

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ІНОЗЕМНА МОВА
ЗА ПРОФЕСІЙНИМ СПРЯМУВАННЯМ

Тексти та практичні завдання
для студентів усіх спеціальностей
першого (бакалаврського) рівня

Харків
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Наведено тексти і завдання, які дають можливість поліпшити рівень володіння англійською мовою й отримати додаткові знання за темами "Структура компанії", "Типи компаній" та "Набір персоналу".

Рекомендовано для студентів економічних спеціальностей усіх форм навчання.

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Вступ

Навчання іноземній мові в Харківському національному економічному університеті імені Семена Кузнеця носить як комунікативно орієнтований, так і професійно спрямований характер. Його завдання визначаються комунікативними й пізнавальними потребами фахівців відповідного профілю, а також мають за мету надати можливість набуття комунікативної компетентності, рівень якої на окремих етапах мовної підготовки дозволяє використовувати іноземну мову практично як у професійній діяльності, так і з метою самоосвіти.

До роботи ввійшли три важливі теми сучасного бізнесу: структура компанії, типи компаній та набір персоналу. Кожну тему подано за допомогою аутентичних текстів із оригінальних англійських джерел, які супроводжуються великою кількістю різноманітних лексико-граматичних вправ, питань для дискусій та кейсів, рольових ігор тощо. Основна мета роботи – надати студентам економічних спеціальностей матеріал для аудиторної та самостійної роботи.

Запропоновані тексти та завдання призначено як для аудиторної, так і для самостійної роботи. Наведені мовленнєві зразки та вправи сприятимуть усному закріпленню тематичної лексики та розвитку комунікативних компетентностей студентів.

Роботу можна використати студентам II – IV курсів усіх спеціальностей першого (бакалаврського) рівня.

Company Structure

Warm-up

1. Are all companies organised in the same way?
2. What do you think company structures depend on?
3. What kinds of company structures do you know?
4. What are the main departments of a typical company? What are their functions?

Intensive Reading

Company Structure

Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below them at each successive level. There is a clear line or chain of command running down the pyramid. All the people in the organisation know what decisions they are able to make, who their superior (or boss) is (to whom they report), and who their immediate subordinates are (to whom they can give instructions).

Some people in an organisation have colleagues who help them: for example, there might be an Assistant to the Marketing Manager. This is known as a staff position: its holder has no line authority, and is not integrated into the chain of command, unlike, for example, the Assistant Marketing Manager, who is number two in the marketing department.

Yet the activities of most companies are too complicated to be organized in a single hierarchy. Shortly before the First World War, the French industrialist Henry Fayol organised his coal-mining business according to the functions that it had to carry out. He is generally credited with inventing functional organisation. Today, most large manufacturing organisations have a functional structure, including (among others) production, finance, marketing, sales, and personnel or staff departments. This means, for example, that the production and marketing departments cannot take financial decisions without consulting the finance department.

Functional organisation is efficient, but there are two standard criticisms. Firstly, people are usually more concerned with the success of their department than that of the company, so there are permanent battles between, for example, finance and marketing, or marketing and production, which have incompatible goals. Secondly, separating functions is unlikely to encourage innovation.

Yet for a large organisation manufacturing a range of products, having a single production department is generally inefficient. Consequently, most large companies are decentralised, following the model of Alfred Sloan, who divided General Motors into separate operating divisions in 1920. Each division had its own engineering, production and sales departments, made a different category of car (but with some overlap, to encourage internal competition), and was expected to make a profit.

Businesses that cannot be divided into autonomous divisions with their own markets can *simulate* decentralisation, setting up divisions that deal with each other using internally determined transfer prices. Many banks, for example, have established commercial, corporate, private banking, international and investment divisions.

An inherent problem of hierarchies is that people at lower levels are unable to make important decisions, but have to pass on responsibility to their boss. One solution to this is matrix management, in which people report to more than one superior. For example, a product manager with an idea might be able to deal directly with managers responsible for a certain market segment and for a geographical region, as well as the managers responsible for the traditional functions of finance, sales and production. This is one way of keeping authority at lower levels, but it is not necessarily a very efficient one. Thomas Peters and Robert Waterman, in their well-known book *In Search of Excellence*, insist on the necessity of pushing authority and autonomy down the line, but they argue that one element – probably the product – must have priority; four-dimensional matrices are far too complex.

A further possibility is to have wholly autonomous, temporary groups or teams that are responsible for an entire project, and are split up as soon as it is successfully completed. Teams are often not very good for decision-making, and they run the risk of relational problems, unless they are small and have a lot of self-discipline. In fact they still require a definite leader, on whom their success probably depends.

Comprehension

Answer the following questions.

1. What are the four company structures described in the text above?
2. What are the main features of a line structure?
3. Why is a staff structure called this way?
4. Who invented a functional organisation? When and why?
5. What are pros and cons of a matrix structure?

Extensive Reading

A Matter of Choice

That reliable workhorse of capitalism – the joint stock company – looks surprisingly durable. But pressure on it is increasing.

In 1967 John Kenneth Galbraith's *The New Industrial State* argued that the USA was run by a handful of big companies who planned the economy in the name of stability.

These were hierarchical and bureaucratic organisations making long runs of standardised products. They introduced "new and improved" varieties with predictable regularity; they provided their workers with lifetime employment and they enjoyed fairly good industrial relations with the giant trade unions.

That world is now dead. The US's giant corporations have either disappeared or been transformed by global competition. Most have shifted their production systems from high-volume to high-value, from standardised to customised. And they have flattened their management hierarchies. Few people these days expect to spend their lives moving up the ladder of a single organisation. Dramatic changes are taking place. But where exactly are they taking us? Where is the modern company heading?

