

Л.Д. Ермолаева

HUMAN RESOURCE MANAGEMENT
(Управление персоналом)

Учебное пособие
по английскому языку

Владимир 2015

Министерство образования и науки Российской Федерации
Федеральное государственное бюджетное образовательное
учреждение высшего профессионального образования
**«Владимирский государственный университет
имени Александра Григорьевича и Николая Григорьевича
Столетовых»**

Л.Д. Ермолаева

HUMAN RESOURCE MANAGEMENT

(Управление персоналом)

Учебное пособие по английскому языку

Владимир 2015

Рецензент:

Кафедра «Русская и зарубежная филология»
Владимирского государственного университета
Доцент, кандидат педагогических наук

В.И. Горбатов

Ермолаева Л.Д.,

УПРАВЛЕНИЕ ПЕРСОНАЛОМ

Учебное пособие по английскому языку.

Владим. гос. ун-т, Владимир, 2015. 89 с.

Учебное пособие направлено на развитие навыков чтения и устной речи на основе переработки информации оригинальных текстов и системы тренировочных упражнений.

Современная методика обучения чтению и устной речи делают пособие актуальным и доступным для использования в качестве основного материала на занятиях по английскому языку для студентов специальности «Управление персоналом», обучающихся по программе подготовки бакалавров и магистров в неязыковом вузе.

Рекомендовано для формирования профессиональных компетенций в соответствии с ФГОС 3-го поколения.

Библиогр.: 4 назв.

Предназначено в качестве основного материала на занятиях по английскому языку на 2- 4 курсах специальности 080400.62 «Управление персоналом».

Владимирский государственный университет 2015

UNIT I

HUMAN RESOURCE MANAGEMENT

Grammar: The Passive Voice; Indefinite Tenses

1. Read and memorize the following words and word combinations.

1. Actual - подлинный, действующий, текущий, современный, актуальный
2. Bonus - премия.
3. Compensation - вознаграждение, жалование.
4. To compile - составлять, собирать.
5. Criterion (pl. criteria) - критерий, мерило.
6. To devise - составлять.
7. Evaluation - оценка работы, деятельности
8. Fringe benefit - дополнительная льгота.
9. Humanresourcemanagement - управление трудовыми ресурсами.
10. Incentive - стимул, побудительный мотив, льгота.
11. In-depthinterview - углубленная беседа.
12. Jobanalysis - анализ трудовых операций.
13. Jobdescription - должностная инструкция.
14. Jobspecifications - квалифицированные требования.
15. To judge - давать оценку, оценивать, считать, делать вывод, осуждать, порицать.
16. Tomatchto - подбирать что-либо к ч-л (к-л).
17. Orientation - ориентация, процесс ознакомления работника с работодателем и своей работой.

| | |
|---------------------------|------------------------------------|
| 18. Overtime pay | - оплата за сверхурочную работу. |
| 19. Performance appraisal | - оценка результатов деятельности. |
| 20. A pace | - скорость, темп. |
| 21. A recruiter | - вербовщик. |
| 22. Resume | - резюме; итоги, выводы; сводка. |
| 23. Staffing | - формирование штата. |
| 24. Statement | - изложение, формулировка. |
| 25. Unpaid leave | - Неоплачиваемый отпуск. |

II. Make nouns by adding suffixes and translate them into Russian:

- **er/or**: to manage, to perform, to supervise, to interview, to recruit, to produce, to employ, to develop, to provide;
- **(t)ion/ation**: to produce, to organize, to compensate, to evaluate, to determine, to observe, to educate, to calculate, to add, to orientate, to apply.

III. Read the international words and guess their meanings:

Analysis, type, complex, corporate culture, dynamics, interview, specific, resume, specification, criterion, method, calculation, orientation, commission, compensation.

IV. Read and translate the sentences paying attention to the use of predicates in the Passive Voice.

1. I was accepted for a course in banking last year. This month I have been awarded the certificate of a specialist in this area.
2. After I had been persuaded to take the job more seriously I started studying to become a manager.
3. The question about his promotion is being discussed at the meeting now.

