

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

ФЕДЕРАЛЬНОЕ АГЕНСТВО ПО ОБРАЗОВАНИЮ

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АНГЛИЙСКИЙ ЯЗЫК

МЕТОДИЧЕСКИЕ УКАЗАНИЯ ПО КОММУНИКАТИВНОЙ СИТУАЦИИ
«ПРИНЦИПЫ УПРАВЛЕНИЯ ПЕРСОНАЛОМ»

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Методические указания предназначены для студентов 2 курса факультета экономики и управления, специализирующихся в области «Управления персоналом».

Методические указания состоят из 6 уроков, каждый из которых содержит тексты и ряд упражнений. Цель методических указаний – научить студентов читать и понимать оригинальную литературу по специальности, создать основу для развития навыков говорения по изученной тематике.

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Введение

Данные методические указания предназначены для студентов, обучающихся по специальности 062100 “Управление персоналом”. Они построены в соответствии с требованиями действующей программы по английскому языку для неязыковых специальностей высших учебных заведений. Цель методических указаний – научить студентов читать и понимать англо-язычную оригинальную литературу по специальности, развивать навыки профессиональной речи.

Методические указания состоят из 6 уроков. Ведущее место в уроке занимают тексты, имеющие разную учебно-целевую установку.

Грамматические упражнения направлены на расширение словарного запаса, корректировку навыков распознавания грамматических и лексических единиц по их формальным признакам. Ряд заданий тренируют языковую догадку.

Лексика и пояснения к текстам снимают трудности при их чтении. Единая общая тематическая направленность текстов позволяет обеспечить на всем протяжении курса обучения высокую естественную повторяемость как лексики так и грамматических явлений.

1 Business Structure

1.1 Read and translate the following words into Russian without using a dictionary

- company;
- business;
- structure;
- department;
- corporation;
- nature;
- service;
- manager;
- activity;
- policy;
- operation;
- organization;
- effective;
- combination;
- situation;
- function;
- technical;
- aspect;
- personnel;
- communication;
- interview;
- vacancy;
- position;
- technique;
- qualification;
- professional;
- characteristics;
- candidate;
- resume;
- career.

1.2 Check up if you remember the meaning of the following verbs

- to depend on;
- to provide;
- to head;
- to involve;
- to spend;
- to communicate;
- to coordinate;
- to effect;
- to organize;
- to control;
- to perform;
- to vary;
- to cope;
- to recruit;
- to possess;
- to chair;
- to conduct;
- to refer;
- to use;
- to consider;
- to choose;
- to include;
- to expect;
- to evaluate;
- to adhere;
- to process;
- to specialize;
- to list.

1.3 Find the words close in meaning

- 1 company;
- 2 goods;
- 3 to head;
- 4 objective;
- 5 utilization;
- 6 employeer;
- 7 to recruit;
- 1 commodities;
- 2 target;
- 3 subordinate;
- 4 to hire;
- 5 to waste;
- 6 to measure;
- 7 to change;

8 evaluate;
 9 to vary;
 10 to spend.

8 application;
 9 to lead;
 10 business.

1.4 Complete the following sentences using suitable words or phrases from the box below

director	superior	employee
middle manager	subordinate	work-force
junior executive	colleague	
supervisor	staff	

- 1 The group of 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.

1.5 Complete the following chart

Person	Noun	Verb	Adjective
manager	management	manage	managerial or managing
	training		XXXXXXXXXX
performer			XXXXXXXXXX
	planning		XXXXXXXXXX
		depend	
		make	XXXXXXXXXX
XXXXXXXXXX		decide	
		communicate	
employee			XXXXXXXXXX
XXXXXXXXXX	variety		
			operating

1.6 Memorize the following words and word-groups from the text

to have much in common – иметь много общего

to depend on the level (position) – зависеть от должности

to spend a great deal of time – тратить много времени

to meet (to perform) objectives – достигать цели

successful – успешный

interpersonal skills – межличностные навыки

least understood – наименее понятный

personnel department – отдел кадров

to recruit (to hire) – принимать на работу

training courses – подготовительные курсы

to possess – обладать, владеть

to chair a meeting – быть председателем собрания (заседания, совещания)

to post a list of vacancies – вывешивать список вакансий

notice board – доска объявлений

to be referred for a position – быть назначенным на должность

advertising (ad) – реклама

technique – зд. тактика

a set of qualifications – перечень качеств

experience – опыт

standard application form – стандартный бланк

one-to-one interview – интервью “один на один”

panel interview – интервью с несколькими претендентами

“deep” end interview – интервью, во время которого претендент обязан

показать наглядно владение специальностью

to cope with – справляться с чем-либо

to be aware of – осознать

organization culture – взаимоотношения в организации

accounting – бухгалтер

data processing – обработка данных

1.7 Read the text, try to understand it to be able to do the assignments that follow

Business Structure

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

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.

Effective managers meet their company's objectives through a successful combination of planning, organizing, directing, and controlling. In order to perform these management functions, managers need not only organizational and technical but also interpersonal skills. Managers perform various functions, but one of the most important and least understood aspects of their job is proper utilization of people.