There are three standard answers to this question. The first is that a handful of giant companies are engaged in a "silent takeover" of the world. The past couple of decades have seen a record number of mergers. The survivors, it is maintained, are far more powerful than nation states.

The second school of thought argues almost the opposite: it says that big companies are the thing of the past. For a glimpse of the future, look at the Monorail Corporation, which sells computers. Monorail owns no factories, warehouses or any other tangible assets. It operates from a single floor that it leases in an office building in Atlanta. Freelance workers are designing the computers while demand is still low.

The third school of thought says that companies are being replaced by "networks". Groups of entrepreneurs form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied all the time by venture capitalists.

Another way to look at the future of the company is to focus on the environment that will determine it. That environment is dominated by one thing: choice. Technology and globalisation open up ever more opportunities for individuals and firms to collect information and conduct economic activity outside traditional structures. While the age of mass production lowered the costs of products at the expense of limiting choices, modern "flexible" production systems both lower costs and increase choice. Consumers have

more choice over where they spend their money. Producers have more choice over which suppliers to use. Shareholders have more choice over where to put their money. With all that choice around, future companies will have to be very flexible in order to quickly adapt to the changing environments if they are to survive.

Comprehension

Answer the following questions.

1. What were the characteristics of US corporations in the past?
2. What changes have occurred to those corporations?
3. What is meant by "shifting from high-volume to high-value"?
4. What different types of future companies does the author mention?
5. Why does he believe there is not one definite type of future company?
6. What does he believe to be the key to survival for companies in future?

Departments

The list of departments below is typical for many businesses – each one corresponds to a business function.

Companies also have other departments related to their own particular business activity.

Production might also include *Purchasing* and *Quality Assurance (QA)*.

Operations refers to all the internal processes of a company and might include, for example, *Logistics*.

Sales might also include *Business Development*.

Customer Services might include *Technical Support*.

Marketing might include *Market Research*.

Communications refers to all promotional activities including a strong focus on *Public Relations (PR)*.

Finance has many subdivisions, such as *Financial Control*, *Treasury*, *Accounts* and *Payroll* (= managing salary payments).

Human Resources (HR).

Information Technology (IT).

Research and Development (R&D).

Legal.

As well as departments, an international company may also have divisions organised according to geographical area or major product lines.

Individuals within the Structure

The Chief Executive Officer (CEO) runs the company. The level below CEO is Chief ... Officer, for example Chief Financial Officer (CFO).

The CFO is part of the senior management team. The CFO reports to the CEO (= has the CEO as their boss). The CFO is in charge of (= responsible for) all the financial side of the business.

The next level down might be country level for a large international organization, or departmental level. A job title here might be Sales Director or Head of Sales or VP (= Vice President) Sales. The Sales Director for Sweden liaises closely with (= talks to in order to work better with) the Chief Marketing Officer at Head Office in the States.

Below this are people with job titles like Manager, Officer, Coordinator, etc. The words Assistant or Deputy may also occur at any level.

I'm the Business Development Officer for Sweden. My line manager (= person directly above me / person who I report to) is the Sales Director. The Sales Director delegates (= gives) a lot of the work to me.

We say ... *senior people* at a higher level
junior people at a lower level.

Company culture

The structure of a company is often closely connected to its culture. In a small company it's easier to be dynamic and innovative, whereas in a large company things are often slow-moving and bureaucratic.

Similarly, if the company is hierarchical (many levels), then people at the bottom aren't allowed to take initiatives without permission from their seniors; decision-making and communication are top-down. If the structure is flat (few levels), then the flow of information can be more bottom-up.

In all cases you hope that the company culture is honest, open and transparent (= not trying to keep things secret).

Exercises

Ex. 1. Underline the correct word in italics.

1. The Purchasing Department is responsible for *buying parts and raw materials / making the final product.*

2. If you have a complaint, please contact *Consumer Services / Customer Services*.

3. All recruitment and selection is done by our *Human Relations / Human Resources* Department.

4. Innovation is the key to our success and we have recently expanded the *Research and Design / Research and Development* Department.

5. In the Legal Department we have three *lawyers / advocates* trained in commercial law.

6. It's the CEO's job to *control / run* the company.

7. Our Business Development Officer is *responsible for / the responsible for* finding new business opportunities.

8. I can't take that decision. It will have to be referred to *higher people / more senior people*.

9. That decision will have to be taken at *a higher level / a more superior level*.

10. In the department there are six Sales Representatives and their *line director / line manager*.

11. The Sales Department has to *liaise / liaison* closely with Marketing.

12. She *is part of / makes part of* a team of designers.

13. I am the Financial Controller, and I *relate directly / report directly* to the Finance Director.

Ex. 2. Complete each sentence with a verb from the words below.

answers

arranges

checks

collects

deals

maintains

1. The Quality Assurance Section ... that the products have no defects.

2. The Logistics Department ... the transport of goods and materials.

3. Technical Support ... specific questions from customers about how to use the product.

4. The Market Research Section ... and analyses information about the needs of consumers.

5. The Accounts Department ... with invoices and payments.

6. The IT Department ... the computer network.

Ex. 3. Complete the text about operations with the words and phrases below.

back-office functions
liaise closely
meet their needs

behind the scenes
makes a profit
step on anyone's toes

day-to-day basis
recruit

Everyone knows the functions of company departments such as Marketing and Finance. Marketing is about promoting the company, and making sure that customers can find products that 1) _____. Finance is about controlling the resources of a company to make sure that the business 2) _____.