4. Thousands of pounds have been invested in the recruitment and training of each new graduate recruit.
- 5 I hope this job vacancy will have been filled by the time we begin to work at our new project.
6. The rates the company pays will be updated after market conditions have been monitored.
7. A new strategy for recruiting staff was being developed for substantial period of time.
8. The pay structure of the company had been compared with its rivals and was updated consequently.

V. While translating the sentences distinguish which of the modal verbs and their equivalents express ability, permission, possibility, necessity, obligation and certainty.

1. The advertisement about vacancies should be informative enough to attract attention.
2. If the request must be refused, a short letter stating the reason for the refusal, should be written
3. She may be asked to express her impressions about the company.
4. Personal data are to be compiled by candidates in their resume.
5. The answer to the letter had to be sent yesterday.
6. The hiring process can be presented in several stages.
7. He will have to be tested once more for more objective evaluation.
8. The situation on labor market requires a new strategy for recruiting staff has to be changed.

Text A

HUMAN RESOURCE MANAGEMENT

The specialized task of obtaining the workers a company needs and then overseeing their training, **evaluation**, and **compensation** is known as personnel management. **Human resource management** is becoming more complex as the work force, the economy and corporate cultures are changing at an ever increasing **pace**.

The first step in staffing a business organization is human resource planning. The organization must forecast demand and then determine the numbers and types of workers that will be required to meet this demand.

Factors to be considered include determining whether workers with the required skills can be found in the general work force.

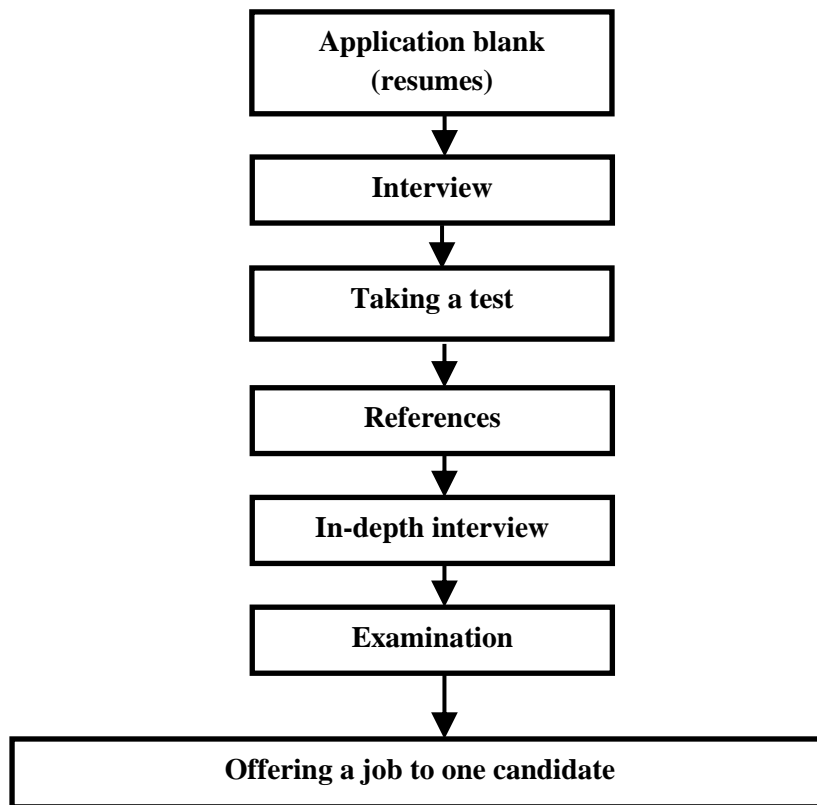
Job analysis is the process by which jobs are studied to determine the tasks and dynamics involved. Questions that must be asked involve the qualifications and skills required to do the job as well as the actual tasks to be performed. The information needed for job analysis may be obtained by interviewing employees or supervisors, by direct observation, or by asking workers to keep diaries describing their workday.