A corporation with many employees may need a personnel department. Personnel department recruits new employees and organizes training courses. 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. There are many ways in which an organization can recruit personnel. Posting a list of vacancies on the company notice board is fairly common. A subordinate may be referred for a position by his/her superior. Advertising is a commonly used technique for recruiting people from outside. The personnel manager has two sets of qualifications to consider if he wants to choose from among the applicants. He/she must consider both professional qualifications and personal characteristics. A candidate's education, experience and skills are included in his/her professional qualifications. These can be listed on a resume (American English) or CV (Curriculum Vitae - British English). Many companies expect all personal information to be entered on a standard application form. Personal characteristics must be evaluated through interviews. There are different kinds of interviews: traditional one-to-one interviews, panel interviews where one or more candidates are interviewed by a panel of interviewers and even 'deep-end' interviews where applicants have to demonstrate how they can cope in actual business situations. The atmosphere of an interview may vary from the informal to the formal ones.

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. For example, within the field of management you can specialize as a general manager, a production manager or a personnel manager.

1.8 Say whether the following statements are true or false

- a) Many companies have little in common in their structure.
- b) Top managers are involved in long range planning, policy making and the relations of the company with the outside world.
- c) Lower-level managers make day-to-day decisions.
- d) In order to perform their management functions, managers need only organizational and technical skills.
- e) A corporation with many employees may need a personnel department.
- f) An organization can recruit personnel only by means of advertising.

- g) Many companies expect all personal information to be entered on a standard application form.
- h) There are a lot of kinds of interviews.
- i) A good manager should be aware of the type of organization culture.
- j) There are now seven broad fields of business that offer exciting careers.

1.9 Answer the following questions

- What does the number of departments in corporation depend on?
- Who heads the departments?
- What decisions are top managers involved in?
- What are the main duties of middle management?
- The most important function of managers is proper utilization of people, isn't it?
- Are there many ways of recruiting personnel?
- What are the duties of the personnel manager?
- What kinds of interviews are there?
- Should a good manager be aware of the type of organization culture?

1.10 Make up sentences based on the text with the following phrases

- business structure;
- the activity of a manager;
- top managers;
- middle management;
- successful combination;
- a personnel department;
- a company notice board;
- personal characteristics;
- one-to-one interview;
- organization structure.

1.11 Retell the text in detail

1.12 What are the advantages and disadvantages of the following recruitment sources?

publishing vacancies in the company magazine;
 keeping a data base/files;
 advertising in speciality publications;
 advertising in the national or regional press;
 radio and television advertising;
 employment agencies (public and private).

1.13 Look at the advertisement. What do you think the job might involve? What kind of person would be suitable?

**Receptionist/
General assistant**

for busy 3 star hotel in Jersey.
Applicants must be mature and outgoing, with a minimum of one year's experience. An excellent salary, a uniform and your own bedroom will be provided.

Please supply a recent photograph and C.V. to:

**Alan Chalmers
Trinity Hotel, Jersey
Tel.: 0534 199388**

1.14 Read Penny Wright's letter of application. How suitable do you think she is for the job?

Ferns Hotel
6 Arundel Place
Brighton
England

14 January, 1998

Dear Mr Chalmers,

I am writing to apply for the job of Receptionist/General Assistant, which you advertised recently in Hotel & Cafering Magazine.

I am 25 years old. I have 5 'O' level passes, including French and Mathematics. I also have the Pitman Secretarial Diploma. Since leaving college I have had several years' experience doing secretarial and general office work in London, including several months as receptionist for a large company.

At the moment I am working as a receptionist at the Ferns Hotel, a small private hotel in Brighton. I have been employed there for the past six months.

I am interested in working as a receptionist in your hotel as I enjoy hotel work and now I would like to broaden my experience.

I enclose a photograph and a full curriculum vitae, and I would be happy to send any further details you may require.

Yours sincerely

Penny Wright

1.15 Image that you are the member of the local council. You are to select somebody for the vacant post. Discuss the four applicants and rank them according to their suitability

WANTED EXPERIENCED SOCIAL WORKER

Preferably full-time, to work in Fairview Estate. Needs car. Some evening and weekend work.

Council flat available.

Salary £ 7.000 p.a.

Apply to Lindon Borough Council.

Fairview Council Estate

built 1968-72, many high-rise flats;

large number of one-parent families;

no youth club; widespread vandalism; large promotion of old-age pensioners;

one pub; secondary modern school, two primary schools.

Applicants

Freda Hastings, 35

Divorced; 2 children aged 8 and 6; trained as a social worker 10 years ago; no employment in the last eight years; no car; would like half-time job; cannot work evenings or weekends; bad health; cheerful personality, likes children; needs a bigger flat.

Harold Winter, 23

Single; just finished training as a social worker; some experience in running a youth club; has a motor-bike; not many friends; spends more than he earns; insecure personality; likes working evenings; wants £ 7.200 p.a.

Sue and Mike Darrell, 28 and 32

Married; 3 children aged 6, 4 and 1; both trained social workers; went to work in Africa for six years after training; would like to share the job because of the children; will not accept any job for less than £ 4.000 each p.a.; no car; would like a house; very interested in political work; no experience in working with old people; do not want to work weekends.

