlling
4 monitoring works of departments	d) directing
5 guiding and motivating people	e) staffing
6 setting up goals and objectives	f) evaluating

3. Дополните утверждения подходящими словами из рамки.

responsibilities, to influence, step, overlap, profit, standards

1. All management functions _____ and affect one another.
2. Directing requires the ability _____ other people so they will work towards the goals of the company.
3. Many business activities are general and long range such as maintaining acceptable _____ of a company.
4. Controlling _____ describes company's actual performance with desirable results.
5. The structure of all organizations indicate who works for whom and what each person's _____ are set up.
6. A manager should carefully follow every company's _____ for good planning.

4. Вставьте предлоги.

1. Business management deals __ some kind __ activities but differs __ private family management.
2. Good planning helps to handle resources and activities __ a larger scale.
3. Staffing defines how to accomplish work __ other people.
4. The term administration is more often used to refer __ the management of public institutions than companies.
5. Effective executive coordinating and marketing made possible to devote more time __ selling goods abroad.
6. Directing as a function can be applied __ business firms, particularly to higher-level management.
7. Small businesses usually have one or two managers who are responsible __ the diverse management functions.
8. The range __ management functions can extend __ buying new stationary __ deciding to buy a new department store.

5. Дополните следующие предложения словами из рамки:

achieved, board of directors, communicate, innovations, manageable, performance, resources, setting supervise

1. Managers have to decide how best to allocate the human; physical and capital _____ available to them.
2. Managers logically have to make sure that the jobs and tasks given to their subordinates are _____.
3. There is no point in _____ objectives if you don't _____ them to your stuff.
4. Managers have to _____ their subordinates, and to measure, and try to improve their _____.
5. Managers have to check whether objectives and targets are being _____.

6. A top manager whose performance is unsatisfactory can be dismissed by the company's ____.
7. Top managers are responsible for the ____ that will allow a company to adapt to a changing world.

6. Ответьте на вопросы к тексту:

1. The four basic functions of the management process are referred to as a cycle. What are the four functions, and why are they a cycle?
2. Why are plans vital to business operations?
3. How are plans, goals, and standards related?
4. What element links controlling to planning?
5. Why is communication so important to the directing function of management?

ТЕКСТ 4. Control

Control is an issue facing every manager in every organization today. Control concerns are very extensive. Office productivity, the time needed to resupply merchandise in stores, the length of time that customers must wait in check-out lines, quality and suchlike are all about control.

The systematic process through which managers regulate organizational activities to make them consistent with expectations established in plans, targets, and standards of performance is called organizational control.

A well-designed control system consists of four key steps: a) establishing standards of performance, b) measuring actual performance, c) comparing performance to standards, and d) taking corrective action.

Control should be linked to strategic planning. Changes in the environment require that internal control systems adapt to strategic changes; control systems must not continue measuring what was important in the past. The organization exists around a production process, and control can focus on events before, during, or after this process. These three forms of control are called, respectively, feed forward, concurrent, and feedback.

Feed forward control focuses on human, material, and financial resources that flow into the organization. Its purpose is to ensure that input quality is sufficiently high to prevent problems when the organization performs its tasks. Concurrent control monitors ongoing employee activities to ensure that they are consistent with quality standards. It relies on performance standards.

Concurrent control is designed to ensure that employee work activities produce the correct results.

Feedback control focuses on the quality of the end product or service after the organization's task is completed.

Most organizations use all three types simultaneously but emphasize the form that most closely corresponds to their strategic objectives.

Finally, effective organizational control consists of several characteristics, including a link to strategy, use of all four control steps, acceptance by members, a balanced use of objective and subjective data, and the qualities of accuracy, flexibility, and timeliness.

A new approach to control being widely adopted in Canada and the United States is total quality management. It involves everyone in the organization who is committed to the control function.

There are two main control approaches to quality. They are modern clan control and traditional bureaucratic control. Bureaucratic control is the use of rules, policies, hierarchy of authority, written documentation, reward systems, and other formal mechanisms to influence employee behavior and assess performance. Clan control relies on social values, traditions, common beliefs, and trust to generate compliance with organizational goals.

The implementation of total quality management involves the use of many techniques.

Four major techniques of total quality management are benchmarking, reduced cycle time, outsourcing, and continuous improvement.

Quality circles, which are teams of 6 to 12 employees who identify quality problems and discuss solutions, are one means of implementing a quality control philosophy in an organization.

1. Прочитайте и переведите Текст 4.

2. С помощью словаря определите значения следующих слов и словосочетаний.

concern, merchandise, consistent, to measure, input, ongoing, to emphasize, accuracy, flexibility, timeliness, reward system, to assess, compliance, benchmarking, outsourcing, continuous improvement.

3. Дополните следующие предложения подходящими словами из списка, данного ниже.

1. The best way to buy ... and influence is to give ... to politicians and then buy the politician.

2. When a family business becomes large, it becomes more difficult to keep it under family

3. We must find ways of keeping our expenditure in
4. He has ... to act on our behalf.
5. He was a figurehead without real
6. In cases of severe mental handicap, constant ... is recommended.

Words for reference: control, authority, power, supervision, check

4. a) Соотнесите следующие слова с их определениями.

a) to resupply	1 a process of working out a detailed scheme, method, etc., for attaining a long-term objective
b) target	2 continually moving forward; developing
c) strategic planning	3 external conditions or surroundings, esp. those in which people live or work
d) environment	4 to carry out; put into action; perform
e) input	5 an accepted or approved example of something against which others are judged or measured
f) ongoing	6 to provide (with something) again
g) standard	7 the state or quality of being suitable or opportune
h) timeliness	8 productive of or capable of producing a result
i) to implement	9 a resource required for industrial production, such as capital goods, labor services, raw materials, etc.
j) effective	10 a fixed goal or objective

б) Используйте данные выше слова, чтобы заполнить пропуски в предложениях.

1. Final negotiations with the hotel to lock in rates are ... and as soon as a firm rate is put into the contract, the hotel can start accepting reservations.
2. It's high time the police took some ... action to clean up this town.
3. He is a high achiever with the unique ability to meet ..., manage the business and take care of employees and customers.
4. The use of task work has previously been ... in the programme for excavating activities.
5. Adaptability is a necessary quality in an ever-changing work
6. The time needed to ... merchandise in stores is also a control concern.
7. ... of the data is very important to organize a well-designed control system.
8. I will forever be grateful for his considerable
9. ... of normal and abnormal behavior differ from society to society and change as social conditions and customs change.
10. Decision makers can use budgeting for, implementation, and control.

5. Соотнесите приведенные ниже определения со словами в тексте (в скобках указаны номера абзацев).

1. a set of financial and nonfinancial methods that enable management to control operations of a company (paragraph 4)
2. a particular long-term plan of variations, deviations, or modifications for success, esp. in business or politics (paragraph 4)
3. a series of actions aimed at producing goods and services that have monetary or exchange value (paragraph 5)
4. the final result or outcome of a process, series, endeavor, etc., esp. in manufacturing (paragraph 8)
5. a control concept that gives workers rather than managers the responsibilities for achieving standards of quality (paragraph 11)
6. the use of rules, policies, hierarchy of authority, written documentation, reward systems, and other formal mechanisms to influence employee behavior and assess performance (paragraph 12)
7. the implementation of a large number of small, incremental improvements in all areas of the organization on an ongoing basis (paragraph 13)
8. the steps taken to complete a company process (paragraph 13)
9. a group of 6 to 12 volunteer employees who meet regularly to discuss and solve problems that affect their common work activities (paragraph 14)

6. Ответьте на вопросы к тексту.

1. What is organizational control?
2. Could you describe the four steps of control? What do you understand by them?
3. What does it mean to say that organizational control should be linked to strategic planning?
4. What are the purposes of concurrent and feedback controls?
5. What is the difference between bureaucratic and clan control? Which do you think is the stronger form?
6. What is a quality circle? How can it be used to improve organizational quality control?

ТЕКСТ 5. What do managers do?

There are two approaches to the functions of a manager: traditional and environmental.

In the traditional approach managers perform the four classic functions of management—planning, organizing, leading, and controlling.

- Planning: Running an organization is kind of like steering a ship on the ocean; to get where you want to go, you've got to have a plan—a map—that tells you

where you're headed. It's the job of managers to develop the plans that determine the goals an organization will pursue, the products and services it will provide, how it will manufacture and deliver them, to whom, and at what price. These plans include creating an organizational vision and mission and specific tactics for achieving the organizational goals.

- **Organizing:** After managers develop their plans, they have to build an organization that can put these plans into effect. Managers do this by designing organizational structures to execute their plans (often building elaborate organizational charts that divide an organization into divisions, departments, and other parts and designate the people who reside in each position) and by developing systems and processes to direct the allocation of human, financial, and other resources.

- **Leading:** Managers are expected to lead their employees, that is, to motivate them to achieve the organization's goals—quickly and efficiently. Leadership is considered to be the most important ingredient for a manager's success.

- **Controlling:** To accomplish their goals and the goals of the organization, managers must establish performance standards based on the organization's goals and objectives, measure and report actual performance, compare the two, and take corrective or preventive action as necessary.

The environmental approach says that managers and workers are entering into a new kind of partnership that is forming the basis of a new reality in the workplace.

Today's managers are discovering that they cannot command an employee's best work; they can, however, create an environment that encourages employees to want to do their best work.

So, the new functions of management are:

- **Energize:** Today's managers are masters of making things happen. The best managers create far more energy than they consume. Successful managers create compelling visions—visions that inspire employees to bring out their very best performance—and they encourage their employees to act on these visions.

- **Empower:** Empowering employees doesn't mean that you stop managing. Empowering employees means giving them the tools and the authority to do great work. Effective management is the leveraging of the efforts of your team to a common purpose.

- **Support:** Today's managers need to be coaches, counselors, and colleagues instead of watchdogs or executioners. The key to developing a supportive environment is the establishment of a climate of open communication throughout the organization.

Employees must be able to express their concerns—truthfully and completely—without fear of retribution. Similarly, employees must be able to make honest mistakes and be encouraged to learn from those mistakes.

- **Communicate:** Communication is the lifeblood of every organization. Information is power, and, as the speed of business continues to accelerate, information—the right information—must be communicated to employees faster than ever.

1. Прочитайте и переведите Текст 5.

2. Найдите в тексте следующие слова и словосочетания:

выполнять функции

управление организацией

определить цели

видение

особая тактика

составить план

подразделение

отдел

человеческие ресурсы

выполнить план

достигать цели

установить производственные стандарты

принимать профилактические меры

партнерство

3. Заполните пропуски следующими словами:

communication mission partnership motivate concerns

1. Managers are expected to lead their employees, that is, to..... them to achieve the organization's goals—quickly and efficiently.

2. The environmental approach says that managers and workers are entering into a new kind ofthat is forming the basis of a new reality in the workplace.

3. The key to developing a supportive environment is the establishment of a climate of open..... throughout the organization.

4. Employees must be able to express their—truthfully and completely—without fear of retribution.

5. These plans include creating an organizational vision andand specific tactics for achieving the organization's goals.

4. Ответьте на вопросы:

- 1) What do the plans of a manager include?
- 2) What does «leading» mean?
- 3) How can a manager energize people?
- 4) How one should empower people?
- 5) What does communication mean?

5. Сопоставьте функции и их содержание:

Organizing	to encourage employees to act
Leading	to give the right information
Communicating	to establish a climate of open communication
Supporting	to motivate to achieve the organization's goals
Empowering	to build charts that divide an organization into division
Planning	to give the tools and the authority to do t work
Controlling	to create an organizational vision and mission

6. Скажите, верны ли утверждения. Если неверны, дайте правильные варианты.

1. It's the job of managers to develop the plans that determine the goals an organization will pursue, the products and services it will provide.
2. Managers do this by designing organizational structures to execute their plans (often building elaborate organizational charts that divide an organization into divisions, departments, and other parts and fire the people who reside in each position
3. The best managers create far less energy than they consume.
4. Today's managers need to be coaches, counselors, and colleagues instead of watchdogs or executioners.
5. Employees must not be able to express their concerns—truthfully and completely—without fear of retribution.

ТЕКСТ 6. Management and Leadership

Business managers can tell their subordinates what work to do and how to do it because they are given that authority by their companies. A subordinate, in theory, agrees to take direction from his or her superiors as one of the conditions of employment. In addition to authority, a manager must also use leadership to produce a truly effective organization. *Leadership* may be defined as the ability to influence the attitudes and behavior of others through skill in personal relations and without the use of force. Many have held that leaders must be born with these skills, but modern practice views leadership as resulting from a combination of talent, training, and experience.

To be an effective leader, a manager must use complex intellectual and social skills to deal with different kinds of people in a wide variety of situations. An effective manager must be able to adapt his or her style and **approach** to many different situations. In addition to these, certain personal **traits** are often found in good leaders:

- Being a leader requires dealing with other people. A leader must be sensitive to the needs and feelings of others and must **genuinely** respect those feelings. Effective leaders know how to communicate and how to encourage others to communicate.

- Leaders must have emotional and social **maturity**. They must accept their own feelings and control their own behavior. They must remain rational when angry and not be **defeated** by frustration and stress. They must be able to accept diversity and disagreement in others.

- Good leaders must be intelligent. They must be able to analyze complex situations and discover relationships, causes, effects, and solutions.

- Good leaders need self-motivation. In the position of leader, men and women will be subjected to stress and anxiety, rewards may be **intangible** or delayed. Only a strong inner determination to succeed allows people to function well in this role.

- Leaders must have an instinctive insight into what it takes to make others respond willingly to their directions. Many who have desirable leadership traits do not succeed in it. Many others, who do not bear the outward signs of leadership, have proven to be effective leaders.

Managers need great flexibility to be good leaders. They must be able to alter their leadership behavior to suit different situations, despite what certain theories say about one management style being more effective than others.

Management styles range from autocratic to participative. The *autocratic* manager makes decisions and imposes them on subordinates. Employees are required **to obey**. If they do, they will be rewarded, usually with money; if they do not, they will be punished. *Participative* managers invite employees to take part in the decision-making process. They encourage initiative and self-direction in others. They try to provide their subordinates with positive motivators, such as opportunities to satisfy their need for achievement.

In practice, the best managers must be flexible enough to shift from the autocratic to the participative role as required in specific situations. In emergencies, where much is **at stake** and rapid decisions are needed, as on a battlefield or when fighting a fire, autocratic leadership may be most appropriate. In normal management situations, where long-term relationships occur and individuals must continually develop new skills, participative management seems to be most effective.

Notes: approach – подход, trait – черта, genuinely – искренне, maturity – зрелость, defeated – побежденный, intangible – нематериальный, obey – подчиняться, at stake – на кону

1. Прочтите и переведите Текст 6.

2. Соотнесите слова с определениями.