After completing the job analysis, the human resource manager may develop a **job description**, which is a specific statement of the tasks involved in the job and conditions under which the holder of the job will work. A **jobspecification** may also be **devised**, that is, a statement describing the kind of person who would be best for the job, including skills, education, and previous work experience.

Using the job specification, **recruiters** (specialists on the human resources staff responsible for obtaining candidates) try **to match it to** a person. The person may be found within the organization (promote a present employee) or outside.

Although, the **actual** stages of the hiring process may vary from one firm to another, most companies go through certain basic processes. A small number of qualified candidates may be chosen on the basis of a standard application blank and/or on the basis of their **resumes** (a summary of education, experience, interests and other personal data **compiled** by the applicant). Each candidate would then be interviewed and may be asked to take a test or series of tests. An **in-depth interview** with the most likely candidates may follow, and then the candidates would be interviewed by the individual who, if they were hired, would be their supervisor. Firms have **orientation** procedures for new workers to ensure that they understand the company's goals, policies, and procedures (fig.12).

Recruitment



Companies are today developing highly structured **performance appraisal** systems to provide the necessary objective worker evaluations. Such systems include standards, in writing, so that both the supervisor and the worker understand what is expected of them. The biggest problem with such systems, however, is finding a way to measure performance, as it is not always an easy criterion **to judge**.

In return to their services, workers receive compensation, which can take the form of payments, benefits, and employer services. For many blue-collar and some white-collar workers, compensation takes the form of wages, a payment based on calculation of the number of hours worked or the number of units produced. Other workers are paid a salary, which bases compensation on a unit of time such as a week, a month, or a year, rather than an hour. Salaried workers typically receive no pay for working **overtime**.

To increase productivity, firms often offer workers incentives linked to levels of production or profitability. Both salaried and wage-earning workers may receive a **bonus**- a payment in addition to the regular wage or salary. Commissions payments made to an employee based on sales made, may also be used as an addition to a worker's salary or as an employee's sole method of compensation.

Financial benefits other than wages, salaries, and **incentives** that are provided for workers are called fringe benefits. **Fringe benefits** may include paid holidays, sick pay, and paid vacations. Additionally, parents are increasingly looking for such benefits as **unpaid** leaves to take care of babies.

VI. Match each word in A with its synonym in B.

- A) To compile, compensation, to match to, to judge, a pace, to oversee, actual, to forecast, supervisor, to determine, to involve, to be responsible for, to vary, procedure, to obtain, to increase, linked, incentive.
- B) To suit for, to appraise, tempo, to include, to be answerable for, to change, process, to receive, to enhance, connected, stimulus, to foresee, a head, to define, to supervise, factual, to comprise, payment.

VII. Choose the correct forms of the verbs given in brackets.

1. The compensation system (will be/are/were reconsidered) by HR department next year.
2. A substantial bonus (is/was/will be paid) to workers as the company earned high profits last month.
3. Some employees (were/are/will be provided) with employer services.
4. Besides application blank he (was/will be/is asked) to take a test.
5. The problems concerned with the restructure of performance appraisal system (will be/were/are discussed) at the seminar last week.
6. The previous month he (was/is/will be paid) only by commission.

VIII. Adding should, ought to, must, can, form passive sentences from the following cues.

Pattern: Workers/ find within the organization.

Workers can be found within the organization.

- 1) Questions about qualifications and skills /ask at the interview.
- 2) Orientation procedure for new workers/conduct always.
- 3) Commissions payments/make on the basis of sales made.
- 4) Demand for workforce/ forecast first in human resource planning.
- 5) Pensions/provide for their employees by employers.