But what about Operations? The department name is less well-known, yet many large companies are run on a 3) _____ by Operations Managers. Operations is about the internal processes of a company. In a manufacturing company an Operations Manager will make sure the production process is running smoothly. In a hotel they are responsible for bookings, front desk, maintenance, etc. In a bank they look after the administration of accounts and other 4) _____.

Operations Managers have to 5) _____ with people from other departments. In the factory, it is with Purchasing Managers who buy the raw materials. In the hotel, it is with Human Resources Managers who 6) _____ new staff. In the bank it is with IT Managers who work 7) _____ to keep everything running. So the Operations Manager has to be careful not to 8) _____.

Ex. 4. Give Russian equivalents to the following English words and expressions and use them in your own sentences:

to be responsible to / to report to / to be accountable to;
to be responsible for / to be in charge of;
to specialize in / to concentrate on;
to head the department;
to come under sth;
level / layer / tier;

to work under;
to coordinate;
chain of command;
unity of command;
to monitor;
to implement.

Ex. 5. Complete these sentences with the appropriate preposition(s).

1. Organisational structure concerns who reports _____ whom.
2. Depending _____ its size, there are several organisational structures a company can choose from.
3. Many companies are organising themselves _____ product lines.
4. In the 1980s a wave of restructuring went _____ industry.
5. Delaying was driven _____ the need to reduce costs.
6. Microsoft in Ireland is split _____ _____ seven business units.

Ex. 6. Fill in the gaps with the words below. You may change the form of the words.

issues & practices *chairmen* *to manage* *divisions*
to look after *to implement* *to motivate* *to monitor*
key officers *to supervise*

The Philips People

Royal Philips Electronics (1)_____ by the Board of Management, which (2)_____ the general direction and long-term strategy of the Philips groups as a whole. The Supervisory Board (3)_____ the general (4)_____ of the Philips group as well as advising the Board of Management and (5)_____ its policies. These policies (6)_____ by the Group Management Committee, which consists of the members of the Board of Management, (7)_____ of most of the product (8)_____ and some other (9)_____. The Group Management Committee also serves to ensure that business (10)_____ are shared across the various activities in the group.

Ex. 7. Circle the word that does not belong in each horizontal group:

- 1) business; company; society; subsidiary;
- 2) salary; manager; executive; employee;
- 3) finance; product; research; marketing;
- 4) distributing; selling; assembling; promoting;
- 5) components; tools; hardware; strategy;
- 6) end user; customer; client; distributor.

Ex. 8. Insert the following prepositions into appropriate places.

out on (2) over (2) to (2) by across
in (2)

The Philips Company

Philips' headquarters are still (1)_____ Eindhoven. It employs 256,400 people all (2)_____ the world, and has sales and service outlets in 150 countries. Research laboratories are located in six countries, staffed (3)_____ some 3,000 scientists. It also has an impressive global network of some 400 designers spread (4)_____ twenty-five locations. Its shares are listed (5)_____ sixteen stock exchanges in nine countries and it is active (6)_____ about 100 businesses, including lighting, monitors, shavers and colour picture tubes; each day its factories turn (7)_____ a total of 50 million integrated circuits. The company creed is "Let's make things better". It is committed (8)_____ making better products and systems and contributing (9)_____ improving the quality of people's work and life. One recent example of this is its "Genie" mobile phone. To dial a number you just have to say it aloud. Its Web TV Internet terminal brings the excitement of cyberspace into the living room. And (10)_____ travels around the world, whether passing the Eiffel Tower in Paris, walking (11)_____ London's Tower Bridge, or witnessing the beauty of the ancient pyramids of Giza, you don't have to wonder any more who lit these world famous landmarks, it was Philips.

Ex. 9. Make a short summary of what you have learned about Philips (4 – 5 sentences are enough). Use the information from Exercises 5 & 7. Do you personally use the Philips's products? Why? What else do you know about the company?

Ex. 10. Read what Pieter says about company culture at his previous company and his current company. The text has eight wrong words. Find and correct them.

In my last job I worked for a large telecommunications company. It used to be the estate-owned monopoly, but they privatised it in the nineties. Unfortunately, the cultural there hasn't really changed. Decision-making is very slow-moving and bureaucracy – everything has to be agreed all the way up the chain before action can be taken.

I didn't really like working there, and I moved to a smaller competitor two years ago. It's much better now – I have more responsibility because my boss trusts me and he delegates a lot of interesting projects to me. Everybody knows what is going on and can make a contribution – communication works well in both directions, both bottom-down and top-up. It's a dynamic, innovation company and we're growing fast. I hope to continue working here for several more years.

Discussion

1. What kind of company structure would you choose for your own business and why?
2. Would you prefer working for a small or a large organization? Why?
3. Choose two or three departments of a large company and describe their functions in detail.
4. Finance, marketing and production departments often have incompatible goals. Classify the following strategies according to which departments would probably favour them:
 - a) a factory working at full capacity;
 - b) a large advertising budget;
 - c) a large sales force earning high commission;
 - d) a standard product without optional features;
 - e) a strong market share for new products;
 - f) a strong cash balance;
 - g) generous credit facilities for customers;
 - h) high profit margins;
 - i) large inventories to make sure that products are available;
 - j) low research and development spending;
 - k) machines that give the possibility of making various different products;
 - l) self-financing (using retained earnings rather than borrowing).
5. What is your function or job title?
6. What are you responsible for?
7. Who are you responsible to? (who do you report to?)
8. What other units, departments or divisions do you regularly have to work with?
9. What other departments do you occasionally have conflicts with?