1 subordinate	a) having a higher position or rank than someone else
2 authority	b) a range of different people or things; variety
3 superior	c) the power you have because of your official position
4 encourage	d) to change or make someone or something change
5 diversity	e) the ability to continue trying to achieve what you have decided to do even when this is difficult
6 determination	f) the ability to change or be changed easily to suit a different situation
7 insight	g) someone who has a lower position and less authority than someone else in an organization
8 flexibility	h) to say or do something that helps someone have the courage or confidence to do something
9 alter	i) the ability to understand and realize what people or situations are really like

3. Изучите значение и употребление следующих слов. Затем заполните пропуски подходящими по смыслу словами.

a)

force – to make someone do something they do not want to do, especially by threatening them

skill – an ability to do something well, especially because you have learned and practiced it

training – the process of teaching someone or being taught the skills of a particular job or activity

adapt – to gradually change your behavior and attitudes so that you get used to a new situation and can deal with it successfully

disagreement – a situation in which people express different opinions about something and sometimes quarrel

accept – to agree that what someone says is right or true

suit – to be acceptable or convenient for a particular person or in a particular situation

impose on – to force someone to have the same ideas or beliefs as you

obey – to do what someone in a position of authority tells you to do, or to do what a law or rule says you must do

reward – to give something to someone because they have done something good or helpful

punish – to make someone suffer because they have done something wrong or broken the law

b)

1. Hospitals are being ____ to close departments because of lack of money. 2. The children are finding it hard to ____ to their new school. 3. Colonial settlers ____ their own culture and religion on the countries that they conquered. 4. She was an executive with good negotiating _____. 5. She was generously ____ for her work. 6. I ____ full responsibility for the failure of the plan. 7. You'll have to ____ the rules if you want to live here. 8. Just because we've had a few ____, it doesn't mean we aren't still friends. 9. Finding a date that ____ us all is very difficult. 10. The oil company was found guilty on ten counts of pollution, and was ____ with a \$250 million fine. 11. New staff has a week's ____ in how to use the computers.

4. Вставьте соответствующий предлог/наречие, если необходимо.

1. One of our secretaries deals exclusively ____ customers' complaints. 2. This simply shifts the cost of medical insurance ____ employer ____ employee. 3. Their present-day problems are resulting ____ past errors. 4. The government has responded ____ public pressure by abolishing the new tax. 5. The campaign has certainly succeeded ____ raising public awareness of the issue. 6. There were 120 students whose ages ranged ____ 10 ____ 18. 7. We have decided to impose sanctions ____ countries that break the agreement. 8. Our new project was designed to provide young people ____ work. 9. There's a growing need ____ new housing in many rural areas. 10. Under these new arrangements, the emphasis has shifted ____ state provision ____ personal responsibility. 11. Don't let me influence ____ your decision.

5. Прочитайте текст еще раз. Ответьте на вопросы.

1. What is leadership?
2. According to the text, are leaders born or made?
3. Which factors make a good leader?
4. Which personal traits are essential for an effective leader?
5. What does it mean "to have social and emotional maturity"?
6. Which styles of leadership are mentioned in the text?
7. Which style is the best one?
8. Different business situations call for different management styles. Which kinds of situations need to be tightly managed and which loosely managed?

6. Закончите предложения.

1. Modern practice views leadership as ...
2. To be an effective leader, a manager must ...

3. Managers need great flexibility...
4. Management styles range from ...
5. In practice, the best managers must ...

ТЕМА 2. ИЗВЕСТНЫЕ ЛЮДИ И КОМПАНИИ В СФЕРЕ МЕНЕДЖМЕНТА

ТЕКСТ 1. Why people become great at managing

1. Enjoy helping people grow. Few things feel better than helping someone who is new to a role, or who has been struggling, into becoming a productive, confident person. There's a kind of satisfaction in helping someone figure out how to be successful that doesn't come from many other living experiences. Great managers love seeing this happen on their teams.

2. Love creating positive environments. A great manager creates a team and office environment that makes it easy for smart people to do good things. They love that moment when they wander the halls and see all sorts of amazing things happening all on their own, with passionate, motivated people doing good work without much involvement from the manager.

3. Care deeply about the success and well-being of their team. Thoroughbred horses get well cared for. Their owners see them as an expensive asset and do whatever they can to optimize their health, performance, and longevity, even if their motivations are largely selfish. A great manager cares deeply about their staff, and goes out of his way to protect, train, care for, and reward their own team, even if their primary motivation is their own success.

4. Succession mentality. A successful manager eventually realizes their own leadership will end one day, but if they teach and instill the right things into people who work for them, that philosophy can live on for a long time, long after the manager is gone. This can go horribly wrong but the desire to have a lasting impact generally helps people think on longer term cycles and pay attention to wider trends short term managers do not notice.

5. Long term sense of reward. Many of the mistakes managers make involve reaping short term rewards at the expense of long term loyalty and morale. Any leader who inverts this philosophy, and makes short term sacrifices to provide long term gains, will generally be a much better manager. They recognize the value of taking the time to explain things, to build trust, to provide training, and to build relationships, all of which results in a kind of team performance and loyalty the short term manager never believes is possible.

6. Practice of the golden rule. Anyone in power, who treats all of their employees the same way they truly would want to be treated, or even better, will always be a decent, above average manager. A deeply moral person can't help but do better than most people, as treating people with respect, honesty and trust are the 3 things most people wish they could get from their bosses.

7. Self-aware, including weaknesses. Great leaders know what they suck at, and either work on those skills or hire people they know make up for their own weaknesses, and empower them to do so. This tiny little bit of self-awareness makes them open to feedback and criticism to new areas they need to work on, and creates an example for movement in how people should be growing and learning about new things.

8. Sets tone of healthy debate and criticism. If the boss gives and takes feedback well, everyone else will too. If the boss is defensive, passive-aggressive, plays favorites, or does other things that work against the best idea winning, everyone else will play these destructive games. Only a boss who sees their own behavior as a model the rest of the organization will tend to follow can ever become a truly great manager. Without this, they will always wonder why the team behaves in certain unproductive ways that are strangely familiar.

9. Willing to fight, but picks their battles. Great managers are not cowards. They are willing to stake their reputation and make big bets now and then. However, they are not crazy either. They are good at doing political math and seeing which battle is worth the fight at a given time. A manager that never fights can never be great – they will never have enough skin in the game to earn the deepest level of respect of the people that work for them. But a manager that always fights is much worse. They continually put their own ego ahead of what their team is capable of.

1. Прочитайте текст 1 и ответьте на вопросы:

1. Why is it great to help other people?
2. Why does the author mention horses?
3. What desire can help managers think in the long run?
4. Which is better short term or long term rewards?
5. How do employees want to be treated by their bosses?
6. Are good managers open to criticism?
7. What will happen if the boss is defensive, passive-aggressive, plays favorites?
8. Is it good for a manager to be willing to fight?

2. Определите, являются ли утверждения истинными или ложными. Исправьте неправильные.

1. A person never feels fully satisfied if he doesn't help anyone.

2. Positive environment motivates people.
3. A good manager is always with his team to motivate them.
4. A great manager cares of his team even though he cares more of himself.
5. If a manager is great, his philosophy will continue after his leaving.
6. Good managers take time to build a team which will get benefits in the long run.
7. A good manager respects more those who perform better.
8. If a manager doesn't have enough skills in something no one should know about it.
9. People in a team usually behave like their boss.
10. A good manager will never fight if he hasn't evaluated risks.

3. Угадайте значение слов в рамке, затем сопоставьте их с определениями и вставьте в предложения:

Confident / passionate / optimize / eventually / impact / reaping / loyalty / empower / destructive / capable

Definitions:

1. finally; ultimately; at some later time
2. having power and ability; efficient; competent
3. tending to destroy; causing much damage
4. having or ruled by intense emotion or strong feeling
5. faithfulness to commitments or obligations
6. to make as effective, perfect, or useful as possible
7. to enable or permit
8. to get as a return, recompense, or result
9. having strong belief or full assurance; sure
10. the force exerted by a new idea, concept, technology, or ideology

Sentences:

1. Wealth him to live a comfortable life.
2. She inspires great among her staff.
3. She dropped out of high school when she was 15, though she earned her degree at another school.
4. Authorities discussed the effect of unemployment on individuals.
5. He has a interest in music.
6. Once you get sufficiently large, you can great efficiencies and thus boost profits.
7. Seau certainly had an on Barbara Cousins Trageser, an editor with the North County Times newspaper in San Diego County.
8. I, automate, and outsource everything in life in order to be more effective.

9. They are quietly..... confident that the business is progressing as it should.

10. I was impressed by his handling of the situation.

4. Сопоставьте слова из текста (столбец А) с их синонимами (столбец В) и их антонимами (столбец С)

column A	column B	column C
confident	gather	weaken
passionate	finally	faithlessness
optimize	brunt	modest
eventually	gifted	lose
impact	positive	incompetent
reap	grant	cool
loyalty	develop	advantageous
empower	harmful	avoidance
destructive	impulsive	never
capable	devotion	disallow

5. Соедините прилагательные и существительные, чтобы получились фразы из текста:

office	asset
lasting	rewards
team	things
confident	games
expensive	manager
destructive	ways
amazing	environment
unproductive	impact
short term	person
successful	performance

6. Дополните предложения подходящими предложениями:

1. There's a kind satisfaction in helping someone figure out how to be successful.
2. A great manager creates a team and office environment that makes it easy smart people to do good things.
3. Motivated people do good work much involvement from the manager.
4. A great manager cares deeply their staff.
5. This can go horribly wrong but the desire to have a lasting impact generally helps people think longer term cycles and pay attention wider trends short term managers do not notice.
6. It results team performance and loyalty.
7. Treating people with respect, honesty and trust are the 3 things most people wish they could get their bosses.
8. Great leaders know what they suck
9. Self-awareness makes them open feedback and criticism.
10. If the boss is defensive, passive-aggressive, plays favorites, or does other things that work the best idea winning, everyone else will play these destructive games.

ТЕКСТ 2. Hiring and Keeping Great People

Finding and hiring the best candidates for a job have never been easy. It's your job, however, to first understand exactly what qualities you're looking for in your new employees, and then to identify them in your job candidates. Here are some of the qualities that most employers look for when hiring new employees:

- **Hard working:** There's nothing that will throw a manager into a paroxysm of rage faster than having an employee who slacks off and who doesn't seem to know the meaning of the words "hard working." Employees who are willing to work hard often go above and beyond the call of duty in serving customers and in attending to the needs of their organizations. As competition in global marketplaces continues to heat up, employees who go above and beyond the call of duty may be the one thing that differentiates organizations that succeed in the long run from organizations that don't.

- **Good attitude:** By "good attitude," we mean people who are positive, friendly, and willing to help customers, clients, and coworkers. As you question potential job candidates, it's important to try to get some idea of what they'll be like to work with for the next 5 or 10 years. Skills are important, but attitude is even more important. As highly successful Southwest Airlines puts it: "Hire for attitude, train for success."

- **Experienced:** Experienced employees are worth their weight in gold. Not only are you more likely to get a better, higher quality work product in less time, but you'll also have someone that is ready to perform at maximum potential in a few days rather than the weeks or months it would take to train someone who is not experienced.

When you interview job candidates, be sure to take the opportunity to ask very pointed questions that require your candidates to demonstrate to you that they can do the job.

- **Go-getter:** This quality is the ability to take initiative to get work done. In an Internet survey that Bob conducted for his book, *1001 Ways to Take Initiative at Work* (New York: Workman, 1999), initiative was ranked as the top reason that employees were able to get ahead where they work (which makes this quality something both you and your potential new hires should be interested in).

- **Team player:** It's almost a cliché that being able to be a team player and to collaborate with others is a critical work skill in today's organizations. But cliché or not, teamwork is necessary to the success of today's organizations and the ability to work well with others is a definite must for employees in any business or industry.

- **Smart:** People who are smart are able to solve problems—and solve them quickly. But keep in mind that, in the world of business, work smarts trump book smarts every time.

- **Responsible:** Employees must take responsibility for their work; employees who constantly try to shift the blame for their problems to other people or other things are employees you cannot afford to employ. Look out for the little things—like showing up for the interview on time—which can be key indicators of your candidates' sense of responsibility.

- **Stable:** Stability is an important quality in the employees you hire; the last thing you want is to hire someone today and then find out that he or she is already looking for the next position tomorrow.

Consider how long the job candidate worked with her previous employer and why she left. So much depends on your identifying and hiring the right people—you can't have a great organization without great people. Far too few managers make this task a priority, instead devoting as little time as they can get away with when it comes to preparing for and conducting interviews. The quality of the results of your hiring process is generally directly proportional to the amount of time that you are willing to sink into it. Put more time into the process, and you'll probably find the people you seek; put less time into the process, and you'll be wondering why you can't find anyone to fill your position.

1. Прочитайте и переведите текст 2.

2. Найдите в тексте следующие слова и словосочетания:

узнавать

работа в команде

приоритетный

погрузиться во что-либо

решать проблему

инициатива

определенная необходимость

чувство ответственности

3. Заполните пропуски следующими словами:

hiring responsibility potential candidates results

1. As you question potential job...., it's important to try to get some idea of what they'll be like to work with for the next 5 or 10 years.
2. So much depends on your identifying and.... the right people—you can't have a great organization without great people.
3. But you'll also have someone that is ready to perform at maximum in a few days rather than the weeks or months
4. Employees must take for their work; employees who constantly try to shift the blame for their problems to other people or other things are employees you cannot afford to employ.
5. The quality of the of your hiring process are generally directly proportional to the amount of time that you are willing to sink into it.

4. Ответьте на вопросы:

- 1) What will throw a manager into a paroxysm of rage?
- 2) What is go-getter?
- 3) What is a definite must for an employee?
- 4) What kind of employees shouldn't a manager employ?
- 5) What type of employee makes the company successful?

5. Сопоставьте характеристики хорошего сотрудника с их содержанием

Go-getter	to perform at maximum potential in a few days
Team player	not to look for another job after being hired
Smart	to take initiative to get work done
Responsible	to works very well and in a non-stop way
Stable	to solve problems quickly
Hard working	to work well with others

6. Скажите, верны ли утверждения. Если неверны, дайте правильный вариант.

1. Employees who are willing to work hard often go above and beyond the call of duty in insulting customers.
2. Skills are important, but attitude is even more important.
3. In the world of business, book smarts trump work smarts every time.
4. The quality of the results of your hiring process are generally directly proportional to the amount of time that you are willing to sink into it.
5. Look out for the little things—like hurrying up for the interview on time—which can be key indicators of your candidates' sense of responsibility.
6. Teamwork is necessary to the success of today's organizations.

ТЕКСТ 3. Interview with George David, Chairman and CEO, United Technologies Corporation

Question: What are some of the changes you've seen in business over the years?

Answer: A major change—especially in the last half-dozen years—is the impact of what I call the process revolution. And what we find is that revolutionary goals do work. When I was younger, the whole name of the game was the annual business plan negotiation with the parent company. All the divisions wanted to pare back the numbers, have the plan come in, and then cruise right past it and get a big bonus. That's the way American business worked for most of the postwar period—an incremental, few percentage points of improvement each year. What we've learned with the impact of the process revolution in the 1990s is that you can set and achieve revolutionary goals—breathtaking kinds of numbers. I can give you countless examples in the business world where you set a goal for, like, 100 percent improvement and doubling profit or halving cost and it actually happens.

Question: How do you effect revolutionary change like that?

Answer: I sometimes say that the first line of my job description is sales, and that's what I actually do every day, all day. And whether I'm selling stock to investors, products to customers, employment to young people, or new ideas to existing employees, it's all the same thing: I'm always doing sales. And what you look for, benchmarks, are a really good way to sell. That is, when you can see where you are today as compared to somebody else who is there, that's a very effective means of selling. When you have a hard discipline, like the process revolution, you can sell that effectively as well. I spend a lot of my life looking for gee-whiz examples—things that are real and persuasive—that people can buy into and say,

“Okay, I believe that.” It’s much better than the sloganeering that you get sometimes, the motivational talk like we’ve got to try harder and so forth—stuff that’s absolutely useless, and, in fact, it reminds me of all my time going through the former Soviet Union. You look at all these slogans plastered all across the walls of these Soviet factories. Work harder, work better, work smarter, do this, try harder. And the answer, of course, is that it doesn’t work. I mean, try harder is not normally an effective means of improvement. What does actually work is having a specific discipline, and I spend a lot of my time with United Technologies Corporation (UTC) people trying to persuade people about the specific disciplines.