IX. Match the following terms on the left with the correct definitions on the right.

- | | |
|------------------------------|---|
| 1. Human resource management | a. Payments, benefits, and services provided to employees for their work. |
| 2. Job analysis | b. A payment to the sales staff based on sales made. |
| 3. Job description | c. The strategic planning process involved in acquiring workers, preparing them for work, overseeing their performance and providing compensation. |
| 4. Resumes | d. The process by which jobs are studied to determine the tasks involved in performing them. |
| 5. Compensation | e. An objective, structural means of evaluating a worker's performance according to job-related factors. |
| 6. Performance appraisal | f. A summary of person's education and other personal data. |
| 7. Wage | g. Compensation based upon time worked for a week, month, or year rather than for an hour. |

- | | |
|----------------|---|
| 8. Salary | h. A compensation payment in addition to regular wages or salary, which serve as a reward for achievement. |
| 9. Bonus | i. A specific statement of the tasks involved in a job and the working conditions. |
| 10. Commission | j. Payment for services based upon the number of hours worked or the number of units produced. |

X. Tell whether each of the following statements is true. Base your choice on the reading. Correct false statements to make them true.

1. The success of a business depends upon the people who work for the business.
2. Forecasting the supply of workers is fairly easy job for human resource managers.
3. Most companies use more than one source when recruiting.
4. The biggest problem with a performance appraisal system is finding a way to measure performance.
5. A salaried employee earns overtime pay for the extra hours worked.
6. Employers are required by law to provide pensions for their employees.
7. Fringe benefits usually make up a small portion of an employee's total compensation.

XI. Select the correct phrase to finish each of the following statements.

1. The human resource manager is responsible for...
 - a) forecasting the personnel need of the company;
 - b) hiring new workers;
 - c) training and evaluating employees;
 - d) administering wages, salaries, and employee benefits;
 - e) 9all of the above.

2. Questions such as, "What tasks are involved in the job?", "What qualifications and skills are needed?" and "What kind of setting does the job take place in?" would be part of a job:

- a) analysis;
- b) description;
- c) specification;
- d) evaluation.

3. A job analysis is a statement of:

- a) the task to be performed in a job.
- b) the skills, education, and previous experience required of a person to do a job;
- c) the duties and responsibilities involved in a job and the skills required to fulfill those duties and responsibilities;
- d) none of the above;
- e) all of the above.

4. Employment tests can be used to measure a person:

- a) ability;
- b) intelligence;
- c) aptitude;
- d) personality;
- e) all of the above.

5. One of the disadvantages of promoting from within is...

- a) lower recruiting costs;
- b) less orientation needed;
- c) higher morale;
- d) none of the above.

6. Being a good employee requires:

- a) being a professional;

- b) using time wisely;
- c) using discretion;
- d) having respect for your job;
- e) all of the above.

XII. Fill in the blanks in the following sentences with appropriate key terms.

1. Human resource planning involves forecasting ... and ... so that the company will know the numbers and the kinds of workers that will be needed at various points in the future.
2. After conducting a job analysis, the ... can be developed, listing tasks to be performed in the job, and the ... can be written, including the skills required to perform the job.
3. ... is the process of finding potential employees to fill positions.
4. The hiring process consists of soliciting applicants setting up initial contact with applicants, collecting ... forms and/or resumes, administering employment tests, setting up ... with the human resource department and supervisors, conducting reference checks, evaluating and selecting candidates, and notifying applicants of employment.
5. Providing information on the company's history, general policies, and standards, and describing various employee benefits are a part of the ... process.
6. Members of the sales force are mostly paid by

XIII. Read the questions given below and use them as a basis for discussion in your group or for individual comment on the problems outlined here. If necessary refer to the text again.

1. What tasks does personnel management involve? Why do you think human resource management is becoming more complex?
2. Could you comment on three steps which human resource planning involves?

3. What questions must be asked during job analysis? In what way may information, needed for job analysis, be obtained? Could you comment on differences between a job specification and job description? Where do you think a job specification may be used?
4. Using figure on page 8 could you describe the stages of a hiring process? Do you think all companies go through these stages while hiring employees? What is the objective of using performance appraisal systems by companies?
5. What forms of compensation for worker's services can you name? What is the difference between wage and salary? What do you think the commissions and bonuses payment depend upon? What is meant by fringe benefits?

XIV. Read the discussion about three candidates - Brown, Smith and Jones - who have just been interviewed for a job by a panel. The panel consists of three people - John, who speaks first, then Peter and, finally, Susan.