Types of Companies

Warm-up

1. What forms of doing business do you know? Which one appeals to you most and why?
2. What are most people's main personal assets?
3. What are the ways of getting the capital to set up a business?
4. What are the advantages and disadvantages of being a sleeping partner?

Intensive Reading

Private Ownership

1. Sole traders.

These are businesses which are owned by a private person who uses his own money to run the business. Consequently the sole trader is entitled to all the profits, but he must also bear any losses which are incurred. A sole trader has no legal obligation to make his accounts publicly available; and he is responsible for the day-to-day management of the business. Examples of sole traders are small shopkeepers, jobbing builders, plumbers and hairdressers.

2. Partnership.

These are unincorporated associations and the legal rules which govern them were established in the Partnership Act of 1890. The association or partnership does not have a separate existence from its members, the number of which ranges from two to 20. The partners provide the finance for the organisation, and the profits and losses will normally be shared in an agreed proportion depending on the individual's contribution to the partnership. The partners agree on the day-to-day running of the business: some members can be "sleeping" partners, in that they do not take part in the daily operations. Partners have unlimited liability: each partner is jointly liable with the other partners for any debts. Like sole traders, there is no legal obligation for the partners to publish their accounts.

Well-known examples of partnership occur in the professions, such as solicitors, accountants and estate agents. But partnerships can be formed by any group of people carrying on business with a view to making a profit;

consequently partnerships are found in all types of trade and business activity.

3. Private limited companies.

This type of organisation is a corporation incorporated by the Companies Act 1948-85. The number of members can range from two to 50 and they provide the financial resources for the undertaking. Membership of the company is restricted to private individuals: members of the general public cannot buy shares in a private limited company. The profits are distributed to the members as dividends on their shareholding. Losses are borne by the company. The day-to-day management of the company is carried out by a board of directors. Private limited companies are often local family businesses and are common in the building, retailing and clothing industries.

4. Public limited companies.

Public limited liability companies, despite their name, are the best known form of *private* company. They are corporations and obtain their share capital from members of the public. They are similar to private limited companies in that profits are distributed as dividends to shareholders and the liability of members is restricted to their shareholdings. Any losses are borne by the company. Management of the company is conducted by a board of directors who are responsible to the shareholders.

Most industries include public limited companies and many of them, by developing a corporate image, have become household names: Barclays, Rowntree-Mackintosh, Tate & Lyle, EMI, Beecham, Ford and Courtaulds are public limited companies. Some public limited companies have developed into massive organisations such that a few private corporations are as large as some sovereign states.

Comprehension

Answer the following questions.

1. What is the difference between the sole proprietorship and partnership?
2. What is the difference between private limited companies and public limited companies?
3. What does the "limited liability" mean and how does it safeguard the owner of business?

4. What are the advantages and disadvantages of each kind of business?

Extensive Reading Companies

Individuals, and groups of people doing business as a partnership, have unlimited liability for debts, unless they form a limited company, if the business does badly and cannot pay its debts, any creditor can have it declared bankrupt. The unsuccessful business people may have to sell nearly all their possessions in order to pay their debts. This is why most people doing business form limited companies. A limited company is a legal entity separate from its owners, and is only liable for the amount of capital that has been invested in it. If a limited company goes bankrupt, it is wound up and its assets are liquidated (i.e. sold) to pay the debts. If the assets don't cover the liabilities or the debts, they remain unpaid. The creditors simply do not get all their money back.

Most companies begin as *private* limited companies. Their owners have to put up the capital themselves, or borrow from friends or a bank, perhaps a bank specialising in venture capital. The founders have to write a Memorandum of Association (GB) or a Certificate of Incorporation (US), which states the company's name, its purpose, its registered office or premises, and the amount of authorized share capital. They also write Articles of Association (GB) or Bylaws (US), which set out the duties of directors and the rights of shareholders (GB) or stockholders (US). They send these documents to the registrar of companies.

A successful, growing company can apply to a stock exchange to become a public limited company (GB) or a listed company (US). Newer and smaller companies usually join "over-the-counter" markets, such as the Unlisted Securities Market in London or Nasdaq in New York. Very successful businesses can apply to be quoted or listed (i.e. to have their shares traded) on major stock exchanges. Publicly quoted companies have to fulfill a large number of requirements, including sending their shareholders an independently-audited report every year, containing the year's trading results and a statement of their financial position.

The act of issuing shares (GB) or stocks (US) for the first time is known as floating a company (making a flotation). Companies generally use an investment bank to underwrite the issue, i.e. to guarantee to purchase all the

securities at an agreed price on a certain day, if they cannot be sold to the public.

Companies wishing to raise more money for expansion can sometimes issue new shares, which are normally offered first to existing shareholders at less than their market price. This is known as a rights issue. Companies sometimes also choose to capitalize part of their profit, i.e. turn it into capital, by issuing new shares to shareholders instead of paying dividends. This is known as a bonus issue.

Buying a share gives its holder part of the ownership of a company. Shares generally entitle their owners to vote at a company's Annual General Meeting (GB) or Annual Meeting of Stockholders (US), and to receive a proportion of distributed profits in the form of a dividend – or to receive part of the company's residual value if it goes into liquidation. Shareholders can sell their shares on the secondary market at any time, but the market price of a share – the price quoted at any given time on the stock exchange, which reflects (more or less) how well or badly the company is doing – may differ radically from its nominal value.

Comprehension

Answer the following questions.

1. Why do people form limited companies?
2. Why do companies issue shares?
3. Why do people buy shares?

Outline of a Business Plan

I. Introductory Page.

- A. Name and address of business.
- B. Name(s) and address(es) of principals.
- C. Nature of business.
- D. Statement of financing needed.
- E. Statement of confidentiality of report.