Question: What kinds of disciplines?

Answer: We’ve been through something called lean manufacturing, the Toyota production method, which is basically cellular manufacturing—things like the quality revolution. It’s breathtaking what’s happened. The way American quality was assured in the postwar period was what I call end-of-line inspection because we built a product, or a car, or an air conditioner and we got it to the end of the line and we turned it on and we drove it, we ran it, and it worked or it didn’t work. And if it didn’t work, it went to a repair shop for rework and got shipped later on. The Japanese quality revolution is extremely simple in its basic conception because instead of doing end-of-line inspect, the idea is individual process control—at each individual workstation by each individual production employee. And it’s the whole notion of you build a perfect product in the first place— that’s how you get the right answer. That is, you don’t inspect quality at the end— that’s the old American way. Instead, you build it perfect in the first place, by the individual employee self-controlling his or her own individual process. And you can make people see that. You show them little techniques that actually make that happen on a shop floor. And you take people and you show them what people sometimes call visual factory, and when someone has seen the visual factory and suddenly understands how this whole thing works, they go out of there with their eyes as big as saucers. And they believe. That’s how you do a revolution—first, using benchmarks and showing that you are ahead or behind and, second, applying hard discipline.

1. Прочитайте и переведите Текст 3.

2. Найдите в тексте следующие слова и словосочетания:

головная компания, послевоенный период, ставить революционные цели, удвоение прибыли, убедительный, ремонтная мастерская.

3. Заполните пропуски следующими словами:

motivational business perfect process conception

- 1) When I was younger, the whole name of the game was the annual plan negotiation with the parent company.
- 2) When you have a hard discipline, like the revolution, you can sell that effectively as well.
- 3) And it's the whole notion of you build a product in the first place.
- 4) It's much better than the sloganeering that you get sometimes, the talk like we've got to try harder and so forth—stuff that's absolutely useless.
- 5) The Japanese quality revolution is extremely simple in its basic because instead of doing end-of-line inspect, the idea is individual process control.

4. Ответьте на вопросы:

- 1) What was the size of profit of American business in the postwar period?
- 2) What did they learn with the impact of the process revolution in the 1990s?
- 3) What is the condition of effective selling?
- 4) Do slogans work? Why?
- 5) What is the Toyota production method?
- 6) What is the end-of-line inspection?
- 7) How can a manager teach employees the new methods?

5. Скажите, верны ли утверждения. Если неверны, дайте правильный вариант.

- 1) All the divisions wanted to pare back the numbers, have the plan come in, and then cruise right past it and get a big profit.
- 2) I can give you countless examples in the business world where you set a goal for, like, 100 percent improvement and doubling profit or doubling cost and it actually happens.
- 3) I spend a lot of my life looking for gee-whiz examples—things that are real and persuasive—that people can buy into and say, “Okay, I believe that.”
- 4) And if it worked, it went to a repair shop for rework and got shipped later on. 5) Instead, you build it perfect in the first place, by the individual employee self-controlling his or her own individual process.
- 6) When someone has seen the visual factory and suddenly understands how this whole thing works, they go out of there with their eyes as big as saucers.

6. Определите, какие черты характерны для японского и американского способов ведения бизнеса.

TEKCT 4. Microsoft

Microsoft owner William H. Gates has been called many things: whiz-kid, cut-throat salesman, computer cult figure, capitalist brigand, and the richest man in America. But while others have tried to pin down a label, Gates has worked hard and Microsoft has emerged as the single most important force in the computer industry. Launched in 1978, Microsoft employed only 13 workers and sold \$1 million worth of software. It now employs more than 11,800 people worldwide and sold \$2.76 billion worth of software in 39 languages.

In an industry of incredible dynamics, where Microsoft leads, others follow. Gates amassed a personal fortune of more than \$7 billion by foreseeing the pervasiveness of the personal computer. His first deep shot came when IBM decided to use Microsoft's MS-DOS operating system in 1980. Today the system is in 100 million PCs. Despite the company's phenomenal growth, Bill Gates remains the single most important influence in Microsoft's corporate culture.

Gates strives to maintain a sense of connectedness among employees and to avoid big company pitfalls. Whether in programming or marketing, group size is limited and may be divided into subgroups, ensuring task manageability and full participation. When new products are developed, Gates selects a team of approximately 10 people from engineering and marketing, set goals, and divides up work. Gates willingly delegates authority, but can be picky about how it is used. He meets with the group every two weeks to review progress and iron out problems, and it is here that Gates can be incisive, sarcastic and often intimidating.

Gates is not above employing competitors' successful techniques. He learned from IBM that large companies are better at keeping development projects on track, a rarity for most start-up companies. He emulated the IBM meeting schedules for new product teams and laid down strict parameters and deadlines. Gates has followed another simple rule: hire smart people, challenge them to think, be committed; and work hard. The average worker puts in 60 to 80 hours a week, yet the company typically receives more than 120,000 resumes in a year, and many recruits turn down higher paying offers with other companies in favor of Microsoft's performance bonuses and stock ownership options.

Meanwhile Gates, who envisioned bringing computing power to the masses well before his time, is pressing relentlessly forward with Windows NT, the latest evolution in graphic interface software. His product strategy of determining where the future lies and betting the ranch on getting there first has been vindicated. He combines a rare blend of characteristics: business sense and intellectual depth, go-power and technical expertise. His excellent planning brings in the type of professional upper management he needs and entices the best young technical minds

in the nation to jump on board. He exhibits phenomenal staying power in an industry known for high burnout.

1. Прочитайте и переведите Текст 4.

2. Ответьте на следующие вопросы:

1. What is Gates 'method of implementing the four functions of management when launching a new product?
2. How does Microsoft reflect Gates 'management skills, as described in this case?
3. Describe some of the roles Gates plays at Microsoft. Are they typical of management activities? Discuss.
4. From the text find as many words as possible that are attributed to B. Gate's successful implementation of the four management functions.

3. Выберите правильный вариант.

- 1) B. Gates enlarges his capital by:
 - a) designing a new type of PC
 - b) foreseeing of some PC perspectives
 - c) buying new PC technology
- 2) B. Gates remains the single most important influence in Microsoft because
 - a) he himself supervises every department
 - b) he knows the technical side of the process better than others
 - c) his perfect directing and coordinating skills
- 3) People prefer to work for Microsoft company for:
 - a) high salaries
 - b) convenient working schedules
 - c) perks and spares
- 4) Microsoft still remains the most successful company thanks to:
 - a) windows NT software
 - b) outstanding management
 - c) combination of intuition and management skills of the owner

4. Выберите правильный вариант.

- | | |
|---------------|---------------------------------------|
| 1. strives | a) tries b) achieves c) struggles |
| 2. pitfalls | a) obstacles b) breaks c) failures |
| 3. pernickety | a) envious b) indifferent c) moderate |
| 4. incisive | a) nagging b) angry c) bored |
| 5. emulate | a) imitate b) perform c) borrow |
| 6. envisioned | a) predict b) foresaw c) forbade |

7. burnout a) destruction b) fire c) competition

5. Соедините глагол и существительное, чтобы получились словосочетания.

1) divide into	a) problem
2) set up	b) employees
3) review	c) authority
4) delegate	d) goals
5) iron out	e) progress
6) challenge	f) task
7) ensure	g) subgroups

6. Найдите в тексте как можно больше слов, которые приписывают Б. Гейту за успешное выполнение четырех функций управления.

ТЕКСТ 5. Finnish company, SOL

Smart in yellow uniforms, staff hurry about in Finland's \$60 million-a-year SOL cleaning company carrying laptops and the latest Nokia mobile phones, as well as heavy-duty vacuum cleaners.

This is a company in which people work when they like, and flexibility is being strongly tested. It is one that Dr. Joseph Juran, the management guru based in New York, considers to be the future.

SOL's owner, Liisa Joronen, a slim, charismatic brunette of 50, back from a 90-mile keep-fit cross-country ski run in Lapland, says that she has thrown out traditional management styles and hierarchies in favor of people motivation and the strict auditing of targets.

She has brought fun to the workplace in a nation noted for its engineering innovation, but also for its people's shyness and introversion. This most extrovert of Scandinavian business leaders sometimes dresses as a sunflower and sings at sales meetings if it will help. The company's name is from the Spanish for sun, and its sun logo has a curved line turning it into a smile.

The key words around SOL are freedom, trust, goals, responsibility, creativity, joy of working and lifelong learning, Ms. Joronen says. People's creativeness is restricted by routine and traditional office hours. As work becomes more competitive, so we need more flexible, creative and independent people.

To help staff towards independence of mind, Liisa has abolished territorial space, such as individual offices and desks, and organized a communal area similar to a social club. It has a colorful playground, with trees, caged birds and small animals, a nursery, a billiard table, sofas, modern art and kitchen corners.

Staff sit anywhere. There is not a secretary in sight. The boss makes the tea if everyone is on the phone to the field teams. Headquarters can be empty in the day and busy in the evenings and weekends. One headquarters worker, keen to go to midweek tango classes, was switching tasks with a colleague. The person supervising the cleaning of Helsinki's metro was working from home.

Flying the country Economy Class, Liisa tells 3,500 staff at 25 branches to kill routine before it kills you. At SOL Days, Japanese-style motivation sessions, she has the whole hall dancing, and urges staff: The better you think you are, the better you will become.

Half the country sees Liisa as a revolutionary boss, and several television programmes have been devoted to her. The other half thinks she is crazy.

From *The Times*

1. Прочитайте и переведите Текст 5.

2. Вот несколько идей для создания хорошей рабочей среды. Кого вы считаете а) сумасшедшим? б) эффективным для мотивации персонала?

- singing at meetings
- dressing in strange clothes at meetings
- having no individual offices
- unisex toilets
- organizing company holidays
- encouraging managers to invite staff home for dinner
- buying birthday presents for staff
- keeping animals and birds at head office
- supplying flowers regularly for all offices
- having no dress code

3. Работа в двух группах. Группа А заполняет информационный файл о Лиисе Йоронен. Группа В заполняет информационный файл о своей компании SOL. После окончания работы группы проверяют файлы друг у друга.

A. Liisa Joronen Age: Position: Physical appearance: Personality: Leadership ideas/style: Public image:	B.SOL cleaning company Location: Number of staff: Number of brunches: Logo: Working conditions/practices:
--	---

4. Какие из этих прилагательных описывают тип работников, которых любит нанимать SOL?

*fun-loving competitive ambitious responsible animal-loving shy punctual independent
flexible creative*

5. Прочитайте выдержки из текста. Какое слово близко по значению к выделенному слову в каждом отрывке?

1. **Smart** in yellow uniforms, staff rush about in Finland's \$60 million-a-year SOL-cleaning company.

a) intelligent b) colorful c) well-dressed

2. SOL's owner, Liisa Joronen, a slim, **charismatic** brunette of 50...

a) powerful b) charming c) inspiring

3. This most **extrovert** of Scandinavian business leaders sometimes dresses as a sunflower...

a) lively b) quiet c) creative

4. People's creativeness is **restricted** by routine and traditional office hours.

a) developed b) destroyed c) limited

5. Liisa has **abolished** territorial space, such as individual offices and desks.

a) increased b) stopped c) reduced

6. One headquarters worker, keen to go to midweek tango classes, was **switching** tasks with a colleague.

a) changing b) planning c) sharing

6. Обсудите эти вопросы.

1. Would you like to work in a company like SOL?

2. Which of Liisa Joronen's ideas would you like to introduce into your own company or organization? Which would you not like to introduce? Why?

TEXT 6. The Levi's Story

The company makes the most famous and popular trousers in the world. They are made of very strong cotton. There are not many genuinely classic brands, but Levi's have earned themselves a place among the Coca-Colas, Zippos, Bics, Levi Strauss's achievement is formidable: from a small family firm to a massive international concern.

Levi Strauss was a German immigrant who arrived in San Francisco in 1853. First, he made tents for gold prospectors. Then, he started to make trousers from the same material. In the early 1960s, Levi Strauss was sky-rocketing. American firms

and music had spread to Europe and jeans had come to symbolize a new, youth culture. Kids decided that denim would become their uniform, a visible statement of a new, exciting lifestyle. In 1873, Levi's dyed the trousers blue. Levi's headquarters today are still in San Francisco and, in 1993, they sold 50 million pairs of their "501" blue jeans.

The company was not always successful. In the 1980s, they had problems but they changed management and in 1985 Bob Haas became President of the company. With large investment in marketing and advertising, Levi's relaunched the original "501" jeans. The campaign was a huge success. In Great Britain the advertising was so successful that sales of "501" jeans rose by 800%.

Today, about 16,000,000 pairs of "501" jeans are sold in Western Europe and they are all made in factories in Scotland and France. More than half of Levi's profits come from export.

The factory in France employs about 540 people who, produce 18,000 pairs of jeans every day. With thirty-five factories in the US, the company is a major employer, particularly in the South. Unfortunately, because this is such a popular product there are many "private" copies made also. In 1993, for example, police throughout the world found 2,000,000 fake pairs of Levi's jeans.

In the future, they hope that more companies will allow casual dress so that sales will rise as office employees start to wear jeans to work. Just what Levi Strauss designed more than one hundred years ago – working trousers!

1. Прочитайте и переведите Текст 6.

2. Ответьте на следующие вопросы.

- 1) What does the company specialize in?
- 2) Where are the headquarters of the company?
- 3) What do you know about Levi Strauss?
- 4) Who became president in 1985?
- 5) How did they manage to relaunch the original "501" jeans?
- 6) Where does the company have factories in Europe?
- 7) What did police find in 1993?
- 8) Are Levi's jeans popular all over the world?

3. Прочитайте текст еще раз и резюмируйте основные моменты под следующими заголовками:

- The Levi achievements
- The company's history
- The company's development

4. Прочитайте следующий текст и перескажите его на русском языке.

Marcia Lee Jeans

Background

Marcia Lee Jeans is based in New York. Its brand is well known in the United States. The jeans sell in the upper price rangers and appeal to fashion conscious people aged 15 to 40. They are distributed in major department stores throughout the country. At pleasant, the jeans are made in the US by a number of factories on the East coast, none of which are owned by Marcia Lee Jeans. Competition in this segment of the market in strong, so the company has to keep costs as low as possible in order to remain profitable.

In the next 10 years, Marcia Lee plans to expand in Europe and Southeast Asia so that it becomes a global company. To do this, it has decided to build its own factory in an overseas country. The factory will have approximately 2,000 workers who will produce the jeans. These workers will be recruited locally. Denim, the raw material which is used to make the jeans, will be imported from several counties.

The company is considering three countries as a location for the factory. There is some information about each country. They are code named A, B, C.

COUNTRY A

Economy

- Growth rate: 2% per year
- Inflation rate: 5%
- Unemployment rate: 25%-30%
- The country has a lot of debt and is trying to modernize its economy.

Transport

- Good rail network but poor roads
- New international airport

The main seaport is in poor condition.

Labor

- Unskilled labor available. A lot of training needed for jeans production
- No unions in most industries
- Wage rates: very low.