As you read, indicate which candidate is liked (put V), which candidate is disliked (put a X), and which candidate is preferred by the three members of the panel (put a *).

| Panel | Mr. Brown | Mr. Smith | Mr. Jones |
|--------------|-----------|-----------|-----------|
| John | | | |
| Peter | | | |
| Susan | | | |

REVIEWING THE INTERVIEWEES

John: Generally, I like the more experienced candidates. However, I am afraid I didn't like Mr. Brown at all. I just can't stand working with people like him. Of the other two candidates I think I preferred Smith to Jones. I quite liked his attitude and he seemed to have more to offer.

Peter: I wasn't particularly impressed by any of them and I'm not keen on giving the job to the best of a bad lot.

Susan: I didn't like Brown either, but I'm not sure I'd like to offer it to Smith - he really had very little experience. I was quite keen on Jones and certainly I'd rather he got the job than Smith, even if he didn't have exactly the right experience.

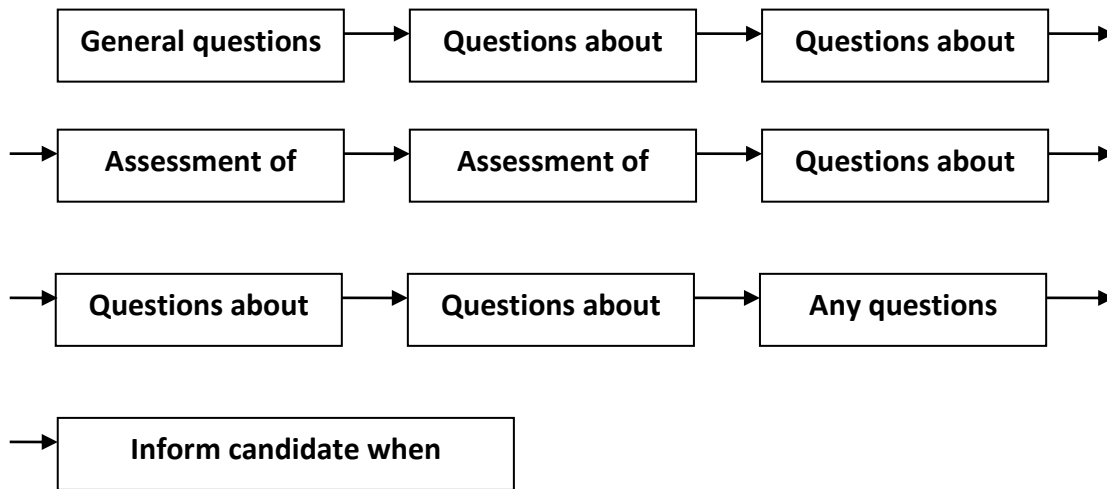
John: Well, none of us seem very keen on any of these three candidates. Perhaps we should readvertize the post. It would be a pity since I hate spending time on recruitment.

Susan: Oh'. I don't 'think we need to do that. It seems to be between Smith and Jones. Why don't we ask them back for another ten minutes? I'll do the interviewing. I quite enjoy it.

I. Presentation. Here is some of the language you have just heard. Notice how it is used to indicate the beginning of a process, the different stages in a process and the end of a process.

| <u>Beginning of a process</u> | <u>Stages in a process</u> | <u>End off a process</u> |
|-------------------------------|----------------------------|---------------------------|
| First(ly) . . . | (and) then ... | The last step/stage is... |
| Initially . . . | the next stage/step is... | Finally,... |
| In the first stage . . . | Once X has been done, | Lastly,... |
| To start with . . . | Y is done | |
| | As soon as ... | |
| | Prior to / Before ... | |
| | In the meantime | |

II. Using the language from the presentation and the chart below, complete the following passage.



..., the candidate is asked a few general questions. ... we move on to discuss his job experience. ... moving on to assessing his ambition, we check on his qualifications. ... we have assessed his potential in terms of ambition, we try to go deeper into his character. ... we ask him to assess his suitability for the post. ... we have done this, we ask him when he would be available to take up the job. And ... we ask him whether we can contact his present employer for a reference. ..., we give him a chance to ask us questions and ... he leaves we inform him when he will hear from us.