Robert Ludlow

49 Married; no children; has a car; worked as lorry driver; barman and night watchman before training as a social worker 10 years ago; has had five jobs in the last four years; suffered from alcoholism, now cured after therapy; marriage problems; a bit short-tempered; wants to make a new start; gets on well with older people; very strict with children and youngsters.

1.16 Remember the following Job Titles

manager – 1 руководитель, управляющий менеджер, директор

2 заведующий, администратор	
Personal Staff Manager	} – начальник отдела кадров
Labour Manager	
Employment Management	– заведующий отделом найма
Administrative Manager	– 1 руководитель; управляющий 2 администратор
General Manager	– 1 главный управляющий 2 генеральный директор
Operating Manager	} – директор-распорядитель
Operations (Am.)	
Sales Manager	– 1 коммерческий директор 2 начальник отдела сбыта
Commercial Manager	– коммерческий директор
Chief Manager	– генеральный директор
Business Manager	– коммерческий директор
Branch Manager	– 1 руководитель филиала 2 руководитель отделения 3 начальник участка
Deputy Manager	– заместитель управляющего
Advertising Manager	} – заведующий отделом рекламы
Promotion Manager	
Publicity Manager	

2 Classification of Organization Cultures

2.1 Types of Organization Cultures. Read the text and answer the questions

- How many types of organization cultures are there?
- What is the difference between Power Cultures and Role Cultures?
- How do Task Cultures differ from Individual Cultures?

Organization Cultures

Power Cultures. In these cultures self-reliant and highly competitive self-development provides the basis of relations among the manager and employees. Manager's success is related to his/her charisma and influence, rather than to his/her knowledge and experience. The style of the chief executive is the model for other managers. In organizations of this type managers shall be tough-minded and aggressive.

Role Cultures. In these cultures manager's role is completely related to his/her place within a centralized system. His/her success depends on how well this manager adheres to rules, procedures, and precedents. Individualism and aggression are not

valued in these cultures. Employees in these organizations should not get out of the limits of their role.

Task Cultures. In organization of this type they value everything that makes it possible "to get the work done." The main concern in these organizations is with successful fulfillment of their projects. Manager's success is related to his/her knowledge and experience required to achieve tasks, rather than to meet the requirements of his/her role.

Individual Cultures. In organizations of this type the most possible freedom of expression is valued. Effectiveness of any activity in these organizations is rated by how much the activity satisfies the staff, rather than by how well it conforms with business plans. Independence, creativity and experiment are also valued in these organizations.

Notes to the text:

power culture – силовой тип взаимоотношений

self-reliant – уверенный в себе

highly-competitive – высоко конкурентный

charisma – харизма

tough-minded – упрямый, несговорчивый

role-cultures – ролевой тип взаимоотношений

to adhere – придерживаться

precedent – прецедент

task cultures – тип взаимоотношений, нацеленный на выполнение задач

successful fulfillment – успешное выполнение

individual cultures – взаимоотношение индивидуальностей

to satisfy – удовлетворять

to conform – соответствовать, подчиняться

creativity – креативность

to value – ценить

2.2 Complete the sentences according to the text

In power cultures manager's success is related to ...

The style of the chief executive is...

In role cultures manager's success depends on ...

Individualism and aggression ...

In task cultures manager's success is ...

The main concern of the organization is ...

In organizations of individual cultures the most possible freedom ...

Independence, creativity, and experiment ...

2.3 Work in pairs. (Explain to your fellow student the difference between organization cultures. What advantages and disadvantages does each of them have? Find the information in the text to prove your point of view.)

2.4 Retell the text in short.

3 Senior, Middle and Junior Managers

3.1 Translate the following text in the written form

Senior, Middle and Junior Managers

Senior managers are involved with the running of the company as a whole. They are busy with such global concepts as the principles of management, the organization of the company and its rationale, decision-making procedures, long-term planning, and defining the company image. They also have special areas of responsibility such as finance, human resources, or marketing.

In terms of job skills senior managers need chairing meetings, participating in meetings, negotiating, giving formal presentations and socializing - especially entertaining.

Many of the 'comments on senior managers, above, apply to middle and junior managers, who may after all be the same people at the earlier stage of their careers. There are, however, some differences. Middle and junior managers work within a more closely defined area than senior managers: they are not concerned with the running of the company as a whole, but with a particular department or production area. They normally deal with very practical everyday matters such as procedures for dealing with problems, budgets, targets, and staff relations.

In terms of job skills, middle and junior managers also need meetings skills but they are less likely to need to chair meetings. They need presentation skills, but may not need to make very formal presentations. They are more likely to need telephoning and report-writing skills, as they will probably not have support from highly qualified executive secretaries. When dealing with people from outside the company, they will probably be more informal. Other skills requirements will depend on the job.

A good manager should be aware of the type of organization culture his/her corporation adheres to.