Comments

The country has a military government. Bribery is common. Political problems: the people in the north want to become an independent state. The government will contribute 30% towards the cost of a new factory.

COUNTRY B

Economy

- Growth rate: 1,5%
- Inflation rate: 0,5%

- Unemployment rate: 3%
- A modern industrial country with many manufacturing industries.

Transport

- Has a fully integrated road and rail network
- International airport
- No seaport

Labor

- Not a lot of skilled labor available
- Strong unions
- Wage rates: high

Comments

The country has a stable government. It is a member of a large trading group. There are strict new laws on pollution. There are no tax incentives for building new factories. Business tax is very high.

COUNTRY C

Economy

- Growth rate: 4%
- Inflation rate: 5%
- Interest rates: 8%-12%
- Unemployment rate: 12%
- Government encourages the privatization of industry

Transport

- Road and rail network is in poor condition
- Government has started a big investment programme for the transport system. It will take 5-10 years to complete.

Labor

- Large supply of skilled workers, but they are not used to working long hours
- Strong unions
- Wage rates: low

Comments

A lot of paperwork is required for new businesses. There are problems with air and water pollution. Profits are tax free for the first three years after a factory has been built.

Companies must pay 5% of their profits into a fund for training their workers.

Case study. You are member of the planning committee. Discuss the advantages and disadvantages of each location. Decide which is the most suitable location for the new jeans factory.

5. Прочитайте следующий текст и перескажите его на английском языке.

Colgate-Palmolive Company

William Colgate founded the Colgate Company in 1806 as a starch, soap and candle business in New York City. For the first hundred years, the company did all its business in the United States. However, in the early 1900s, the company began an aggressive expansion programme that led to the establishment of Colgate operations in countries throughout Europe, Latin America and the Far East. In more recent years it has setup operations in Turkey, Pakistan, Saudi Arabia, Eastern Europe and China. Colgate-Palmolive became a truly global consumer products company, worth \$8.7 bn and selling in more than 200 countries.

Colgate-Palmolive's five main sectors of business are: Oral Care, Body Care, Household Surface Care, Fabric Care and Pet Nutrition and Health Care. In the area of Oral Care, Colgate-Palmolive is the world leader in toothpaste. As a result of the company's heavy investment in research and technology, it has developed many successful toothpastes, rinses and toothbrushes. To strengthen its presence in professional products, Colgate-Palmolive has bought the Ora Pharm Company of Australia and the dental therapeutics business of Scherer Laboratories USA in 1990. For many years, the company had a strong dental education programme in schools throughout the world and maintained a close partnership with the international dental community. Recently it has created a web site for dental professionals. The company has always paid close attention to the environment. It has already made great progress in the use of recyclable bottles and packaging materials.

6. Прочитайте текст и обсудите его с вашими одноклассниками.

Fabtek

Fabtek is a small company based in Hamburg, Germany. It has produced a new type of fabric called Protean, which can be used for a wide variety of products. Protean has many advantages.

- It is light, strong and long-lasting.
- It can be made very thick or so thin that it becomes translucent.
- It can be made in any color.
- It is flexible and soft to the touch.
- The fabric is made from fibers similar to nylon and polyester. These are coated with metals so that the fabric can conduct electricity.

Fabtek believes that Protean has great sales potential. At present, it is trying to expand sales by licensing other manufacturers to produce interesting new products with Protean.

Fabtek already has a licensing agreement with one firm, which has produced some award-winning products using Protean. Here are three.

1. 'Dazzle' – A range of shoes for young women

Selling points:

- Light and comfortable – adapt to the shape of a person's foot
- Their color can be changed at any time
- Shiny, smart and very durable
- Ideal for dancing

2. Protean steering wheel

Selling points:

- Better grip for drivers
- Safer than all other steering wheels
- Very pleasant to the touch
- Low production costs

3. Protean watch straps

Selling points:

- Waterproof and easy to clean
- Anyone can wear them – non-allergic
- More beautiful than other straps
- Light up in the dark

Recently, Fabtek contacted Gadget Plc, a company with over 2,000 products and a worldwide network of sales offices. Gadget has designed and developed many best-selling electronic, household and automobile products. Fabtek has asked Gadget to come up with new ideas for using Protean. Here is an extract from a letter which Fabtek's Chief Executive sent to Gadget's Development Manager.

"We are looking for partners to manufacture products using Protean. We want to work with firms that are creative and which can design exciting, innovative products.

We invite you to send us three concepts for new products in the following forms:

1. A description of the product
2. Its selling points
3. Ways in which the products is really new
4. Its target consumers and main buyers
5. Price which will attract the most buyers
6. places where you can sell it
7. An advertising and promotion plan".

ТЕМА 3. УПРАВЛЕНИЕ ПЕРСОНАЛОМ И ЭФФЕКТИВНАЯ ОРГАНИЗАЦИЯ ТРУДА

ТЕКСТ 1. Recruitment

Recruitment is the set of activities used to legally obtain a sufficient number of the right people at the right time to select those that best meet the needs of the organization. One would think that, with a continuous flow of new persons into the work force, that recruiting would be easy.

But the truth is that recruiting has become very difficult for several reasons: Legal restrictions such as the Civil Rights Act make it necessary to consider the proper mix of women, minorities, and other qualified individuals. Often people with the necessary skills are not available and must be hired and trained internally. The emphasis on corporate cultures, teamwork, and participative management make it important to hire skilled people who also fit in with the culture and leadership style of the organization. As we noted previously, firing unsatisfactory employees is getting more difficult to justify legally.

This is especially true of discharges involving possible discrimination by age, sex, sexual preference, or race. Therefore, it is necessary to screen and evaluate employees very carefully to be sure they will be effective, long-term members of the organization. Some organizations have unattractive workplaces, have policies that demand promotions from within, operate under union regulations, or have low wages that make recruiting and keeping employees difficult or subject to outside influence and restrictions. Because recruiting is a difficult chore that involves finding, hiring, and training people who are an appropriate technical and social fit, human resource managers turn to many sources for assistance.

These include internal promotions, advertisements, public and private employment, agencies, college placement bureaus, management consultants, professional organizations, referrals, and applicants who simply show up at the office. An interesting trend in human resource management has been the increase in the number of temporary workers. Today, temporary, part-time and contract workers make up nearly one third of the U.S. work force.

1. Прочитайте и переведите Текст 1.

2. Соотнесите слова, данные ниже, с подходящими определениями.

1 discrimination	a) creating a vision for others to follow, establishing corporate values and ethics
2 human resource management	b) giving special or different treatment to certain people, countries, etc.

3 leadership	c) keeping within limits
4 participative management	d) management style that involves employees in setting objectives and making decisions
5 recruitment	e) the process of evaluating human resource needs, finding people to fill those needs
6 restrictions	f) the set of activities used to legally obtain a sufficient number of the right people at the right time to select those who best meet the needs of the organization.

3. Подумайте о ситуациях, в которых вы могли бы использовать приведенные ниже фразы. Составьте шесть предложений.

have low wages	involve training people
operate under union regulations	temporary workers
subject to restrictions	a continuous flow of new persons

4. Дополните предложения как можно большим количеством примеров.

1. Recruiting has become...
2. Because recruiting is...
3. An interesting trend in recruiting has been...
4. Therefore, it is necessary to...
5. The emphasis on...

5. Прокомментируйте следующие утверждения:

1. In recruiting human resource managers turn to many sources for assistance. Internal sources or employees are often given first consideration.
2. Legal restrictions complicate hiring and firing practices.
3. Many of the current problems in the human resource area revolve around the changing demographics of workers.
4. Human resource management is more than hiring and firing personnel.

6. Ответьте на вопросы:

1. What is human resource management?
2. What factors make it difficult to recruit qualified employees?

ТЕКСТ 2. Selecting Employees

Selection is the process of gathering information to decide who should be hired, under legal guidelines, for the best interests of the individual and the organization. Because of high turnover, the cost of selecting and training employees has become prohibitively high in some firms. Think of the costs involved—interview time, medical exams, training costs, unproductive time spent learning the job, moving expenses, and so on. It's easy to see how such expenses can run over \$50,000 for a

manager. Even entry-level workers can cost thousands of dollars to recruit, process, and train. Thus, the selection process is an important element in any human resource programme. A typical selection process would involve six steps.

1. Completion of an application form. Once this was a simple procedure with few complications. Today, legal guidelines limit the kind of questions one can ask. Nonetheless, such forms help discover educational background, past work experience, career objectives, and other information directly related to the requirements of the job.

2. Initial and follow-up interviews. Applicants are often screened in a first interview by a member of the human resource department staff. If the interviewer considers the applicant a potential employee, the manager who will supervise the new employee interviews the applicant as well. Many managers and even some human resource managers are not highly skilled in conducting job interviews. However, such interviews are helpful in testing an applicant's ability to communicate clearly, to adapt to a stressful situation, and to clarify his or her goals, career objective, and background. It's important that managers prepare adequately for the interview process to avoid election errors they may regret.

3. Employment tests. Employment tests have been severely criticized because of charges of discrimination. Nonetheless, organizations continue to use them to measure basic competencies, to test specific job skills (for example, welding, typing), and to help evaluate applicants' personalities and interests. In using employment tests, it's important that the test be directly job related. This will make the selection process more efficient and often satisfy legal requirements.

4. Background investigations. Most organizations are becoming more careful about investigating a candidate's work record, school record, and recommendations. It is simply too costly to hire, train, motivate, and lose people and then have to start the process over. Background checks help weed out candidates least likely to succeed and identify those most likely to succeed. It is not always easy to obtain this information, however. Many companies no longer provide references for fear of liability suits.

5. Physical exams. A complete medical background and check-up helps screen candidates. There are obvious benefits in hiring physically and mentally healthy people. However, medical tests cannot be given just to screen out specific applicants. If such tests are given, they must be given everyone applying for the same position.

6. Trial periods. Often an organization will hire an employee conditionally. This enables the person to prove his or her worth on the job. After a period of perhaps six months or a year, the firm has the right to discharge that employee based on evaluations from supervisors. Such systems make it easier to fire inefficient or problem employees, but do not eliminate the high cost of turnover. The selection

process is often long and difficult, but worth the effort because of the high costs of replacing workers. The process helps assure that the people an organization hires are competent in all relevant areas, including communications skills, education, technical skills, experience, social fit, and health. Most firms recruit people who have the potential to be productive employees. They realize that potential involves effective training programs and proper managerial incentives. Carefully orienting individuals to their new environment can be an important step for the human resource manager.

1. Прочитайте и переведите Текст 2.

2. Ниже перечислены важные термины, встречающиеся в тексте. Выберите правильный термин для каждого определения ниже.

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

3. Какие слова определяют следующие пояснения?

1 To inspire, to induce, to give a reason or incentive to someone to do something.	A motivate	B promote	C provoke
2 A person employed by someone else, working for money.	A earner	B employee	C employer
3 Relations between employers and employees, managers and workers, management and unions.	A human relations	B labour relations	C labour unions
4 Having control of something as part of your job.	A command	B power	C responsibility
5 Money paid (per hour or day or week) to manual workers.	A earnings	B salary	C wages
6 A fixed regular payment made by employers, usually monthly, for professional or office work.	A earnings	B salary	C wages
7 Advantages that come with a job, apart from wages or salary.			

A benefits	B profits	C supplements
8 To be raised to a higher rank or better job.		
A motivation	B promotion	C sales promotion
9 Knowing that there is little risk of losing one's job.		
A bureaucracy	B job safety	C job security
10 Having particular abilities, acquired by training.		
A educated	B skilled	C talented

4. Вставьте пропущенные слова и словосочетания.

applicant	employment agencies	job vacancies
application form	interview	references
apply	job description	short-listed
candidate	curriculum vitae or CV (GB) or resume (US)	

Many people looking for work read the (1) advertised in newspapers by companies and (2) To reply to an advertisement is to (3) for a job. (You become a (4) or an (5)) You write an (6), or fill in the company's (7), and send it, along with your (8) and a covering letter. You often have to give the names of two people who are prepared to write (9) for you. If your qualifications and abilities match the (10), you might be (11)

5. Ответьте на вопросы:

1. What factors make it difficult to recruit qualified employees?
2. What are the six in the selection process?

6. Есть несколько шагов, которые вы должны предпринять, чтобы получить работу. Сначала вы заполняете бланк заявки. Затем вы должны пройти процедуру собеседования. Перечислите другие шаги, которые вы должны предпринять, чтобы получить работу, которая удовлетворяет вас и вашего работодателя.

ТЕКСТ 3. Energizing employees

Wouldn't it be great if you could get the very best from your employees each and every day? Well, we have some good news for you: You can get the very best from your employees every day of the week. But you can't do it by mandating that your employees give their very best from this day forward, with the occasional pep rally or morale-building meeting, or by threats or coercion. The secret to making this happen is energizing your employees—unleashing the passion and talent that resides

What can managers do to help unleash the passion and talent in their employees, in short, to energize them? Here are some suggestions:

- Develop a clear vision for where you want the organization to go, and then be sure to communicate the vision widely and often.
- Don't be a prisoner to your office; be sure to regularly visit the people who work for you on their turf and to encourage and inspire them.
- Be honest and truthful with your employees at all times; don't sugarcoat the truth in an attempt to soften the blow of difficult news.
- When you make a promise, be sure to keep it. At the same time, be sure that you don't make promises that you can't keep.
- Ask for and listen to your employees' ideas and suggestions, and, whenever possible, engage them in the process of implementing those ideas and suggestions.
- Be sensitive to your employees' needs at work, and ensure that the work environment is conducive to your employees doing their best work.

What are you doing to energize your employees? Do you really know what your employees want? Are you responding to your employees' needs, or are you putting them on the back burner—either deferring these decisions until later or hoping they go away altogether?

Remember, employees are your most important resource—a resource that is much more productive when it is energized.

Now let's have a look at the Japanese management style. Briefly, the core of what is known as the Japanese style of management comes from an emphasis in Japanese society on building consensus in group decision making. In Japanese business (as in Japanese society), the group comes before the individual. Managers are, therefore, expected not to command employees but to lead them by consensus. In general, Japanese managers encourage their employees to make suggestions for improvement and to participate in an organization's decision-making process—much more than in most American organizations. They take time to create buy-in, which then allows them to implement decisions much faster after a decision is made.

They also tend to favor the development of long-term relationships and strategies over short-term gain. In his book, *Theory Z: How American Business Can Meet the Japanese Management Challenge* William Ouchi noted the following characteristics of Japanese organizations: lifetime employment (this has become difficult for many Japanese companies in recent years), slow employee evaluation and promotion, non-specialized career paths, implicit control mechanisms, collective decision making, collective responsibility, and holistic concern for the employee as a person.

1. Прочитайте и переведите Текст 3.

2. Найдите в тексте следующие слова и словосочетания:

храниться глубоко внутри
донести (информацию) до кого – либо
заключенный
вдохновить
смягчить удар
давать обещание
сдержать слово
вовлекать
предложение
убедиться
чувствительный
улучшение
принимать участие
пожизненная занятость

3. Заполните пропуски следующими словами:

turf passion resource command implementing conducive

1. Be sure to regularly visit the people who work for you on their and to encourage and inspire them.
2. The secret to making this happen is energizing your employees — unleashing the and talent that resides deep within them.
3. Employees are your most important — a resource that is much more productive when it is energized.
4. Managers are, therefore, expected not to employees but to lead them by consensus.
5. Engage them in the process of those ideas and suggestions.
6. Ensure that the work environment is to your employees doing their best work.