II. Executive Summary – three to four pages summarising the complete business plan.

III. Industry Analysis.

- A. Future outlook and trends.
- B. Analysis of competitors.

C. Market segmentation.

D. Industry forecasts.

IV. Description of Venture.

A. Product(s).

B. Service(s).

C. Size of business.

D. Office equipment and personnel.

E. Background of entrepreneurs.

V. Production Plan.

A. Manufacturing process (amount subcontracted).

B. Physical plant.

C. Machinery and equipment.

D. Names of suppliers of raw materials.

VI. Marketing Plan.

A. Pricing.

B. Distribution.

C. Promotion.

D. Product forecasts.

E. Controls.

VII. Organizational Plan.

A. Form of ownership.

B. Identification of partners or principal shareholders.

C. Authority of principals.

D. Management-team background.

E. Roles and responsibilities of members of organization.

VIII. Assessment of Risk.

A. Evaluation of weakness of business.

B. New technologies.

C. Contingency plans.

IX. Financial Plan.

A. Pro forma income statement.

B. Cash flow projections.

C. Pro forma balance sheet.

D. Break-even analysis.

E. Sources and applications of funds.

X. Appendix (contains backup material).

A. Letters.

- B. Market research data.
- C. Leases or contracts.
- D. Price lists from suppliers.

Exercises

Ex. 1. Underline the correct word in italics.

1. My brother is a plumber. He's *autonomous* / *self-employed*.
2. The people who own a private company might include the founder of the company, some family members, and perhaps a few business *associates* / *companions*.
3. In a public company anybody can buy the *actions* / *shares*.
4. A public company is *listed* / *posted* on a stock exchange.
5. Our railways were recently privatised. I think the service was better before, when they were a *public company* / *state-owned enterprise*.

Ex. 2. What type of organisation is each of these?

1. A group of engineers who work together to provide consultancy and design services. There are no outside shareholders.
2. A large British engineering company with 30,000 employees. Its shares are bought and sold on the stock market.
3. An American engineering company with outside shareholders.
4. An engineer who works by herself providing consultancy. She works from home and visits clients in their offices.
5. An independent British engineering company with 20 employees. It was founded by three engineers, who are shareholders and directors of the company. There are five other shareholders who do not work for the company.

Ex. 3. Match the sentence beginnings (1 – 5) to the correct endings (a – e).

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. British companies donate around £500 million a year to charities 2. She organised fund-raising 3. Voluntary sector employees earn five to ten per cent 4. Non-profit organisations are not to be confused | <ol style="list-style-type: none"> a) with loss-making companies! b) in cash and, increasingly, as goods, services and time. c) parties for the charity. d) when they are helping people in their own social class. |
|---|---|

5. Research shows that volunteers give the best service e) less than they would in the private sector.

Ex. 4. Correct the mistakes.

1. Before we employ people, we like to put them in job situations to see how they do the work and fit into the corporate ladder.
2. The company has built a grand corporate logo as a permanent symbol of its power.
3. Our stylish new corporate culture shows our wish to be seen as a more international airline.
4. The economy is growing and corporate headquarters are rising.
5. The rules were introduced to protect women working in factories, but today they make it harder for women to climb the corporate image.
6. Companies hit by computer crime are not talking about it because they fear the publicity will harm their corporate profits.

Ex. 5. Fill in the gaps with the expressions from the box.

enterprise zone *free enterprise* *enterprise economy*
private enterprise *enterprise culture*

Margaret Thatcher often talked about the benefits of (1)_____ or (2)_____. She said that her achievement was to establish an (3)_____ in Britain, an economy where people were encouraged to start their own companies and where it was acceptable to get rich through business: an (4)_____.

In some areas, the government reduced the number of laws and regulations to encourage businesses to move there. Businesses were encouraged to set up in the London Docklands, for example. The Docklands were an (5)_____.

Ex. 6. Complete the text below with an appropriate relative pronoun: *who, which, where, whose, that*. If it is possible to omit the relative pronoun, indicate this with (--).

Some tips on starting your own business

Planning is an essential ingredient for a successful business. The type of business (1) that / which needs most careful thought is the one you start

from scratch. But you don't need an original idea to have a good business. If you are worried about starting from scratch, you might want to think about buying a business (2)_____ is already running.

Talking to people (3)_____ have already started up their own business is very useful. You can learn a great deal from both successful businesses and those (4)_____ have failed. Your Enterprise Agency or Chamber of Commerce may run business clubs (5)_____ you can meet other small business owners.

Not having enough finance, (6)_____ is one of the most common problems in small business, can be fatal. It is easy to underestimate the amount of money (7)_____ you will need to start up your business. The time (8)_____ you spend working out your cash needs and monitoring cash flow is time well-spent.

You should have at least a basic understanding of trading laws, (9)_____ protect consumers, employees, the general public and businesses as well.

Failure to respect these laws could even be a crime. For example, every employee (10)_____ employment continues for one month or more, has the right to receive a written statement, (11)_____ is a sort of contract with the terms and details of their employment. Your local tax office will send you documents (12)_____ show you how much you need to take out of each employee's wages, and where to send the money.

Ex. 7. Circle the word that does not belong in each horizontal group.

- | | | | |
|----------------|--------------|----------|-------------|
| 1. interest | repayment | loan | shareholder |
| 2. order | livery | artwork | design |
| 3. partnership | company | venture | overheads |
| 4. service | outlet | premises | branch |
| 5. deliver | entrepreneur | customer | investor |
| 6. consumption | capital | cost | finance |
| 7. redundant | business | trade | turnover |

Dilemma

The virtue of necessity

Brief

A serious safety problem is threatening the future of Transal, a pipeline company. Hundreds of yearly accidents have led to high absenteeism,

causing lost time, low morale, unsatisfactory efficiency levels, falling profits and a falling share price. Press articles about the company's lack of concern for its employees are having a very negative effect on customers, shareholders and staff. If the company is to survive, it must develop a "safety conscious culture". The question is: how?