3.2 Match the two parts of the sentences

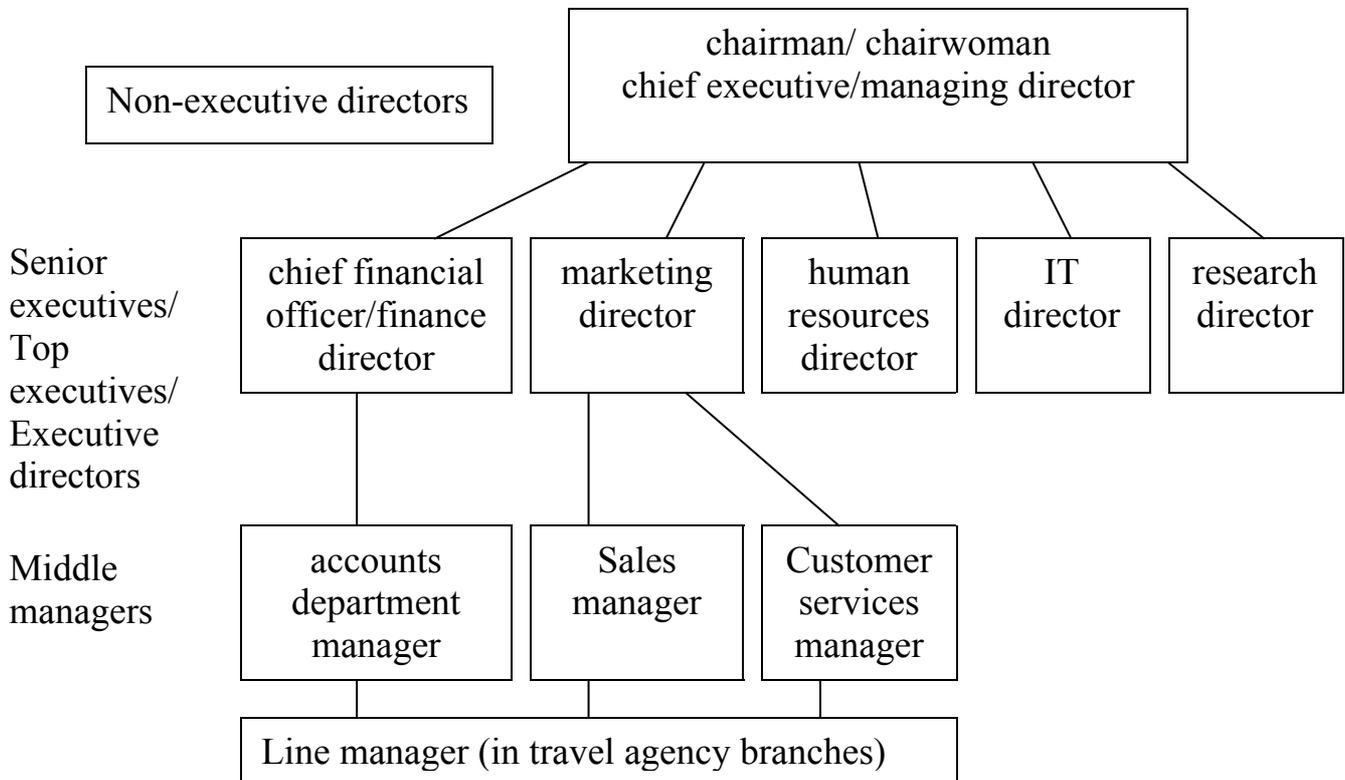
1 Senior managers are involved with	... such global concepts as the principles of management, the organization of the company.
2 They are busy with	... very practical everyday matters.
3 Middle and junior managers work within	... meetings skills, presentation skills telephoning skills, report-writing skills.
4 They normally deal with	... the type of organization culture.
5 Middle and junior managers also need	... a more closely defined area.
6 A good manager should be aware of	... the running of the company as a whole.

3.3 Remember the following titles

Managers, executives and directors

I. Manager and executives: UK

Fun and Sun Holidays management organigram



3.4 Job descriptions. Match the jobs with their descriptions

- | | |
|--|--|
| 1 Managing Director | A. He makes the product which the company sells. |
| 2 Secretary | B. He buys all the things that the company needs. |
| 3 Finance Director | C. His job is to make sure that the company has a good image. |
| 4 Chief Accountant | D. His job is to find and test new products. |
| 5 Human Resources | E. He is responsible for everything when the boss or Director is away. |
| 6 Purchasing Manager | F. She types letters, files papers, makes appointments for the boss. |
| 7 Assistant General Manager | G. He has general responsibility for the whole company. |
| 8 Director of Research and Development | H. His job is to make sure that the company produces the goods which people want to buy. |
| 9 Production Manager | I. He does the books and prepares the |

	balance sheets.
10 Marketing Director	J. He is the company's people manager.
11 Sales Director	K. He is in charge of people who sell the products.
12 Public Relations Manager	L. He looks after the company's money.

3.5 Guess what responsibilities each person may have

TAPESCRIPT:

Speaker 1:

Every six months we produce a report showing how, the company is doing. This past week, we've been busy with our accountants preparing the results that will be included in our next report.

Speaker 2:

I'm a member of a team of engineers and we've just finalised the design of our new portable computer. This model will be more powerful and more adaptable than our previous one. We're constantly looking for new ideas and experimenting with new products.

Speaker 3:

Before selling our latest product, our department must decide in which regions it will be the most successful and what types of consumer we want to reach.

Speaker 4:

Communication is key aspect of my department's work. We answer enquiries made by our customers and are also in contact with the press to inform them of our new products and changes within the company.

Speaker 5:

We've been having problems with the quality of certain electronic parts made in our factories. So several members of the department have got together to talk about ways of improving some of our manufacturing techniques.