4. Переведите предложения на английский язык.

1. Вы можете получить самое лучшее от ваших сотрудников каждый день недели.
2. Убедитесь, что вы не даете обещаний, которые не можете выполнить. Они тратят некоторое время, чтобы создать заинтересованность, которая позволяет им внедрить решения гораздо быстрее, после того, как оно принято.
3. У них прослеживается тенденция способствовать развитию долгосрочных отношений и стратегий вместо извлечения краткосрочной выгоды.

4. Не будьте заключенным в вашем кабинете; обязательно регулярно посещайте людей, которые работают для вас, на их территории, а также поощряйте и вдохновляйте их.

5. Секретом осуществления данной цели является активизация ваших сотрудников – раскрытие страсти и таланта, которые спрятаны в глубине их личности.

5 Скажите, верны ли утверждения. Если неверны, дайте правильный вариант.

1. Be sure to communicate the vision widely and often.

2. Don't sugarcoat the truth in an attempt to soften the blow of pleasant news.

3. Employees are your most important resource—a resource that is much less productive when it is energized.

4. Managers encourage their employees to make suggestions for improvement and to participate in an organization's decision-making process.

5. They take time to create buy-in, which then allows them to implement decisions much slower after a decision is made.

6. Подготовьте аннотацию текста на английском языке.

ТЕКСТ 4. Creating a Team Culture

Once you decide to create a team to address some organizational opportunity or problem, you're faced with a decision: What kind of team should you set up? There are three major categories of teams, including: formal, informal, and self-managed.

Formal Teams

A formal team is a team that is chartered by an organization's management and tasked to address specific issues or to achieve specific goals. Types of formal teams include:

- Task forces: These are formal teams assembled on a temporary basis to address specific problems or issues. A task force could, for example, be created by management to get to the bottom of recent customer complaints about product quality. Task forces most often are given deadlines for addressing their problems or issues and reporting their findings back to management.

- Committees: Committees are long-term or permanent teams designed to perform an ongoing, specific organizational task. Examples include safety committees required by company liability insurance policies and employee morale committees designed to make the workplace more fun for workers.

- **Command teams:** Command teams combine some aspects of a regular hierarchy with teams because they are comprised of a manager or supervisor and all the employees who report directly to him or her. While employee input and suggestions are often solicited, there is no question that the manager or supervisor is in charge and that he or she will ultimately make important team decisions. Some common examples of command teams include disaster operations teams, company sales teams, and management teams.

As integral parts of the official structures of the organization in which they function, formal teams play an important role, both in facilitating communications between the different levels of the organization, and in organizing people to get things done.

Informal Teams

Casual associations of employees that spontaneously develop within an organization's formal structure are known as informal teams and some observers consider them to be more important in how work gets done than their formal team siblings. Informal teams can form and disband anytime, anyplace, and they may arise for a wide variety of reasons.

An organization might, for example, have an informal team of employees who like to play softball after work, or who have banded together to address problems with indoor air pollution at a manufacturing facility, or who have decided to organize a company trip to Las Vegas.

Informal teams are important to organizations for the following reasons:

- They foster communication among employees in different parts and at different levels of the organization. Because informal teams are not chartered by management, they are safe for employees to speak freely and without fear of negative repercussions.

- They provide a way for employees who might not usually be tapped by management to lead formal teams to practice leadership roles. While the mailroom clerk might not, for example, be management's leading candidate to lead the site selection committee for a new factory, he might very well make a bang-up captain of the company bowling team.

Self-Managed Teams

The new kid on the team block, self-managed teams hold much promise for organizations by combining the best attributes of both formal and informal teams.

While self-managed teams are most often created by a manager, when given sufficient authority and autonomy, they quickly take on many of the roles that would normally be served by the organization's managers including making decisions, hiring and firing employees, creating and managing budgets, and much more.

The most effective self-managing teams are:

- Made up of people from different parts of the organization.
- Small because large groups create communication problems.
- Self-managing and empowered to act because referring decisions back up the line wastes time and often leads to poorer decisions.
- Multifunctional because that's the best—if not the only—way to keep the actual product and its essential delivery system clearly visible and foremost in everyone's mind.

1. Прочитайте и переведите Текст 4.

2. Найдите в тексте следующие слова и словосочетания:

столкнуться с решением

добраться до глубины

результаты расследования

долговременный

быть ответственным за что-либо

неотъемлемая часть

многофункциональный

видимый

3. Заполните пропуски следующими словами:

freely hierarchy deadlines insurance attributes

1. Task forces most often are given for addressing their problems or issues and reporting their findings back to management.
2. Because informal teams are not chartered by management, they are safe for employees to speak and without fear of negative repercussions.
3. The new kid on the team block, self-managed teams hold much promise for organizations by combining the best of both formal and informal teams.
4. Command teams combine some aspects of a regular with teams because they are comprised of a manager or supervisor and all the employees who report directly to him or her.
5. Examples include safety committees required by company liability ... policies and employee morale committees designed to make the workplace more fun for workers.

4. Ответьте на вопросы:

- 1) What is a task force?
- 2) What types of committees are there?
- 3) Who is in charge for a command team?
- 4) Why are informal teams necessary?

5) What are the features of a good self-managed team?

5. Сопоставьте команды и их особенности.

<i>Team</i>	<i>Team characteristics</i>
Task forces	supervisor is in charge
Committees	form anytime, anyplace
Command teams	on a temporary basis
Informal teams	people from different parts of the organization
Self-managed teams	perform an ongoing organizational task

6. Подготовьте краткое описание трёх команд на английском языке.

ТЕКСТ 5. The Impact of Downsizing

Interestingly enough, when times get tough for organizations and they are forced to cut costs and lay off employees, managers are often among the first to go.

Why? Because, it can be argued, they don't really produce anything of value. Sure, they are responsible for creating budgets, and controlling costs, and writing procedures, and designing and organizing departments and procedures; very few managers actually produce products or deliver services to customers.

Some of you may recall the business-reengineering craze of the early 1990s when large corporations such as IBM, AT&T, General Motors, and others laid off hundreds of thousands of employees—all in the name of improving business efficiency and lowering costs. As it turns out, many of these people were managers who—top executives realized—would barely be missed when they were gone. As the supervisors and managers who filled the middle ranks of organizational hierarchies were disposed of, the hierarchies collapsed, leaving flat organizations with only a layer or two between top executives and frontline workers. Besides saving money, this outcome had the added benefit of breaking apart deep-seated, rigid hierarchies and leaving much faster and more flexible organizations in their wake.

While this was not a happy time for the people who lost their jobs (many of whom took early retirement, started their own businesses, or learned new job skills and found work elsewhere), this was a happy time for their newly trimmed down and responsive organizations. In fact, these retooled organizations saw improvements in a variety of different areas, including:

- Decision making: The decision-making process was a bad joke in many organizations—particularly large organizations—where bureaucracy, turf battles, and corporate politics reigned supreme.

Decisions that should have taken minutes or hours at most instead took weeks or even months. But, as layers of middle managers were shown the door and hierarchies flattened, decisions were once again put on the fast track.

- **Communicating:** As layers of middle managers disappeared so did a lot of organizational friction, allowing communication to flow much more freely and much more quickly—from top to bottom and across departmental boundaries.

- **Responsiveness:** With fewer levels in the organization, employees can be empowered to be more responsive to customer needs as well as encouraged to take greater initiative in their jobs.

- **Bottom-line benefits:** Organizations that rid themselves of droves of middle managers—and their expensive pay and benefits packages—suddenly found themselves with a lot less cost and a lot more profit.

- **Movement of authority and power:** With the loss of many of their management and supervisory ranks, frontline employees were forced to take on more of the roles formerly reserved for management, including decision making, making hiring and firing decisions, drafting and controlling budgets, and much more. The result is that much authority and power in many organizations have migrated to where the action is— among their frontline employees.

- **Greater utilization of technology:** To keep current and connected, organizations are coming to rely more heavily on technology to better communicate and implement the organization's service.

1. Прочитайте и переведите Текст 5.

2. Найдите в тексте следующие слова и словосочетания:

оказывать услуги

уволить

рухнуть

косный

глубоко сидящий

бюрократия

ускорить

освободиться от

полагаться

3. Заполните пропуски следующими словами:

authority retirement costs trimmed initiative

1) They are responsible for creating budgets, and controlling, and writing procedures

- 2) With fewer levels in the organization, employees can be empowered to be more responsive to customer needs as well as encouraged to take greater in their jobs.
- 3) The result is that much and power in many organizations have migrated to where the action is.
- 4) This was a happy time for their newly..... down and responsive organizations.
- 5) Many of them took early, started their own businesses, or learned new job skills and found work elsewhere

4. Ответьте на вопросы:

- 1) Why are the managers the first to be laid off in time of crisis?
- 2) What are managers responsible for?
- 3) What happened when the hierarchies collapsed?
- 4) Why was the decision making process slow before the business-reengineering craze of the early 1990s?
- 5) Why did employees become more responsive?
- 6) What was the reason of greater utilization of technologies?

5. Заполните таблицу согласно содержанию текста.

Areas	Used to be	Now
Decision making	Bureaucracy turf battles	
Communicating		free and quick
Responsiveness	Little responsiveness and initiative	
Movement of authority and power		A lot of functions for front-line employees
Greater utilization of technology	Not keen on using technologies	

6. Скажите, верны ли утверждения. Если неверны, дайте правильный вариант.

1. Very few managers actually produce products or deliver services to customers.
2. As it turns out, many of these people were frontline employees who — top executives realized — would barely be missed when they were gone.
3. Besides saving money, this outcome had the added benefit of breaking apart deep-seated, rigid hierarchies and leaving much slower and less flexible organizations in their wake.
4. In fact, these retooled organizations saw improvements in a variety of different areas.
5. But, as layers of middle managers were shown the door and hierarchies flattened, decisions were once again put on the slow track.

TEKCT 6. New-Style Quality

Old-style excellence got a bad name, says Tony Jackson. The aim should be to provide a product consistently and make it the best you can. The term “quality” is one of the most misused in the business world. What exactly does it mean? Our grandparents would have been in no doubt.

Quality meant excellence: a thing was the best of its kind, and that was that. A Stradivarius violin had quality, a tinker’s fiddle did not. In business, however, the word has acquired a very different meaning. As defined by the American statistician Edward Deming some 50 years ago, quality means consistency, a lack of defects.

Around 1970, it is said, a group of investment analysts visited a world-famous UK engineering company. They asked the questions of their trade: about profit margins, stock controls and balance sheets. The company’s executives seemed honestly puzzled. They did not see the point of all this, they said. Their products were the finest in the world. Why all these detailed questions about numbers? Rolls Royce, the company in question, duly went bust in 1973. The trouble with old-style quality, it seemed, was that it encouraged supply-driven management. The engineers would make the product to the highest possible standard and price it accordingly. If the public was so uncultured that they turned it down, so much the worse for the public.

And so old-style quality got a bad name in business circles. It was all very well for artists to produce masterpieces. The job of companies was to please the market. Further damage to old-style quality was done by the rise of Japan. When Japanese cars, toys and television sets first reached the market in the US and UK, local manufacturers considered them cheap trash. In the beginning, they were. But under the teaching of Edward Deming, the Japanese were learning about the second definition of quality.

Western customers then began to realize that while Japanese cars might be tin cans, they did not keep breaking down, as did British and American cars. In time of course, Japanese cars stopped being tin cans, and became stylish and comfortable vehicles instead. That is, they achieved old-style quality as well. As western manufacturers discovered to their cost, that was in some respects the easy bit. New-style quality was harder.

Quality has a third meaning: that of value for money. To qualify for that meaning, a product must be of certain standard; and it should convey a sense, not of outright cheapness, but of being sold at a fair price. The US fast foods group McDonald’s, for instance, talks of its “high quality food”. But at 99c or 99p, its hamburgers are as close to absolute cheapness as any person in the developed world could desire. They are also highly consistent. Eat a McDonald’s anywhere around the world and the results will be roughly similar. But as anyone who has eaten a really

good American hamburger knows, a McDonald's is also a long way from quality in its original sense.

From the Financial Times

1. Прочитайте и переведите Текст 6.

2. Выпишите ключевые слова из текста 6.

3. Ниже дается краткое изложение текста 6. Оно содержит пять фактических ошибок. Найдите и исправьте их.

According to the text, quality used to mean that a product was well-made and high-priced. Nowadays, quality has a different meaning for business people. It means a product is reliable and does not have things wrong with it. In 1980, a group of analysts visited Rolls Royce. They asked many questions about finance, but few about quality. It is not surprising that Rolls Royce went bankrupt; they sold their cars too cheaply in their markets. The old-style idea of quality became popular with business people because it emphasized the importance of good production methods. The Japanese learned a lot from Edward Deming. Their products sell well in western markets because they are low-priced. The US company, McDonald's, sells products which are cheap and excellent value for money. According to the writer of the article, McDonald's hamburgers are the best in the world.

4. Дополните приведенное ниже определение.

Nowadays, high quality products have three essential features:

1.
2.
3.

5. Обсудите эти вопросы.

1. Why were the Rolls Royce executives "puzzled" when the analysts asked their questions?
2. According to the writer, what mistake caused Rolls Royce to go bankrupt?
3. What advantage did Japanese cars have compared with British and American cars?

6. Прочитайте текст еще раз. Скажите, что означало качество в прошлом. Что означает качество для деловых людей в наши дни?

ТЕМА 4. СТРУКТУРА КОМПАНИИ, ДЕЛОВЫЕ ПИСЬМА И ДОКУМЕНТЫ

ТЕКСТ 1. Organization

Whenever individuals come together for a common purpose, their separate activities must be coordinated to achieve maximum effectiveness.

The term — "organization" has come to acquire a number of meanings. An organization of people who meet and have some sort of formal relationship, such as a civic club, a political party, or an athletic team, may be called an organization. A business enterprise, with all its resources, personnel, equipment, and methods of production and distribution, is typically called an organization. The term «organization», however, has its most proper meaning in a managerial context when it refers to the outcome of the organizing function.

In the organizing process, management sets up the structure and rules that control the way a company's resources will interact to reach objectives. The resulting internal structure is the organization: this structure prescribes the tasks and activities to be carried out, the relationship between these activities, and the role each individual in the company will play in meeting planned objectives. Thus management is responsible for the organizing function or process and the organization itself.

Organizational relationships within a business may be formal or informal. Formal organizations are consciously planned. They are arranged according to rational principles which are usually set down in writing. The purpose of formal organizations is to control the routine activities and decisions that keep the company running. Informal organizations exist without specific planning. The informal organization develops from social likes and dislikes of the employees.

Every business firm has its unique organization requirements. There are, however, certain principles that help to establish a sound internal structure. By following these principles, management creates an organization that is planned, suitable to purpose, well-defined, and as uncomplicated as possible. The principles are: a) organization follows planning; b) the structure of organization should fit its size and function; c) duties and relationships should be clearly defined and specified; d) to achieve effective supervision, the number of subordinates should be limited.

Organizations can also vary in the extent to which authority is distributed down the chain of command to middle and lower level of management. A centralized organization is one in which almost all of the authority is concentrated in a few positions at the top. In a company with centralized organization, nearly all important operating decisions will be made by top management. The main task of those below is to carry out their decisions efficiently. A decentralized organization delegates much more authority to the managers who are closer to actual operations.