Task 1. Role Play

Look at the three options open to Transal and discuss the potential benefits of each one. Role play a meeting.

1. The International School of Industrial Engineering.

Send all technical staff members on an intensive "safety awareness" course run by a high-profile school of engineering. The course is very expensive but has an excellent reputation. This will be emphasised at a press conference organized to announce the new company plans. On their return, the managers will train their teams. The forecast is to have improved safety conditions by this time next year.

2. Stanford, Traynor and Weldon Associates.

Bring outside consultants into every subsidiary to organize training schemes for all employees over a period of six months. This would be more expensive but would give low-level workers an opportunity to speak to experts and to point out problems. The results should be almost immediate and the experts would be on hand to talk to the press.

3. Safety Charity Challenge.

Offer to give a sum of money to a community charity of the workers' choice every time they eliminate a safety hazard. An untested idea suggested by the communications department. If successful, it could lead to a lot of positive publicity and be very cost-effective. However, it relies on the employees' willingness to take part in such a scheme. There is no knowing how long it might take to improve conditions.

Task 2.

Choose the best option and present your arguments to the class.

Recruitment

Warm-up

1. What recruitment methods can you think of? What are the advantages and disadvantages of each one?

2. In your opinion, do recruitment techniques vary in different countries?
3. What in your opinion is the best way to motivate staff?
4. What is the best way to motivate you?

Intensive Reading

Recruitment and Selection

Approaches to selection vary significantly across cultures. There are differences not only in the priorities that are given to technical or interpersonal capabilities, but also in the ways that candidates are tested and interviewed for the desired qualities.

In Anglo-Saxon cultures, what is generally tested is how much the individual can contribute to the tasks of the organisation. In these cultures, assessment centres, intelligence tests and measurements of competencies are the norm. In Germanic cultures, the emphasis is more on the quality of education in a specialist function. The recruitment process in Latin and Far Eastern cultures is very often characterised by ascertaining how well that person "fits in" with the larger group. This is determined in part by the elitism of higher educational institutions, such as the "grandes ecoles" in France or the University of Tokyo in Japan, and in part by their interpersonal style and ability to network internally. If there are tests in Latin cultures, they will tend to be more about personality, communication and social skills than about the Anglo-Saxon notion of "intelligence".

Though there are few statistical comparisons of selection practices used across cultures, one recent study provides a useful example of the impact of culture. A survey conducted by Shackleton and Newell compared selection methods between France and the UK. They found that there was a striking contrast in the number of interviews used in the selection process, with France resorting to more than one interview much more frequently. They also found that in the UK there was a much greater tendency to use panel interviews than in France, where one-to-one interviews are the norm. In addition, while almost 74 per cent of companies in the UK use references from previous employers, only 11 per cent of the companies surveyed in France used them. Furthermore, French companies rely much more on personality tests and handwriting analysis than their British counterparts.

Many organisations operating across cultures have tended to decentralise selection in order to allow for local differences in testing and for language differences, while providing a set of personal qualities or characteristics they consider important for candidates.

Hewitt Associates, a US compensation and benefits consulting firm based in the Mid West, has had difficulties extending its key selection criteria outside the USA. It is known for selecting "SWANs": people who are Smart, Willing, Able and Nice. These concepts, all perfectly understandable to other Americans, can have very different meanings in other cultures. For example, being able may mean being highly connected with colleagues, being sociable or being able to command respect from a hierarchy of subordinates, whereas the intended meaning is more about being technically competent, polite and relatively formal. Similarly, what is nice in one culture may be considered naive or immature in another. It all depends on the cultural context.

Some international companies, like Shell, Toyota, and L'Oreal, have identified very specific qualities that they consider strategically important and that support their business requirements. For example, the criteria that Shell has identified as most important in supporting its strategy include mobility and language capability. These are more easily understood across cultures because people are either willing to relocate or not. There is less room for cultural misunderstandings with such qualities.

Comprehension

Answer the following questions.

1. How do selection practices vary across cultures?
2. What is tested in Anglo-Saxon, Germanic, Latin and Far Eastern cultures?
3. Why do many international organisations tend to decentralise their selection process and how do they do this?
4. How can language differences cause difficulties in selection across cultures?
5. What universal criteria do multinational companies use while recruiting internationally? Why?

Extensive Reading

Motivating High-Calibre Staff

An organisation's capacity to identify, attract and retain high-quality, high-performing people who can develop winning strategies has become decisive in ensuring competitive advantage.

High performers are easier to define than to find. They are people with apparently limitless energy and enthusiasm, qualities that shine through even on their bad days. They are full of ideas and get things done quickly and effectively. They inspire others not just by pep talks but also through the sheer force of their example. Such people can push their organisations to greater and greater heights.

The problem is that people of this quality are very attractive to rival companies and are likely to be headhunted. The financial impact of such people leaving is great and includes the costs of expensive training and lost productivity and inspiration.

However, not all high performers are stolen, some are lost. High performers generally leave because organisations do not know how to keep them. Too many employers are blind or indifferent to the agenda of would-be high performers, especially those who are young.

Organisations should consider how such people are likely to regard important motivating factors.

Money remains an important motivator but organizations should not imagine that it is the only one that matters. In practice, high performers tend to take for granted that they will get a good financial package. They seek motivation from other sources.