Speaker 6:

Our company is going through a difficult period and we have to reduce the number of employees in several departments and review salaries throughout the organisation.

Speaker 7:

In today's changing work environment, computer systems play an essential role in how the company is run. In our department we not only ensure that all systems are working properly but we also design and develop new applications to make it easier for our employees to exchange and share information.

KEY:

1 e Finance	5 f Production
2 g Research and Development or R&D	6 d Personnel or Human Resources
3 a Marketing	7 c Information Technology or IT
4 b Public Relations or PR	

4 Cultures and Culture

4.1 Read and translate the text

Cultures and Culture

Alexandra Adler is an expert in doing business across cultures. She is talking to a group of British businesspeople.

Culture is the “way we do thing here”. “Here” may be a country, an area, a social class or an organization such as a company or school. You often talk about:

- *company or corporate culture*: the way a particular company works, and the things it believes are important.

- *canteen culture*: the way that people in an organization such as the police think and talk, not approved by the leaders of the organization.

- *long-hours culture*: where people are expected to work for a long time each day.

- *macho culture*: ideas typically associated with men: physical strength, aggressiveness, etc.

But you must be careful of stereotypes, fixed ideas that may not be true.

Distance and familiarity

Distance between managers and the people who work under them varies in different cultures.

4.2 Look at these two companies

<p>In Country A, managers are usually easy to talk to - accessible and approachable - and there is a tradition of employees being involved in decision-making as part of a team of equals.</p>	<p>In Country B, managers are usually more distant and remote. Employees may feel quite distant from their managers and have a lot of deference for them: accepting decisions but not participating in them.</p>
	
<p>This company is not very hierarchical, with only three management layers</p>	<p>Companies in Country B tend to be more hierarchical than those in Country A, with more management layers.</p>

Deference and distance may be shown in language. Some languages have many forms of address that you use to indicate how familiar you are with someone. English only has one form, 'you', but distance may be shown in other ways, for example, in whether first names or surnames are used.

4.3 Read the new words according to the transcription; mind their pronunciation and meaning

- 1 corporate culture – взаимоотношения основанные на общих целях
- 2 canteen culture – взаимоотношения, отличные от официальных
- 3 macho culture – взаимоотношения, предполагающие насилие
- 4 to associate – связывать, соединять
- 5 accessible – доступный
- 6 approachable – достижимый, охотно идущий на встречу
- 7 team – команда, бригада
- 8 hierachical – присутствует чиновачалие
- 9 distant – отделенный, холодный (сдержанный)
- 10 remote – отдаленный
- 11 to accept – принимать, допускать, признавать
- 12 to participate in – участвовать в
- 13 familiar – близкий, хорошо знающий

4.4 Read and translate the following words without using a dictionary

- | | |
|----------------|------------------|
| - culture | - typically |
| - expert | - physical |
| - business | - aggressiveness |
| - social | - stereotype |
| - organization | - distance |
| - company | - tradition |
| - police | - address |
| - ideas | |

4.5 Read this information about two very different companies and answer the questions

The Associated Box Company (ABC) and the Superior Box Corporation (SBC) both make cardboard boxes.

At ABC there are three levels of management between the CEO and the people who actually make the boxes. At SBC, there is only one level.

Managers at ABC are very distant. They rarely leave their offices, they have their own executive restaurant and the employees hardly ever see them. Employees are never consulted in decision-making. At SBC, managers share the same canteen

with employees. Managers have long meetings with employees before taking important decisions.

Managers and the*CEO of SBC have an open-door policy where employees can come to see them about any complaint they might have. At ABC, employees must sort out problems with the manager immediately above them.

At ABC, employees call their managers 'sir'. At SBC, everyone uses first names.

- 1 Which company:
 - a) is more hierarchical?
 - b) is more informal in the way people talk to each other?
- 2 In which company are managers:
 - a) more approachable?
 - b) more remote?
- 3 In which company are employees:
 - a) more deferential?
 - b) on more equal terms with their bosses?

4.6 Answer the following questions basing your answers on the text

- 1 Which type of company would you prefer to work?
- 2 What are the advantages and disadvantages of each type of company?
- 3 Is your organization more like ABC or SBC above?

4.7 Practice the reading of the following words and try to guess their meaning

recruit, selection, process, company, agency, specialist, organization, situation, vacant, service, engineer, national, person, position, formal, method, qualification, candidate, group, discussion, individual, interview, personality.

4.8 Give the translation of the following nouns formed from the verbs

- to recruit (набирать) → recruitment
to apply (применять) → application
to persuade (убеждать) → persuader
to complete (завершать) → completion
to build (строить) → builder
to select (отбирать) → selection
to qualify (квалифицировать) → qualification
to employ (использовать) → employer
to appoint (назначать) → appointment

4.9 Read the following vocabulary. Try to remember words and word combinations

to recruit
to hire
to employ } - нанимать на работу

recruitment agency
employment agency } - бюро по трудоустройству

directly - прямо, непосредственно

to headhunt – переманивать сотрудников других фирм, предлагая им более высокую оплату

to persuade – убеждать

situation
post
position } должность

curricular vitae (CV) – автобиография, анкетные данные

application form
letter of application } - заявление о приеме на работу

handwriting – написанное от руки заявление

to accept – соглашаться

psychometric test – психометрический тест

intelligence – ум, интеллект

to assess – оценивать

personality – особенность характера, индивидуальность

to shortlist – сводить список к минимуму

to check – проверять

references – рекомендации

referees – дающие рекомендации

to offer a job – предлагать работу

5 Recruitment and Selection

5.1 Read the text and try to understand it to be able to do the assignments that follow

A. Recruitment

The process of finding people for particular jobs is recruitment or, especially in American English, hiring. Someone who has been recruited is a recruit or, in American English, a hire. The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists called headhunters

may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called headhunting.

B. Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the situations vacant pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He applied for the job by completing an application form and sending it in.

Harry is a building engineer. He saw a job in the appointments pages of one of the national papers. He made an application, sending in his CV (curriculum vitae -the 'story' of his working life) and a covering letter explaining why he wanted the job and why he was the right person for it.

Note: *Situation, post and position* are BrE: CV; AmE: résumé or resume formal words often used in job BrE : covering letter ; AmE : cover letter advertisements and applications.

C. Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the selection process, the methods that the company uses to recruit people:

We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and their educational qualifications. We don't ask for handwritten letters of application as people usually apply by email; handwriting analysis belongs to the 19th century.

We invite the most interesting candidates to a group discussion. Then we have individual interviews with each candidate. We also ask the candidates to do written psychometric tests to assess their intelligence and personality.

After this, we shortlist three or four candidates. We check their references by writing to their referees: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, and if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person.'

5.2 Replace the underlined phrases with forms of words and expressions form A, B and C opposite

Fred had already (1) refused two job offers when he went for (2) a discussion to see if he was suitable for the job. They looked at his driving licence and contracted (3) previous employers Fred had mentioned in his application. A few days later, the supermarket (4) asked him if he would like the job and Fred (5) said yes.

Harry didn't hear anything for six weeks, so he phoned the company. They told him that they had received a lot of (6) requests for the job. After looking at the (7) life stories of the (8) people asking for the job and looking at (9) what exams they had passed during their education, the company (10) had chosen six people to interview,

done tests on their personality and intelligence and they had then given someone the job.

5.3 Answer the questions

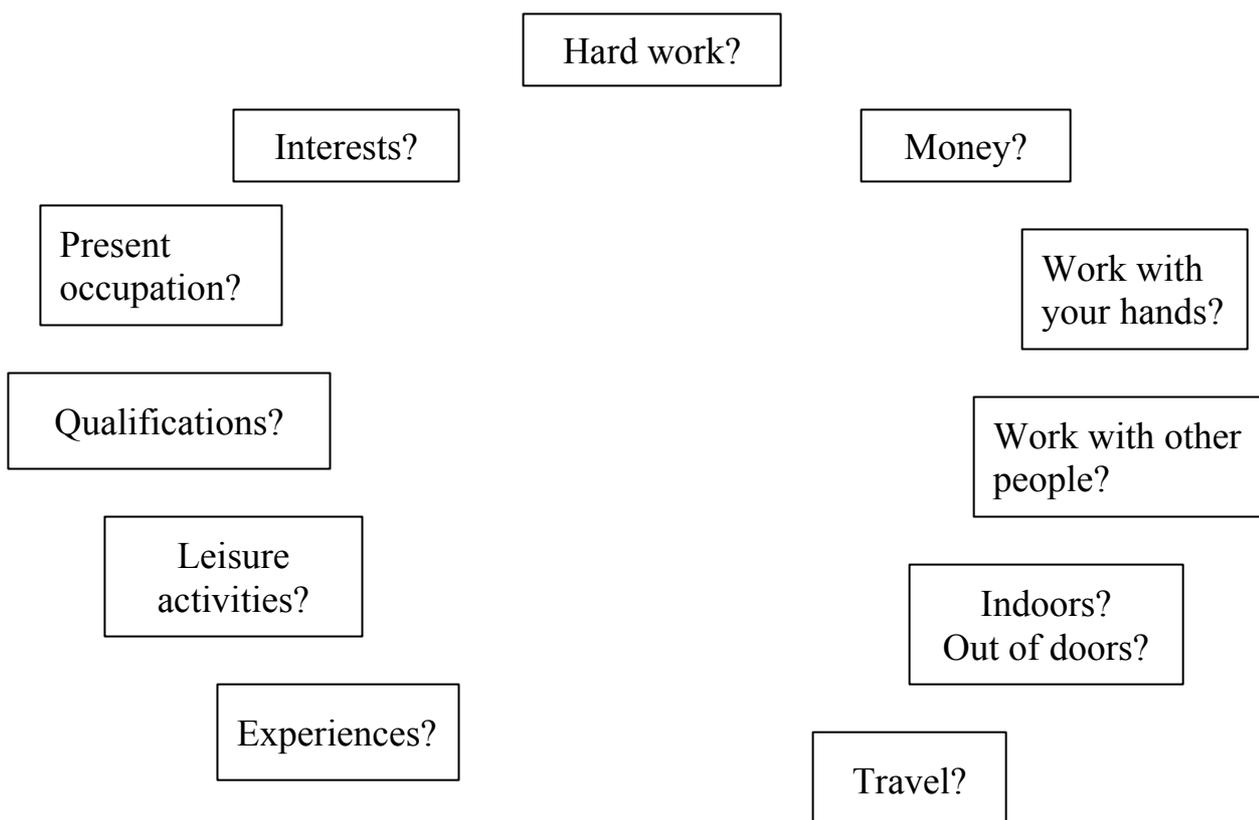
If you work...