In the long history of business management, three kinds of internal structures have evolved: line, line-and-staff, and functional. Most companies use one or more of these forms today.

An internal business structure in which every employee is a member of a direct chain of command from the top executives down through the levels of management is called line organization. It is called a line organization because authority flows in a direct line from the top of the organization to any individual worker at any level.

The line organization has a distinct advantage in its simplicity; every employee can understand the organization and know where he or she stands. The direct supervisor-subordinate relationship makes it easier to maintain discipline and quality of work.

A great disadvantage of the line organization is that it is sometimes not capable of handling the complex management and technical needs of a large, modern company. Another disadvantage is that there are often insufficient formal means for communication and coordination between departments. Also, since managers are responsible for all of the work of their subordinates, they are often burdened with decisions about details.

As the complexity and size of a company increase, managers usually find it necessary to modify the line organization by adding staff specialists to handle certain specific duties. This is called line-and-staff organization. It is the most common internal structure today, especially for large companies. The staff specialists perform technical services and provide expert guidance to line managers.

The great advantage of the line-and-staff organization is that it allows specialists to handle highly technical or complex functions while the company retains many of the benefits of line organization.

The disadvantage of a line-and-staff organization is that conflict often arises between line positions and staff positions. Line managers and workers may consider staff specialists as expensive extra baggage. Staff workers may resent managers who do not take their advice.

An alternative way to organize a business is to assign managers the responsibility for all activities and decisions in certain defined functional areas of operation. This is called functional organization. This structure, for example, might have five managers supervising the workers in a manufacturing plant. The personnel manager would directly handle all personnel matters, the production manager would concentrate exclusively on production etc.

The main advantage of functional organization is that it allows managers to specialize in one particular area of operations. Their expert guidance becomes directly available to all workers without an intervening line manager. The fact that every worker has more than one supervisor is a great disadvantage of functional

organization, however. This can cause conflicting commands and loss of discipline and can make it difficult to put down the responsibility for decisions. For this reason, most businesses that choose a functional organization try to clearly restrict the degree of authority certain functions can exercise over other functions.

A fourth kind of organization is used by firms that must manage a number of one-time projects – such as road, dam, or bridge building, or a research investigation. These firms use a matrix organization, which allows a project manager to exercise temporary authority over a number of specialists who also must report to different line managers for supervision in their specialties. This enables specialists to be assigned to projects where they are needed. It has the disadvantage, however, of asking an employee to report to two different bosses.

1. Прочтите и переведите Текст 1.

2. а) Изучите значение и употребление следующих слов. Затем заполните пропуски этими словами.

authority (n): power or right to give orders and make others obey; a person or a group of persons, having authority

objective (n): object aimed at, purpose

retain (v): keep, continue to have or hold

internal (adj): of or in the inside

handle (v): manage, deal with, control

informal (adj): irregular, without ceremony or formality

subordinate (n): a person junior in rank or position, working under another person

dissatisfaction (n): the state of being not satisfied

б) Дополните эти предложения словами из списка выше.

1. The ... structure of a business determines the relationships between a company's activities and personnel.
2. The internal structure proscribes the role each individual in the company will play in meeting planned
3. ... is delegated to employees to allow them to meet their responsibilities.
4. The great advantage of the line-and-staff organization is that it allows specialists to ... highly technical or complex functions.
5. A poor organization causes confusion, waste and
6. Personal friendships and conflicts are another force in the ... organization.
7. Centralized organizations usually give managers a limited but tighter span of control, with each manager having fewer

8. A company with line-and-staff organization can ... many of the benefits of line organization.

3. Выразите одним словом из списка, данного ниже.

- 1) The right to take certain actions and to require subordinates to perform duties they are assigned –
- 2) The duties an employee is obligated to fulfill while performing the job –
- 3) An internal business structure in which every employee is a member of a direct chain of command from the top executive down through the levels of management –
- 4) The modification of the line organization by adding staff specialists to handle certain specific duties –
- 5) An internal business structure in which managers are assigned the responsibility for all activities and decisions in certain functional areas of operating –
- 6) An organization which is consciously planned and which is arranged according to rational principles –

words for reference: responsibility, line organization, authority, line-and-staff organization, formal organization, functional organization

4. Ответьте на вопросы к тексту.

1. What are the two meanings of the word “organization”?
2. What is meant by the internal organization of a business?
3. How does formal organization differ from informal organization?
4. What are some of the principles of organization mentioned in the text?
5. What is the difference between a centralized and decentralized organization?
6. What is the main advantage of a line-and-staff organization over a line organization?
7. What is the main disadvantage of a functional organization?
8. From what two superiors is a person employed in a matrix organization likely to receive orders or instructions?

5. Закончите предложения.

1. In the organizing process, management sets up
2. Formal organizations are
3. Informal organizations exist
4. By following the four principles, management creates an organization that is
5. The three major kinds of internal structures are

6. A line organization is an internal business structure in which every employee
7. The staff specialists perform
8. An organization in which managers are assigned the responsibility for all activities and decisions in certain defined functional areas of operations is called

6. Расположите следующие ключевые предложения в порядке, соответствующем тексту.

- a. Advantages and disadvantages of each organization structure.
- b. The four principles of good organization.
- c. The three basic organization structures.
- d. The difference between organizing and organization.
- e. Distinguishing between formal and informal organizations.

ТЕКСТ 2. Business Company Structure

Each company has its business structure. Many companies have much in common in their structures. The number of departments in a company depends on the size of the company and on the nature of the goods and services it provides.

In most companies the activity of a manager depends on the level at which he/she is working. Top managers are involved in long range planning, policy making, and the relations of the company with the outside world. Middle management and supervisors make day-to-day decisions. Managers at this level spend a great deal of time communicating, coordinating and making decisions affecting the daily operation of their organization. Managers perform various functions, but one of the most important aspect of their job is proper utilization of people.

A good manager should be aware of the type of organization culture his/her corporation adheres to. There are now five broad fields of business that offer exciting careers: management, marketing, accounting, finance, and data processing. Within each of these fields there are specific jobs in which one can specialize.

Board of Directors is the highest level in the organizational structure of any corporation. In other types of ownership there won't be one (for example, partnership). Usually from five to ten owners with the largest number of shares get elected to the Board of Directors.

Managing Director is appointed by the Board of Directors for a certain period of time. He is responsible for managing the company, fulfilling the main strategy and developing business. He reports to the Board of Directors and shareholders.

Financial Controller is responsible for Finance and Accounting Function. This function is dealing with all aspects of reporting to authorities, shareholders and management of the company. They have to provide them with accurate and transparent financial and management reports in a timely manner. Managers use financial data for decision making purposes. Budget group develops plans and budgets.

A corporation with many employees may need a personnel department. Personnel department recruits new employees and organizes training courses. **Personnel Manager** is the Head of the Personnel Department. The Personnel Department is dealing with issues of personnel training, hiring policies, and defining reward systems for people from different departments and divisions. A qualified personnel manager should possess good communication skills. He/she should be able to chair a meeting, to conduct an interview with job applicants.

Manufacturing Manager is responsible for managing production, quality control and research and development. Heads of workshops usually report to him. Information regarding new market trends comes from the Marketing Department to the Research and Development Division where they improve existing products or develop new ones.

Quality Control Division is dealing not only with quality of products but also with quality of business processes. So they check both quality of products and business processes.

Sales and Marketing Manager is always a very hard and artistic job to do but it gives more satisfaction than any other works within the company. Sales and Marketing Department is responsible for sales of products, promotion and advertising, market research, developing product and market strategies, concluding contracts with clients and many other things (from the way packaging should look to organization of presentations and shows).

Purchasing Manager is working closely with Manufacturing Function because the Purchasing Department is responsible for purchasing materials, low value items and all the assets for Production. They have to find the best quality materials at the lowest price.

1. Прочитайте и переведите текст 2, составьте структуру компании в соответствии с описанием.

2. Переведите термины и дополните ими предложения.

1)	director	2)	subordinate
3)	middle manager	4)	colleague

5)	junior executive	6) staff
7)	supervisor	8) employee
9)	superior	10) workforce

1. The executives working below the top managers are generally called
2. Laura is an important person in our company. She is a member of the Board of ...
3. Peter has been with the firm for a year. He is at present a ... and is being trained for a managerial position.
4. Their ... is expanding rapidly. They now have over 5.000 employees.
5. At least 50% of our ... have been with the company over ten years.
6. We are a small group in the Research and Development Department. Fortunately, I get on well with all my
7. Our telephone operators work under the direction of a
8. I work under Mr. Brown. He is my
9. Sheila and Tom work under my authority. I am their boss and they are my
10. I am responsible for ... training and development.

3. Вставьте соответствующие предлоги.

with (2)	in	by	of	for	to (2)	on
----------	----	----	----	-----	--------	----

1. Senior managers are involved ... the running of the company as a whole.
2. The success of organization activity depends ... the qualification of its senior managers.
3. Senior managers are also responsible ... such areas as finance, human resources and marketing.
4. In terms of job skills senior managers should be aware ... chairing meetings, participating in meetings, negotiating, giving formal presentations and socializing.
5. Many of the comments on senior managers apply ... middle and junior managers.
6. Middle and junior managers are appointed ... senior managers.
7. Middle and junior managers work within a more closely defined area than senior managers and report ... them.
8. Middle and junior managers deal ... practical everyday matters.
9. They provide the organization ... everyday problem solving.

4. Используя текст, переведите предложения.

- 1) Позвольте мне рассказать о фирме.
- 2) Наша фирма состоит из шести отделов.
- 3) Наше руководство – это собрание акционеров и совет директоров.
- 4) На фирме занято около 1600 человек.
- 5) Наш оборот составляет более 300 млн. фунтов.

- 6) Мы экспортируем оборудование в пять стран мира.
- 7) У нас есть две дочерние компании в Голландии и Германии со штаб-квартирами в этих странах. Каждая из них имеет своё собственное название.
- 8) Мы ищем новых партнёров, поскольку мы хотели бы расширить сферу нашей деятельности.
- 9) Мы пытаемся установить личные контакты с вашей фирмой.
- 10) Думаю, что мы составим проект контракта, а окончательно заключим контракт с Вами после его обсуждения по телефону с моим директором.

5. Вычеркните слово, которое не принадлежит данной группе.

- firm, company, society, subsidiary;
- salary, manager, engineer, employee;
- finance, product, planning, marketing;
- ship, assemble, customer, purchase;
- plant, faculty, patent, factory.

6. Соотнесите каждое из зачёркнутых слов предыдущего задания со следующими определениями.

- payment for work, usually monthly;
- an item that has been made;
- an organization or club with members who share similar interests;
- a document that gives the exclusive right to make or sell a new product;
- a person who buys goods or services.

ТЕКСТ 3. Basic Forms Of Business Organization

The form of business organization that a firm chooses has important implication both on the financial commitment of the owners to the results of the company and on the way the firm operates. In some countries the basic forms of business organization are: sole proprietorship, partnership, corporation.

Sole proprietorship

A business form for which there is one owner.

Simplicity is its greatest virtue.

A sole proprietorship can be established with few complications and little expense. Proprietorship pay no separate income taxes. The owner merely adds any profit or subtracts any losses from the business when determining personal taxable income. Its shortcoming is that the owner has unlimited liability for all debts of the firm.

This means that when the organization is sued, the personal property of the owner, as well as the assets of the business, may be seized to settle claims. Another problem with a sole proprietorship is the difficulty in raising capital. The proprietorship has a final drawback. In estate planning, no portion of the enterprise can be transferred to members of the family during the proprietor's lifetime. For these reasons, this form of organization does not afford the flexibility that other forms do.

Partnerships

A partnership is similar to the sole proprietorship except that the business has more than one owner. Partnerships, like proprietorships, pay no income taxes. Individual partners include their share of profits or losses from the business as a part of their personal taxable income. One advantage of this business form relative to the proprietorship is the capability of raising a greater amount of capital.

In a general partnership all partners have unlimited liability. Because each partner can bind the partnership with obligations, general partners should be selected with care.

In most cases there is a formal arrangement that sets forth the powers of each partner, the distribution of profits, the amounts of capital to be invested by the partners, and the procedures for reconstituting the partnership in the case of the death or withdrawal of a partner. Legally the partnership is dissolved if one of the partners dies or withdraws.

In limited partnership, the liability of limited partners is confined to the amount of capital they have contributed.

Corporations

The corporation is a business form separate from its owners. The principal feature of this form of business is that the corporation exists legally separate and apart from its owners. This has a series of favorable features.

The firm's life is not limited by the lives of its owners. The corporation can continue even though individual owners die or sell their stock. An owner's liability is limited to his investment. His personal assets cannot be seized in the settlement of claims. This is another important advantage, since capital can be raised in the corporation's name without exposing the owners to unlimited liability.

A possible disadvantage of the corporation is related to taxes. Corporate profits are subject to double taxation since the company pays taxes on the income it earns and the stockholders must also pay a tax on dividends received.

1. Прочитайте и переведите Текст 3.

2. Найдите английские эквиваленты в Тексте 3.

финансовое обязательство владельцев; облагаемый доход; личное имущество владельцев; простота – его главное имущество; каждый партнер может связать компанию обязательствами; официальное соглашение, которое излагает (формулирует) права каждого партнера; процедуры воссоздания товарищества; главная характерная особенность этой формы бизнеса; подвержены двойному налогообложению; обязательства владельца ограничиваться его вкладом.

3. Определите, соответствуют ли данные утверждения Тексту 3.

1. Partnerships pay income taxes.
2. Personal capital is provided by more than one owner in a partnership.
3. All the partners have limited liability in a general partnership.
4. The personal property of the owner, as well as the assets of the business, may be seized to settle claims in a sole proprietorship.
5. The liability of limited partners in a limited partnership is not confined to the amount of capital they have contributed.
6. The corporation exist legally separate and apart from its owners.
7. A possible disadvantage of the corporation is related to taxes.

4. Соотнесите слова с эквивалентами перевода:

1. Implication	компания с ограниченной (имущественной) ответственностью
2. Commitment	основывать, создавать, учреждать
3. Financial commitment	хорошее качество, преимущество, эффективность
4. Sole proprietorship	недостаток
5. Partnership	отдельный, особый, отдельно
6. General partnership	требование (например, о возмещении убытков), претензия, иск, рекламация
7. Limited partnership	недостаток, помеха, препятствие
8. Virtue	урегулирование, удовлетворение требований (претензий, исков, рекламация)
9. To establish	предпосылка, условие, значение, смысл, вывод
10. Complication	акция, акционерный капитал
11. Income tax	товарищество
12. Shortcoming	за исключением, кроме, помимо, отдельно
13. Sue	компания с неограниченной (имущественной) ответственностью
14. Drawback	владелец акций, акционер
15. Separate	затраты, вложение капитала, обязательство
16. Apart from	сложность, запутанность, осложнение
17. Stock	единоличное владение, индивидуальное, частное предприятие
18. Stockholder	возбуждать, возбудить иск (дело) против, подавать в суд на
19. Claim	подходящий налог
20. Settlement of claims	финансовое обязательство

5. Составьте диалог на основе содержания текста.

6. Подготовьте краткую аннотацию текста на английском языке.

ТЕКСТ 4. Legal Forms of Business: Sole Proprietorship and Partnership

Having decided to set up your own business, you should choose the legal form it will take. There are three legal forms to choose from: sole proprietorship, partnership and corporation (limited company). No one form is better than another. Each has its advantages and disadvantages. The important thing is to be sure the chosen form is best for you.