Empowerment is a particularly important motivating force for new talent. A high performer will seek to feel that he or she "owns" the project in a creative sense. Wise employers offer this opportunity.

The challenge of the job is another essential motivator for high performers. Such people easily become demotivated if they sense that their organisation has little or no real sense of where it is going.

A platform for self-development should be provided. High performers are very keen to develop their skills and their curriculum vitae. Offering time for regeneration is another crucial way for organisations to retain high performers. Work needs to be varied and time should be available for creative

thinking and mastering new skills. The provision of a coach or mentor signals that the organisation has a commitment to fast-tracking an individual's development.

Individuals do well in an environment where they can depend on good administrative support. They will not want to feel that the success they are winning for the organisation is lost because of the inefficiency of others or by weaknesses in support areas.

Above all high performers – especially if they are young – want to feel that the organisation they work for regards them as special. If they find that it is not interested in them as people but only as high-performing commodities, it will hardly be surprising if their loyalty is minimal. On the other hand, if an organisation does invest in its people, it is much more likely to win loyalty from them and to create a community of talent and high performance that will worry competitors.

Comprehension

Answer the following questions.

1. According to the article, who are high performers? What sort of people are they?
2. What qualities of high performers are mentioned in the article?
3. What motivates high performers to stay with the same company?
4. What are the problems of losing high performers?

Discussion

1. Different cultures look for different qualities when selecting personnel. What are they?
2. What are the best ways to measure or evaluate technical skills?
3. How can you measure interpersonal skills?
4. What are the most common selection methods used by companies and organisations in your country, (e.g. interviews, intelligence tests)?
5. How would it feel to be "headhunted"?
6. Is the poaching of senior personnel from a company simply part of executive life, or is it an unethical activity?
7. In western countries, executives tend to switch jobs several times in their careers, whereas in Japan, with its policy of lifetime employment, most executives stay with one company throughout their working lives. Which system is better for the employer? And for the employee?

Exercises

Ex. 1. Look at these job advertisements. Are there any which would interest you? Explain why. Do you have the qualifications and experience to apply for them? If none of the jobs interests you, explain why. Tell your partner what kind of job would be most suitable for you.

ACCOUNTANT

We are a major international oil company with numerous expanding on- and off-shore interests in the UK and in North Africa. We are looking for an ambitious, qualified accountant aged 27 – 32 with several years' experience in the oil industry.

This is a challenging and stimulating position in which you will provide an essential link between the financial and the exploration management of the company. You will be involved in negotiating new agreements and in preparing financial plans and forecasts. You need to be dynamic and dedicated but tactful and disciplined.

The remuneration will reflect your experience and your management potential. Benefits include a company car, a pension scheme and life assurance. Please apply in writing to Page Petroleum, 77 Western Road, LONDON SW1 7HK.

MARKETING SPECIALIST

Curtis Menzies-Europe PLC, the foremost name in food processing and packaging is strengthening its marketing team to encourage the growing demand for the company's products. The company has an outstanding record in technological achievement as well as in business growth, and the career opportunities are extensive.

We are looking for a marketing specialist who will profitably develop our large range of household name brands of foods and beverages and play a key role in determining long-term marketing strategy. Candidates should possess a degree in a science or technology-based subject and be articulate and practical. Industrial experience and a background in sales or marketing are essential. Experience of managerial responsibility would be an advantage. An excellent salary is being offered and a company car will be

provided. Candidates should apply to Personnel Department, Curtis Menzies-Europe PLC, Havant Road, Bournemouth, DORSET.

Pa/secretary

A small but progressive film company based in the West End of London requires a PA/Secretary for its Chief Executive. The candidate will be an experienced and confident secretary with shorthand and typing. He/she will be friendly and have an efficient approach to his/her work as well as an enthusiastic interest in the creative arts. A background in publishing/media would be an advantage. The candidate will be directly involved in assisting the Chief Executive in the day-to-day running of the company, and will be in close contact with both production and financial personnel. Annual earnings will be in the £8,000 -- £10,000 range; benefits include 5 weeks' holiday and a pension scheme. For further details, write to Girl Friday, High Holborn, LONDON WC1 7BQ.

Receptionist/ telephonist

Well-established publishing company requires a bright, reliable and well-spoken person with experience to control its reception area. Duties include dealing with visitors' enquiries, using switchboard, sending telex and some typing work. Age 19+. Hours 9:00 a.m. – 5:30 p.m. Four weeks' paid annual leave. Wages to be agreed. Ring Miss Penrice, 01-436 8212.

Ex. 2. Read the advertisements again. Make notes on:

- 1) the title of each job;
- 2) the type of firm;
- 3) the tasks involved;
- 4) the salary and other benefits.

Ex. 3. Now find words and expressions in the advertisements which indicate the *size* of the company.

Example: major.

Find words and expressions which refer to the *growth* of the company.

Example: expanding.

Find words and expressions to describe *professional skills* and *personal qualities* required for the jobs.

Example: ambitious, qualified.

Find words and expressions which refer to a form of *payment*.

Example: earnings.

Ex. 4. When employees "give notice", i.e. inform their employer that they will be leaving the company (as soon as their contract allows), in what order should the company carry out the following steps?

- 1) either hire a job agency (or for a senior post, a firm of headhunters), or advertise the vacancy;
- 2) establish whether there is an internal candidate who could be promoted (or moved sideways) to the job;
- 3) examine the job description for the post, to see whether it needs to be changed (or indeed, whether the post needs to be filled);
- 4) follow up the references of candidates who seem interesting;
- 5) invite the short-listed candidates for an interview;
- 6) make a final selection;
- 7) receive applications, curriculum vitae and covering letters, and make a preliminary selection (a short list);
- 8) try to discover why the person has resigned;
- 9) write to all the other candidates to inform them that they have been unsuccessful.