- 1 How did you get your job?
- 2 Was it advertised?
- 3 Were you interviewed for it ?
- 4 Was the selection process very long?

If you don't work...

- 1 Have you applied for any jobs?
- 2 Were you interviewed?
- 3 How did it go?
- 4 What's the usual process for getting your first job in your country?

5.4 Careers advice



Student A

You are not sure what career would be best for you? So you go to the Careers Advice Centre for an interview. Answer their questions.

Students B, C and D

You work at the Careers Advice Centre. Interview Student A, and advise him/her what career to take up.

This is a free role-play activity, in which students advise each other on what career to pursue.

5.2 Look at the words and phrases in the captions, and establish what questions a careers advice officer might ask, e.g.

- 1 Have you ever... before?
- 2 What do you do in your free time?
- 3 What qualifications do you have? Do you have a degree?
- 4 What do you do? What job do you have now?
- 5 What are your main interests?
- 6 Do you like hard work?
- 7 Do you want to earn a lot of money?
- 8 Are you good at working with your hands?
- 9 Do you enjoy working with other people?
- 10 Do you like working indoors or out of doors?
- 11 Do you like travelling?

5.3 Here is some advice about how to do well in job interviews. Do you think it is all good advice? Would you add anything else?

Before the interview

Find out - everything you can about the firm. If you're interested in them, they'll be more interested in you.

Think - about the job. What qualities does it require? And what makes you the right person to get it?

Be prepared - to talk about yourself: your qualifications, your qualities, your interests. You'll probably be nervous during the interview, so think about what you'll say beforehand.

The interview itself

Be early - If you're late, the interviewer will think you're not very interested. People who arrive late for interviews arrive late for work too. So allow for heavy traffic, and getting lost*

Wear - reasonable clothes. Be comfortable, but smart.

Be polite - as you would when you meet any stranger.

Listen - What is the interviewer asking you? What does he/she want to know? If you don't understand the question, say so!

Talk - clearly, at your usual speed. Don't mumble.

Answer - Don't always use just 'yes' or 'no'. Try to get a conversation going.

Look - the interviewer in the eye. Don't look down at your shoes or out of the window.

Be honest - If you don't know the answer to a question, don't be afraid to say so. If you lie, the interviewer will probably catch you out.

Sell yourself - The interview is a chance to advertise yourself, so get your good points across.

Ask - questions yourself. About the job; about pay and conditions; about when they will decide.

At the end of the interview, say thank you and leave; don't hang about.

Afterwards...

Try to decide how well you did. Think about what you were asked and how you responded - it's one way of learning for yourself about coping with interviews.

5.4 Read four parts of Penny Wright's interview for the job in the hotel. How well did she do?

Applying for a job

Part 1

A I'm terribly sorry I'm late, I had rather an awkward time finding, finding your office.

B That's quite all right. Please sit down. (Thank you, thank you.) Perhaps, now I could start by asking you what kind of work you've been doing at the hotel in Brighton?

A Well, er, for the past six months I've been working as a receptionist there, which means that I've been answering the telephone, and generally working at the reception desk, yes.

Part 2

B Now in this hotel we use the Receptel system, which I expect you know is a computerised booking system. Are you familiar with that - would you know how to use it?

A I don't think I would know straight off how to use it. I never have come across that particular kind of booking system. But I have done office work previously and used word processors and various office computers, so I'm, quite er quite confident that I could probably learn quite quickly.

Part 3

B Now perhaps you could tell me why you want to leave your present job and join us here?

A Well, I don't, I don't feel that a small private hotel in Brighton really um is what I'm looking for. The hours are very very long and I don't really get paid very much.

B You say the hours are very long. You mean you don't like working long hours?

A Oh no, no, it's not that, it's not that I'm afraid of hard work or anything like that, no. it's, it's very repetitive-work, and I don't feel that my qualifications are being properly used.

Part 4

B Now, could I end by asking if you have any questions to ask me?

A Er, yes. Could you be more specific about what general assistant actually involves?

B It means roughly what it says, really. It's helping out with any day-to-day problems that turn up, not just booking people in and welcoming guests but being if you like part of junior management, helping us out day-today. We'd expect that.

A I see. And um I'd have holidays, would I?

B You would have holidays, but perhaps we should leave that until you have the job ... Well, thank you very much for coming along today, and we'll be in touch.

A Thank you, thank you.

5.5 Then discuss together how well Penny Wright did in the Interview. Possible comments...

Part 1: She arrives late and starts off feeling rather nervous. She doesn't describe her work very well - she only mentions obvious things.

Part 2: A good response - honest but also positive and confident.

Part 3: Her first reply isn't very good - it gives the impression she's lazy and only cares about money. She tries to correct herself, but not very successfully.

Part 4: Her first question is good (the advertisement is vague about this), but the interviewer doesn't answer it, so she should have tried to tie him down. Her second question again gives the impression she doesn't like hard work, but the interviewer should be willing to answer her question about holidays!