Many businesses are sole proprietorships, which means that they are owned and run by one person. Setting up a sole proprietorship is easy; it does not need many formalities. As a sole trader, a person is fully responsible for the success or failure of his / her business. Any profits go to the owner; any losses are his or her responsibility as well. If losses become greater than the investment, the owner is responsible for paying them, even if this touches all personal assets. This feature is called unlimited liability.

There is no legal difference between the owner and the business. As the business is personal to the owner, it is liquidated upon the death of the owner. Finances for a sole trader are usually limited to his or her own savings or to what can be borrowed from family or friends. Therefore, sole proprietorships are usually small businesses.

When a proprietor wants to expand a business, one way to do so is to form a partnership, a business formed for profit by two or more co-owners. The rights and duties of a partnership are regulated by laws and by a legal agreement made by the partners. Usually an agreement states how much capital each partner has put up, how profits will be shared, and how the business will be run between the partners.

All partners are legally responsible for any of the firm's activities, in other words, each partner has unlimited liability, meaning that all partners are liable for the debts of the business. They share the risks and the profits or losses associated with their business.

A way to avoid the risks of unlimited liability is to form a limited partnership. In a limited partnership there are two kinds of partners — general and limited. General partners have unlimited liability for the business. The liability of limited partners is limited to the amounts of their investments. However, in exchange for this limited liability, limited partners are usually not allowed to take an active part in the firm's management. There must be at least one general partner in such kind partnership.

1. Прочитайте и переведите Текст 4.

2. Обратите внимание на произношение интернациональных слов, переведите их без словаря.

Capital (n); firm (n); partner (n); risk (n, v); function (n, v); person (n); personal (a); invest (v); investor (n); investment (n); liquidate (v); liquidation (n); act (v); active (a); actively (adv); activity (n); consult (v); consultation (n); finance (n, v); financial (a); limit, (n, v); limitation (n); limited (a); unlimited (a); manager (n); manage (v); management (m); obligation (n); formal (a); formality (n).

3. Ответьте на вопросы к тексту.

1. What legal forms of business are described in the text?
2. How many people can own a sole proprietorship?
3. What liability has a sole trader for his / her business?
4. What happens to a sole proprietorship if its owner dies?
5. How can a person raise funds for setting up a new business?
6. What kind of business is partnership?
7. How are partners' rights and duties regulated?
8. What is the liability of partners for running a usual partnership?
9. What kinds of partners are there in a limited partnership?
10. Which partners have unlimited liability for the business in such kind of partnership?

4. Подберите правильное толкование следующих терминов:

- | | |
|---------------------------|------------------------|
| a) A sole trader | e) Assets |
| b) A self-employed person | f) Debt |
| c) Sole proprietorship | g) Bankruptcy |
| d) Partnership | h) Unlimited liability |

1. A person who is working for himself and is not the employee of someone else.
2. An individual acting in business on his own.
3. Full financial and legal responsibility for the operation of the business.
4. Something that is owned by a person or company, such as money, a building, a car.
5. A sum of money borrowed from someone and to be given back.
6. A firm owned by just one person.
7. A business owned by two or more co-owners.
8. The condition of being unable to repay the debts of the creditors.

5. Выберите нужную форму слова.

1. One of the advantages of a sole (property / proprietor / proprietorship) is that an (own / owner / ownership) can make (decide / decisions / decisive) quickly and (decision /

decisive / decisively) without having to consult others. And an individual (propriety / proprietor / proprietorship), by law, pays fewer taxes than does a corporation.

2. As a sole trader, you (decide / decision / decisive on hiring and firing (employ / employees / employment), on better ways of (invest / investor / investment); in fact, you take full (responsible / responsibly / responsibility) for your business. If the business is (profit / profitable / profitably), you can enjoy all the advantages of being self-employed.

3. There are disadvantages to this form of business, however. A sole (property / proprietor / proprietorship) is (responsible / responsibly / responsibility) for all business debts or legal judgments against the business. If the debts exceed the assets of the business, your (own / owner / ownership) (person / personal / personally) assets -home, automobile, savings, (invests / investors / investments) — can be claimed by (credits / creditors). In other words, your financial (liable / liability) is unlimited.

6. Закончите реплики диалога.

Alice: Hello, Jim. I'm glad you're not in a hurry and we have the time to talk today. Can you give me a piece of advice?

Jim: Sure. ____?

Alice: You know; I've always been good at cooking. It interests me. I____ business - a cafe.

Jim: Good idea. ____alone?

Alice: Yes, I'd like to be fully responsible for it, to____ myself.

Jim: Well, you should know that if you go into business alone it is called____. It is very easy to____, you can / have / needn't ____.

Alice: It sounds____.

Jim: Wait a moment. I believe I have to tell you about____.

Alice: What do you mean?

Jim: First of all, the most important risk is____.

Alice: So if the business fails, I'll____.

Jim: That's what I mean. And besides it isn't easy ____the necessary funds.

Alice: Well, thank you. I'll have to think it over carefully.

ТЕКСТ 5. Corporation

A corporation differs from other legal forms of business in that the law considers it to be an artificial being, having the same rights and responsibilities as a person. A corporation is a company that is publicly registered, so that it acquires a legal existence separate from that of its owners. It can continue functioning despite the death or withdrawal of any of its owners.

As a corporation, a business can buy and sell assets in its own name, make contracts, defend itself in court or be taken to court. Such a business becomes a separate legal entity. The members of a corporation are liable for its debts up to a limited amount. If a corporation goes bankrupt, the creditors can claim only the assets of the company.

In order to form a corporation according to the U.S. laws, it is necessary to obtain a corporate charter by the state in which the business resides. Each state has its own requirements and fees for the issuance of charters. The cost for incorporating a small business usually ranges from \$500 to \$1,500.

Each person who owns stock in a corporation becomes its co-owner. A share of ownership is represented by a stock certificate given in return for providing some capital for the company. These shares provide the holder with voting rights at the company's annual general meetings. The Directors develop the company's policy and establish strategic goals which must be implemented by the executive officers appointed by the Board. The executives provide day-to-day management of the company.

It should be noted that the corporation is the most effective form of business organization for raising money capital. Through organized stock exchanges, corporations can obtain the financial resources of extremely large numbers of people. Therefore, it is easier for them to expand in size for their operations. Limited liability is another advantage that attracts investors. The stockholders can share in the company's profits, which are distributed to them in the form of dividend, while it is not necessary for them to take an active part in management. Furthermore, since stock is transferable, stockholders are free to sell their stock at any time and receive the market value for it.

1. Прочитайте и переведите Текст 5.

2. Обратите внимание на произношение интернациональных слов, переведите их без словаря.

Person (n); personal (a); register (v); registration (n); separate (a); separate (v); residence (n); reside (v); strategy (n); strategic (a); effect (n); effective (a); effectiveness (n); extreme (a); extremely (adv); active (a); activity (n); contract (n); policy (n).

3. Ответьте на вопросы к тексту.

1. Does the text refer to Britain or to the U.S.A? How can you see it?
2. Why is a corporation legally separate from its owners? (Compare that with the sole proprietorship).

3. What economic and legal functions can a corporation perform?
4. What is the liability of stockholders for the debts of the corporation?
5. What document must a corporation obtain?
6. Who are the owners of a corporation?
7. What does a stock certificate represent?
8. What rights do shares provide?
9. Who appoints executive officers?
10. How does a corporation obtain financial resources?
11. How do stockholders share in the profits of the corporation?
12. What benefits can shares bring to their holders?

4. Перестройте предложения, используя пассивный залог.

1. Stockholders invest a certain capital in the corporation.
2. Companies issue shares in proportion to the investment.
3. Shareholders elect the Board of Directors at the general meeting.
4. The Directors appoint the CEO and other executives.
5. You can profitably sell the shares of a successful company.
6. You won't lose your personal assets in case of the company liquidation.

5. Выступите в качестве переводчика в интервью.

• Как называется Ваша компания и где она располагается?

• I am happy to present my company, RSL Communications, Ltd. We are headquartered in Hamilton, Bermuda, and have executive offices in New York. Actually we are a global company serving customers on five continents in 20 countries.

• Не могли бы Вы вкратце описать ассортимент продукции и услуг, предлагаемых Вашей компанией?

• We offer a broad range of international and domestic telephone services directed primarily to small and medium-sized businesses. We have voice, facsimile and basic data transmission services. We also offer pre-paid calling cards, PC-to-phones and phone-to-phone Internet telephony service. And we have plans to introduce voice mail, video-conferencing, and international directory assistance in the near future.

• У Вас много конкурентов в отрасли. Каковы Ваши преимущества, что отличает Вас от других фирм?

• The fact that we are global gives RSL a lot of advantages. But honestly, the first thing that comes to mind is cost, because we control the price by owning the switches on both ends of a call. The second thing is quality of service. Besides, one

of our products is voice-over-the-Internet telephony which is a lot cheaper than traditional telephony.

6. Подготовьте краткую аннотацию текста на английском языке.

ТЕКСТ 6 (A). Business Correspondence

Structure of a Business Letter

A business letter may consist of: letter head, sender's address, reference, date, special mailing indication, 'confidential' line, inside address, attention line, salutation, subject, body of the letter, complimentary close, signature, initials of the person in charge, enclosures, copies, post script.

Nowadays it is very popular to use e-mail letters in business relations. This type of correspondence has its own rules, and every businessman should be familiar with them. There are the tips for writing effective emails:

1. Use a short and clear subject line. 2. Use short and simple sentences. 3. Include just one main subject per email – the other person can reply and delete it. 4. Don't use jokes, personal comments, etc, in business emails. 5. Consider using numbered points instead of continuous text. 6. End with an action point. 7. Don't ignore capital letters, spelling and basic grammar – when writing to people outside the company – a careless email creates a bad impression. 8. Tailor your email to the reader: level of formality, buzzwords, etc.

Letters of Enquiry

An enquiry (inquiry) is a request for information. Information you may ask for in this type of letters includes: terms of delivery, delivery times, terms of payment, discounts, types of packing, etc. A first enquiry should include: (a) A brief mention of how you obtained your potential supplier's name. (b) Some indication of the demand in your area for the goods which the supplier deals with. (c) Details of what you would like your prospective supplier to send you. (d) A closing sentence to round off the enquiry.

There are some suggestions for sentences which you might include in a routine enquiry.

Opening lines 1. Your name has been given us by the British Chamber of Commerce in Hamburg ... 2. We saw your products demonstrated at InnoTrans in Berlin earlier this year, and would like to know whether ... 3. Mr. Brown, who we understand has been doing business with you for some years, informs us that you may be able to supply us with ... 4. We have seen your advertisement in last month's International Railway Journal, and would be grateful if you would let us have details of ...

Indicating the state of the market 1. There is a brisk demand here for high-quality cable solutions for rolling stock you manufacture. 2. Demand for this type of machine is not high, but sales this year will probably exceed &50,000. 3. There is no market here for articles of this type in the higher price range, but less expensive models sell very well throughout the year. 4. You can count on a brisk turnover if prices are competitive and deliveries prompt.

Asking for information 1. Will you please send us your catalogue and price list for ... 2. We are also interested in your terms of payment and in discounts offered for regular purchases and large orders. 3. We would appreciate a sample of each of the items listed above. 4. Will you please quote prices c.i.f. Amsterdam for the following items in the quantities stated: ...

Closing sentences 1. We hope to hear from you shortly. 2. As our own customers are pressing us for a quotation, we hope you will be able to make us an offer within a fortnight from today's date. 3. We would appreciate a prompt answer. 4. We are looking forward to hearing from you.

Letters of Offer

An offer is a reply to an enquiry and is normally fairly brief. This reply will generally: (a) Thank the writer of the letter of enquiry for the letter in question. (b) Supply all the information requested (type of goods, quantity of goods, prices, discounts, delivery times, terms of delivery, terms of payment, type of packing, etc.), and refer to enclosures, samples, catalogues and other items, including those being sent by separate post. (c) Provide additional information, not specifically requested by the customer, so long as it is relevant. (d) Conclude with one or two lines encouraging the customer to place orders and assuring him of good service. \

There are some suggestions for sentences which you might include in a routine enquiry.

Opening lines 1. Many thanks for your enquiry of ... 2. We thank you for your letter of ..., in which you enquire about ... 3. In reply to your enquiry of ... we are enclosing ... 4. We thank you for your letter of ..., and have sent you today, by separate post ...

Prices and terms 1. Our prices are quoted f.o.b. Liverpool. 2. Freight and packing cases are included in the price. 3. Prices are subject to variation without notice, in accordance with market fluctuations. 4. Our terms are cash on delivery. 5. Our terms are 33% discount to approved accounts, with 3% for settlement within 15 days of date of invoice.

Supply and demand 1. In view of the heavy demand for this line, we advise you to order at once. 2. Owing to the increased demand for this type of car, our stocks have run very low. 3. As we have a good supply of these machines we can effect shipment within 5 days. 4. We can offer you a wide selection of sizes and types from

stock. 5. We cannot promise delivery before ... unless your order reaches us within 7 days.

Concluding sentences 1. We should appreciate the opportunity of showing you how efficiently we can serve you. 2. We are sure that these goods will meet your requirements, and we look forward to your first order. 3. We look forward to the pleasure of serving you. 4. If you think our offer meets your requirements, please let us have your order at an early date, as supplies are limited. 5. As we execute all orders in strict rotation, we strongly advise you to order early.

Letters of Order

An order is a business letter in which a customer requests for goods and services. When ordering goods, a customer will generally include the following in his letter: (a) A reference to a visit by the supplier's representative, or to an advertisement, or catalogue, or to a sample, or to previous correspondence. This applies particularly to a first order. In subsequent orders the buyer may begin his letter with: (b) Details of the goods required: quantity, quality, catalogue, number, packing, etc. (c) Conditions and qualifications. (d) Alternatives which are acceptable if the goods ordered are not available. (e) A closing sentence, perhaps encouraging the supplier to execute the order promptly and with care.

There are some suggestions for sentences which you might include in a routine order.

Opening phrases 1. Thank you for your offer of ..., which we accept on the terms quoted. 2. Thank you for your catalogue and price list. Kindly send us as soon as possible ... 3. Thank you for letting us have samples of We would be glad if you would supply us with ... 4. Please send through our forwarding agents, K. Jones and Co. Ltd., Sunderland Avenue, Southampton, the following goods: ... 5. Will you please arrange immediate dispatch of...?

Referring to quality, etc. 1. We must point out that the machines must be guaranteed to be to our own specification. 2. Please supply in assorted colors, preferably 6 dozen each of red, yellow, green blue and brown. 3. There is no market here for the higher-priced models. Please send only models in the medium price-range. 4. We enclose a trial order. If the quality is up to our expectations, we shall send further orders in the near future. 5. We are arranging for the consignment to be inspected before shipment and must ask you to send only goods in perfect conditions.

Letters of Complaints

Complaints may arise from quality of the goods, terms of delivery, packing, delivery of wrong goods, damaged goods, etc. If a customer is dissatisfied with the execution of his order, he should refer clearly to the articles in question, by referring to his own order number or to that of his supplier's invoice, or both. He should

specify the nature of his complaint, and finally state what action he wants his supplier to take.