Interview

In order to succeed in getting a job, a candidate should learn how to play "an interview game". Below one can find how a household name – P & G (Procter & Gamble) regards an interview, and their advice to potential applicants.

An interview is your chance to present your experiences, interests, talents and professional ambitions. This is the time you can learn more about the company, the character of the work, and many other issues. Your interview is your opportunity to exceed our expectations and to show us how you can contribute to P&G's continuing progress. We don't want bundles of certificates or huge portfolios – we'd like to hear more about the answers you gave in your application form and the experiences that you believe have shaped you as a person. This helps us to form a more rounded picture of you as an individual.

During the interview you will be proposed to tell about your experience in different situations. Here are examples of questions, you may be asked:

1. Tell me about a time when something significant was accomplished that you made happen.
2. Tell me about a time when you as a leader of a group of people, set

direction for them, gained their commitment and led them to achieve outstanding results.

3. Tell me about a difficult problem you faced and how you solved it.

4. Tell me about a situation in which you were able to find a new and better way of doing something that led to improved results.

5. Give me an example of a risk you took to achieve something important.

6. Give me an example that would show you've been able to develop and maintain productive relations with others, even though they may have differing points of view.

7. Tell me about a time when you had to learn something new in order to accomplish a goal.

Try to recall examples within the last five years from your involvement in academic, club, society, project or group activities.

Please make sure that you describe the **situation**, the **actions you took** and the **results achieved**.

And now some more practical advice. This is the first page of an article in an American magazine.

How to shine at a job interview

The smart job-seeker needs to rid herself of several standard myths about interviewing before she starts pounding the pavement looking for a job. What follows is a list of some of these untruths and some tips to help you do best at your next interview.

Myth 1: The aim of interviewing is to obtain a job offer

Only half true. The real aim of an interview is to obtain the job you want. That often means rejecting job offers you don't want! Incompetent job-seekers, however, become so used to accommodating employers' expectations that they often easily qualify for jobs they don't want. So, before you do back-flips for an employer, be sure you want the job.

Myth 2: Always please the interviewer

Not true. Try to please yourself. Giving answers that you think will suit a potential employer, losing touch with your own feelings (in order to get in touch with some other person's feelings) and, in general, practising an abject policy of appeasement are certain to get you nowhere. Of course, don't be

hostile – nobody wants to hire someone disagreeable. But there is plainly a middle ground between being too ingratiating and being hostile. An effective interview (whether you are offered the job or not) is like an exciting encounter in conversation with your seatmate on an airplane.

Myth 3: Try to control the interview

Nobody "controls" an interview – neither you or the interviewer – although one or both parties often try. Then it becomes a phony exchange between two human beings; no business is likely to be transacted. When somebody tries to control us, we resent it. When we try to control somebody, she resents us. Remember, you can't control what an employer thinks of you, just as she can't control what you think of her. So hang loose when interviewing: Never dominate the interview. Compulsive behaviour turns off your authenticity.

Myth 4: Never interrupt the interviewer

No dice. "Never talk when I'm interrupting," said Mr George Bundy.

Good advice.

Study the style of effective conversationalist: She interrupts and is interrupted!

An exciting conversation always makes us feel free – free to interrupt, to disagree, to agree enthusiastically. We feel comfortable with people who allow us to be natural. So, when interviewing, half the responsibility lies with you. Do you seem uptight? Try being yourself for a change. Employers will either like or dislike you, but at least you'll have made an impression. Leaving an employer indifferent is the worst impression you can make. And the way to make an effective impression is to feel free to be yourself, which frees your interviewer to be herself!

Myth 5: Don't disagree with the interviewer

Another silly myth. If you don't disagree at times, you become, in effect, a "yes" woman. Don't be afraid to disagree with your interviewer – in an agreeable way. And don't hesitate to change your mind. The worst that could happen would be that the interviewer says to herself, "There's a person with an open mind!" The conventional wisdom says "be yourself", true enough. But how many people can be themselves if they don't feel free to disagree?

Role Play

Arrange the following interview into a proper order. Learn it by heart and role play it.

Int.: And went straight to your present job?

Smith: Oh yes. I love the theatre, cinema, ballet, I also sing in a choir, and I'm President of the local amateur theatre club.

Int.: Are you married?

Smith: Yes, that's right. We manufacture and sell beer throughout the region. My job is actually to expand sales outside the region.

Int.: Any outside interests?

Smith: Oh no, not at all, in fact it's that part of the job which attracts me the most.

Int.: Miss Smith, you're the Marketing Manager for a brewery.

Smith: No, not yet!

Int.: You seem very young for such a responsible job, if I may say so.

Smith: Yes, I suppose so, but I'd like to think that the management do not regret their choice. I do learn very quickly, and the marketing team appreciate me.

Int.: On your abilities and not on your experience, I suppose.

Smith: No. I decided that it would be quite important to speak a foreign language fluently. So I went to France for a year.

Int.: And your qualifications?

Smith: (Laughter) Yes, I suppose you're right. I was very lucky to be promoted when I was 27, three years ago.

Int.: And do you mind travelling?

Smith: Yes, I've got a first class degree in physics, and then after that I took a diploma in business management.

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Зміст

Вступ.....	3
Company Structure.....	3
Types of Companies.....	14
Recruitment.....	22
Рекомендована література.....	33

НАВЧАЛЬНЕ ВИДАННЯ

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