5.6 Dealing with questions

Business people often have to answer questions. You may have to respond to questions during a meeting or after you have given a presentation. The language you use becomes very important. It can give you certain helpful tactics to use in different situations. Look at these useful phrases:

GIVING OPINIONS.

1 It seems to me that ...

2 I'd like to say that ...

3 As far as this ... is concerned ...

4 As far as I know (as far as we can see ...) ...

Reactions to questions.

SEEKING CLARIFICATION. (Уточнение вопроса)

1 Would you mind rephrasing the question? I didn't quite understand it.

2 Have I understood you correctly?

3 What do you mean by saying...?

GIVING REASSURANCE. (Выражение поддержки, успокоения)

- 1 I'd like to reassure you about this.
- 2 There is no need for concern on this point,
- 3 You need have no worries on that front.
- 4 I can understand your concern, but ...

GIVING YOURSELF TIME TO THINK.

- 1 I'm glad you asked that question.
- 2 That's a very interesting question.

AVOIDANCE. (Уклонение от ответа).

- 1 I'm afraid I can't give you an answer to that question at the moment.
- 2 I'd prefer not to comment on that at the moment.
- 3 Perhaps I could answer that question later.
- 4 Well, that would depend on various factors.

5.7 Read the following extracts from letters of application of four people talking about their approach to applying for a job. Which speaker(s) do you agree with? What approach did you use to get your present job? Does the approach you use depend on the job?

Applying for a job

1 I am very keen to work for your company because of its excellent reputation. I do not have the specific qualifications or experience referred to-in your advertisement. However, I am applying because I feel I am able to make up for this through hard work and willingness to learn.

2 If you believe in the pursuit of excellence, then I am interested in joining your company. I set high standards for" myself and expect them from others, especially the organisations that I work for. I look forward to an opportunity to add to the list of already outstanding achievements, which are outlined in my CV.

3 From my CV, you will see that five years at a chemicals multinational have given me a solid business background. I am responsible for my department's logistical planning, which has developed my organisational skills. However, I am now looking for opportunities for further development and responsibility, which my present employer cannot offer.

4 As a commercially aware and linguistically trained university graduate, I have a broad range of employment experience at blue-chip companies in both the USA and Europe. I am dynamic and creative, with a strong team spirit and leadership qualities. I have a proven_record of working with individuals at all levels through highly developed interpersonal and communication skills.

5.8 Read the extracts again. There are certain formal phrases people use in letters of application to talk about their qualities and achievements. Underline phrases which mean the following:

- a) I'd really like to work for you because you're such a great company.
- b) If you think doing things well is important, I'd like to work for you.
- c) I don't really have the profile of the ideal candidate.
- d) I've worked with many different, important companies.
- e) I've shown I can work with all kinds of people and get on with everyone.

6 Vocabulary for the World of Work

6.1 Idioms and Sayings

To **work your fingers to the bone**. To work really hard. *She kept the family together by working her fingers to the bone.*

By the **sweat of one's brow**. To work really hard. *She managed to keep the company going by the sweat of her brow.*

To **sweat blood**. To work very hard. *She sweated blood to finish the project on time.*

To be **snowed under**. To be very busy. *She wasn't able to finish the report as she was snowed under with other work.*

A **close shave**. When you come extremely close to a dangerous or unpleasant situation or only just manage to avoid it. *I nearly crashed the car this morning, it was a close shave.*

To **get the sack**. To be dismissed from your job. *He was always coming late, so eventually they sacked him.*

To be **fired**. To be dismissed from your job. *He was always coming late, so eventually they fired him.*

A **golden handshake**. To receive a large payment on leaving a company. *She won't have to find a job very quickly because she got a huge golden handshake from her last job.*

A **dead end** job. A job that has no chance of promotion or advancement. *She left the company because she was very ambitious but in a dead end job.*

To **crack the whip**. To make someone work harder by threatening them. *We finished the project on time, but only because I really cracked the whip.*

To **cold call**. To call potential customers without an appointment or previous contact. *The sales rep cold called customers from the business directory.*

A **big cheese**. An important person, a leader (usually about business). *Anita Roddick is a big cheese in Body Shop.*

A **cash cow**. A product or service that makes a lot of money for a company. *The new product has proved to be a real cash cow.*

To **break even**. When expenses equal profits. *The company broke even after two years.*

7 Keys answers

1.4

- 1 - middle manages;
- 2 - directors;
- 3 - junior executives;
- 4 - work-force;
- 5 - staff/employees;
- 6 - colleagues;
- 7 - supervisor;
- 8 - superior;
- 9 - subordinates;
- 10 - staff.

1.8

- False: a; d; f; h; j.

3.2

- 1 – the running of the company as a whole;
- 2 – such global concepts as the principles of management;
- 3 – a more closely defined area;
- 4 – very practical everyday matters;
- 5 – meting skills, presentation skills, telephoning skills, report-writing skill;
- 6 – the type of organization culture.

3.4

- 1 - G;
- 2 - F;
- 3 - L;
- 4 - I;
- 5 - I;
- 6 - B;
- 7 - E;
- 8 - D;
- 9 - A;
- 10 - H;
- 11 - K;
- 12 - C.

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