1. Заполните пропуски., используя нужную форму слов:

A) hear from ▪ would ▪ give ▪ supply ▪ tell ▪ Mr. place ▪ maintain ▪ do ▪ price (2) ▪ catalogue ▪ in ▪ by ▪ for (2) ▪ with

We have been ... your name ... our associates Howard & Co. ... Carlisle, who ... us that you have been ... them with spare parts for propulsion systems ... a number of years. There is a steady demand here ... Edinburgh ... the qualities you ..., and we believe we could ... large orders ... you if your ... are competitive. ... you please send us your illustrated ..., together with your ... list and details of your ... the business. We look forward to you.

B) market ▪ low ▪ range ▪ enclose ▪ look ▪ enquiry ▪ do ▪ glad ▪ delivery hear ▪ send ▪ for (2) ▪ with ▪ in (3) ▪ to (2) ▪ about ▪ of (2) ▪ by ▪ on

Thank you ... your ... of 16 November, ... which you enquire ... Under Sleeper Pads (USP) imported ... Hong Kong. We are ... to hear that there is a ... for goods ... this type ... Northern Ireland. We are ... our prices list and terms of ..., and our catalogue has already been separate post. As you will notice, our prices are extremely ..., and since we hold large ... of all models ... all times, we can promise delivery ... a week ... receipt ... orders. We hope to ... from you soon, and ... forward business ... you.

2. Соподнесите слова из двух колонок:

1. Type of goods	A. Cash on delivery
2. Quantity	B. CIF Dover
3. Prices	C. 800 units
4. Discounts	D. 2 weeks after receipt of order
5. Terms of delivery	E. 5% off orders placed within the next 7 days
6. Terms of payment	F. seaworthy containers
7. Delivery time	G. laminated bus bars
8. Packing	H. \$50 per unit

3. Выберите причину для каждой ситуации:

- a) 'The offer is subject to availability. '
- b) 'The prices are subject to change without notice.'
- c) 'The offer is subject to final confirmation.'

Причины:

1. Mr. Vinter produces a limited number of quality items. He does not produce enough of these items to supply everybody who asks, and so has to include an appropriate clause when making offers.

2. Mr. Kitchener's company exports fridges and freezers. At present he is having problems with his supplier, and he can't guarantee until the very last minute that the goods will be dispatched on time.

3. The Boston Engineering Company imports certain rubber strips from Eastern Europe and sells it to American retailers. However, increasing labor costs means that the price of the strips is rising rapidly.

4. Соотнесите слова из двух колонок:

1. Trial order	(a) The customer places one order for a certain quantity of goods to be delivered at regular intervals, e.g. 500kg of coffee on the first day of each month.
2. Firm order	(b) The second order placed with a company.
3. Standing order	(c) The customer orders a small quantity of goods to test the quality.
4. Initial order	(d) The customer commits himself to buying the goods. This type of order may have a fixed delivery date.
5. Follow-up order	(e) The first order placed with a company.
6. Merchandise on call	(f) The customer orders the goods a long time before he needs them or a long time before they are available.
7. Advance order	(g) The customer orders goods in large quantities.
8. Bulk order	(h) The customer orders exactly the same goods as before.
9. Repeat order	(i) The customer places one order for a quantity of goods which he has delivered in parts as and when he needs them.

5. Ниже приведены фразы из писем-заказов. Какие заказы сделали эти клиенты?

1. Please send us the following items from your catalogue for test purposes: 3 pieces of No.1500, 3 pieces of No. 4538, 3 pieces of No.9876.
2. ... would be grateful if you could send us as before ...
3. ... if there is any possibility of your granting us a quantity discount on this order?
4. If this order proves satisfactory we will place a second order next month.
5. ... and so we will call you whenever we require new stocks.
6. ... to be delivered by the end of the first week of every month.
7. ... 20,000 optical connectors Q-ODC at the price you offered us in your last letter ...
8. ... to reorder the goods, the order of which was placed on 17th March.
9. ... 200 rail fastenings to be delivered on the last working day of each month, Saturdays excepted.
10. As our warehouse space is limited and customer demand for the goods is high, we would like to place a ...
11. ...and as we have heard that supply is becoming increasingly difficult, we would like to place an order now for the goods to be delivered at the beginning of next year.
12. ... quality and quantity as before.

6. Прочитайте и переведите письма-претензии. Определите причины жалоб в каждом случае.

Letter 1

Dear Mr Jackson,

When unpacking your cases with the equipment we experience difficulties owing to the cases being too low. The space between the top of the cases and the top of the equipment is too small and as a result some pieces of equipment are getting damages on the top. We suggest therefore that you should make the cases with one board of about 20 cm higher, which would enable us to unpack the cases without damaging the cars. We are looking forward to your answer.

Yours sincerely,

Letter 2

Dear Mr.Pavlov

Special Cluster Drilling Machine,

Order No 19086

We regret to inform you that our Clients have experienced serious trouble with the above machine. After a short period of operation, the teeth of two bevel gears and one wheel were crushed and the second wheel was broken. We enclose 4 photos illustrating these defects. As the machine was brought to a standstill due to this damage, our Clients were compelled to manufacture replacement parts in order to prevent delay in production. We enclose a statement showing the expenses incurred by our Clients in manufacturing one bevel gear with shaft, another bevel gear and two wheels as well as the cost of dismantling the machine, assembling and fitting the new parts. The expenses of our Clients amount to ... and we shall be glad to receive your remittance of this amount in due course.

Yours sincerely I. Denisov Enclosures

Letter 3

Dear Mr. Pavlov

Special Cluster Drilling Machine,

Order No 19086

We regret to inform you that our Clients have experienced serious trouble with the above machine.

After a short period of operation, the teeth of two bevel gears and one wheel were crushed and the second wheel was broken. We enclose 4 photos illustrating these defects. As the machine was brought to a standstill due to this damage, our Clients were compelled to manufacture replacement parts in order to prevent delay in production. We enclose a statement showing the expenses incurred by our Clients in manufacturing one bevel gear with shaft, another bevel gear and two wheels as well as the cost of dismantling the machine, assembling and fitting the new parts. The expenses of our Clients amount to ... and we shall be glad to receive your remittance of this amount in due course.

Yours sincerely I. Denisov Enclosures

Letter 4

Dear Miss Smith

Special Cluster Drilling Machine to Order No.19086

In reply to your letter of the ... we regret to see that there has been some trouble with the gears mentioned. We are glad your Clients have manufactured the replacement parts and quite appreciate their having done this in order to prevent production delays. We are also quite agreeable to recompense you for the cost of this work, but we must say that your figures appear to be high. In the circumstances, would you be good enough to review your costs again, and advise us what reduction you can make in the sum to be credited to your account.

Yours sincerely F.J. Parson

TEXT 6 (B) Writing a CV

CV stands for *curriculum vitae* - a Latin expression meaning 'life story'. (In American English it is called a *resume*.) It summarizes your *education*, *achievements* and *job history* for prospective employers and so it should be carefully prepared. A CV is usually sent with a covering letter.

What makes a good CV?

There is no single "correct" way to write and present a CV but the following general rules apply:

- It is **targeted on the specific job** or career area for which you are applying and brings out the relevant skills you have to offer
- It is carefully and **clearly laid out**: logically ordered, easy to read and not cramped
- It is **informative but concise**
- It is **accurate in content, spelling and grammar**. If you mention attention to detail as a skill, make sure your spelling and grammar is perfect!

What information should a CV include?

Personal details

Normally these would be your **name, address, date of birth** (although with age discrimination laws now in force this isn't essential), **telephone number and email**.

British CVs **don't usually include a photograph** unless you are an actor. In European countries such as France, Belgium and Germany it's common for CVs to include a passport-sized **photograph** in the top right-hand corner. If you do include a photograph it should be a head and shoulders shot, you should be dressed suitably and smiling: it's not for a passport!

Education and qualifications

Your degree subject and university.

Work experience

- Use **action words** such as developed, planned and organized.

- Even **work in a shop, bar or restaurant** will involve working in a team, providing a quality service to customers, and dealing tactfully with complaints. **Don't mention the routine, non-people tasks** (cleaning the tables) unless you are applying for a casual summer job in a restaurant or similar.
- **Try to relate the skills to the job.** A finance job will involve numeracy, analytical and problem solving skills so focus on these whereas for a marketing role you would place a bit more emphasis on persuading and negotiating skills.

Interests and achievements

- Keep this section **short and to the point.** As you grow older, your employment record will take precedence and interests will typically diminish greatly in length and importance.
- **Bullets** can be used to separate interests into different types: sporting, creative etc.
- **Don't use the old boring clichés** here: "socializing with friends".
- **Don't put many passive, solitary hobbies** (reading, watching TV, stamp collecting) or you may be perceived as lacking people skills. If you do put these, then say what you read or watch: *"I particularly enjoy Dickens, for the vivid insights you get into life in Victorian times"*.
- Show a **range of interests** to avoid coming across as narrow: if everything centres around sport they may wonder if you could hold a conversation with a client who wasn't interested in sport.
- **Hobbies that are a little out of the ordinary** can help you to stand out from the crowd: skydiving or mountaineering can show a sense of wanting to stretch yourself and an ability to rely on yourself in demanding situations
- Any **interests relevant to the job** are worth mentioning: current affairs if you wish to be a journalist.
- Any **evidence of leadership** is important to mention: captain or coach of a sports team, course representative, chair of a student society, scout leader: *"As captain of the school cricket team, I had to set a positive example, motivate and coach players and think on my feet when making bowling and field position changes, often in tense situations"*
- Anything showing evidence of **employability skills** such as team working, organizing, planning, persuading, negotiating etc.

Skills

The usual ones to mention are **languages** (good conversational French, basic Spanish), **computing** (e.g. "good working knowledge of MS Access and Excel, plus basic web page design skills" and high **driving** ("full current clean driving license").

References

- Many employers don't check references at the application stage so unless the vacancy specifically requests referees it's fine to omit this section completely if you are running short of space or to say "References are available on request."
- Normally two referees are sufficient: one academic (perhaps your tutor or a project supervisor) and one from an employer (perhaps your last part-time or summer job).

How long should a CV be?

There are no absolute rules but, in general, a new graduate's CV should cover **no more than two sides of A4 paper**. CVs in the US tend to be shorter than in the UK, whereas the 2-page CV still dominates for graduates, but I do see a trend now towards one page CVs: as employers are getting more and more CVs, they tend not to have the time to read long documents!

If you can summarize your career history comfortably on a **single side**, this is fine and has advantages when you are making speculative applications and need to put yourself across concisely. However, you should not leave out important items, or crowd your text too closely together in order to fit it onto that single side. **Academic and technical CVs may be much longer:** up to 4 or 5 sides.

1. Поставьте слова по порядку для образования этапов составления резюме:

- 1) about the involves. Think job what
- 2) sort of chosen about Think it. be what person would to do
- 3) job that Identify match skills description. the your
- 4) a Decide on layout.
- 5) previous your experience review
- 6) describe Find language your suitable to experience.
- 7) the CV. version first of Draft your
- 8) for your CV Check mistakes.

2. Резюме включает указанные ниже части. Можете ли вы сопоставить их с определениями?

***Education Referees Personal Details Profile
Additional Skills Interests Professional Experience***

1. _____ nationality, age etc.
2. _____ a few lines summarizing who you are, what you're good at and what makes you special
3. _____ schools, university, other training and qualifications
4. _____ previous jobs and what your role was;

5. _____ do you like reading, dancing, football, etc?
6. _____ things you can do that weren't part of your formal training, such as languages, computer skills etc.
7. _____ former bosses, teachers or other people who would be willing to confirm that you are a good candidate.

3. В какую часть резюме вы включите следующую информацию?

- Fluent in English:
- Nationality - German:
- Concept AG - Assistant Project Manager:
- Excellent communication skills:
- Full driving license:
- Diploma in English with Business Studies:
- Skiing and windsurfing:
- Computer literate:
- Able to work on own initiative and under pressure:
- Responsible for customer service:
- Dr H. Mayer, University of Bath:

4. Ответьте на вопросы к тексту:

1. What does "CV" stand for?
2. What parts does CV summarize?
3. What is a CV usually sent with?
4. What information should a CV include?
5. How long should a CV be?
6. What makes a good CV?

5. Подготовьте краткую памятку по составлению резюме на английском языке.

6. Прочитайте и проанализируйте хорошие и плохие примеры резюме и напишите свое резюме.

Заключение

Данное учебное пособие содержит необходимый материал, позволяющий обеспечить выполнение студентами всех форм обучения направления подготовки "Управление персоналом" образовательной программы по дисциплине «Иностранный (английский) язык».

Лексико-грамматический и текстовый материал, включающий разнообразные тематические упражнения и задания, составлен с целью развития навыков устной речи и перевода материалов по тематике профессионального общения.

Список использованных информационных ресурсов

1. Боброва, Н. В. Английский язык для менеджеров : учебно-методическое пособие / Н. В. Боброва. – Новотроицк : НФ НИТУ «МИСиС», 2014 – 68с. – Текст : непосредственный.
2. Сборник текстов для чтения и заданий по английскому языку для магистров Института экономики и предпринимательства, обучающихся по направлению подготовки «Менеджмент» : практикум / сост.: Ю. М. Борщевская, Ю. А. Канунова. – Нижний Новгород : Нижегородский госуниверситет, 2015 – 25 с. – Текст : непосредственный.
3. The Levi's Story // Лекции.Орг : сайт. – URL: <https://lektsii.org/17-68832.html> (дата обращения: 18.11.2022).
4. Богданова, Л. В. Business English : учебное пособие по дисциплине «Деловой иностранный язык» для обучающихся по направлению подготовки «Эксплуатация транспортно-технологических машин и комплексов» / Л. В. Богданова. – Красноярск : КрИЖТ ИрГУПС, 2019. – 100 с. – URL: <http://irbis.krsk.irkups.ru/web/index.php?LNG=&C21COM=S&I21DBN=IBIS&P21DBN=IBIS&S21FMT=fullwebr&S21ALL=%28%3C%2E%3E%3D81%2F%D0%91%2073%2D760572%3C%2E%3E%29&Z21ID=&S21SRW=AVHEAD&S21SRD=DOWN&S21STN=1&S21REF=3&S21CNR=20>. – Текст : электронный.
5. Богданова, Л. В. Business English. Деловой иностранный язык в транспортной логистике : учебное пособие для студентов всех форм обучения направление подготовки 23.03.01 Технология транспортных процессов профиль "Логистика и менеджмент на транспорте" / Л. В. Богданова. – 2-е изд. – Красноярск : КрИЖТ ИрГУПС, 2020. – 110 с. – URL: <http://irbis.krsk.irkups.ru/web/index.php?LNG=&C21COM=S&I21DBN=IBIS&P21DBN=IBIS&S21FMT=fullwebr&S21ALL=%28%3C%2E%3E%3D81%2E111%2F%D0%91%2073%2D452038%3C%2E%3E%29&Z21ID=&S21SRW=AVHEAD&S21SRD=DOWN&S21STN=1&S21REF=3&S21CNR=20>. – Текст : электронный.

Учебно-методическое издание

Людмила Викторовна БОГДАНОВА

Иностранный язык

English for HRM students

Учебное пособие
для студентов всех форм обучения
направления подготовки 38.03.03 Управление персоналом

Подписано в печать 03.12.2022 г.

Формат бумаги 60×84/16

3,76 авт. л.

5,44 печ. л.

экз.

План издания 2022 г. № ^н/_п КриЖТ ИрГУПС

Протокол № 2 от 29.11.2022 г.

Отпечатано в КриЖТ ИрГУПС
Красноярск, ул. Л. Кецховели, д. 89