III. Discuss the following suggested topics with your partner.

1. A high salary is better than a lower salary and a company car.
2. The most important resource of all companies is people.

In order to produce sufficient discussion the partners should take the opposing points of view, as in a debate.

UNIT II

EMPLOYMENT

Grammar: The Passive Voice; Indefinite, Continuous, Perfect Tenses

1. Read and memorize the following words and word combinations.

| | |
|-----------------------------|--|
| 1. Administering | -управление, ведение дел, администрирование |
| 2. To align with | - привести в соответствие |
| 3. To assign | - назначать |
| 4. Background | - образование, подготовка, база |
| 5. Benefit vendor | - разработчик пособий, пенсий, компенсаций, надбавок |
| 6. Benefit manager | - менеджер по компенсациям |
| 7. To broaden | - расширять |
| 8. College major | -профилирующая дисциплина; студент, специализирующийся в определённой области |
| 9. Compensation manager | - менеджер по оплате труда |
| 10. Disability | - нетрудоспособность |
| 11. Discrepancy | - разногласие |
| 12. At the divisional level | - на уровне отдела, подразделения, отделения корпорации или фирмы |
| 13. To draw up | - составлять (договор) |
| 14. To enhance | - повышать, увеличивать |
| 15. To enroll | -зачисляться, записываться, поступать |
| 16. Enrollment | - регистрация, начисление |
| 17. Entry-level position | - начальная должность (работа) (должность, на которую назначаются новые работники, не обладающие большим опытом и квалификацией, |

| | |
|---------------------------|---|
| | т.е. первая должность при поступлении на работу) |
| 18. To evaluate | - оценивать |
| 19. Executive position | - руководящая должность |
| 20. A facet | - аспект |
| 21. To fill vacancy | - заполнить вакансию |
| 22. Generalist | - универсал |
| 23. Government regulation | - государственные нормы, инструкции, постановления |
| 24. Grievance | - жалоба, претензия, недовольство |
| 25. To handle disputes | - решать споры |
| 26. An incentive | - стимул |
| 27. Ladder | - лестница |
| 28. Anewhire | - новый работник |
| 29. A payroll manager | - менеджер по расчёту зарплаты |
| 30. To oversee | - контролировать, наблюдать |
| 31. Remainder | - другие, остальные |
| 32. To retain | - сохранять, удерживать |
| 33. To revamp | - переделывать |
| 34. To reveal | - обнаруживать, выявлять |
| 35. To split up | - распределять |
| 36. Successively | - постепенно, поочередно, последовательно, непрерывно |
| 37. Survey | - опрос, обследование, анкетирование |
| 38. To validate | - обосновывать |
| 39. To zero in on | - сосредоточить своё внимание исключительно на (чём л.) |

II. Make nouns by adding suffixes and translate them into Russian:

- **ment**: to align, to assign, to enhance, to enroll, to govern, to retain, to employ, to manage, to recruit, to develop, to involve;
- **(t /ati)ion on**: to attract, to coordinate, to compete, to negotiate, to evaluate, to compensate, to distribute, to regulate, to organize, to operate.

III. Refresh your grammar. While translating the sentences distinguish which of the modal verbs and their equivalents express ability, permission, possibility, necessity, obligation and certainty.

1. Every company should assign workers jobs best suited for their talents.
2. If the request must be refused, a short letter stating the reason for the refusal, should be written
3. She may be asked to express her opinion about this story.
4. Staffing managers are to take on the duties of a recruiter when filling high-level job vacancies.
5. The answer to the letter had to be sent yesterday.
6. Benefit managers must regularly monitor government regulations in order they could update the benefit programs.
- 7 A single human resource manager is able to control all facets (аспекты) of this department.
8. A payroll manager will have to prepare accounting reports in a timely manner.

IV. Restate the following sentences, using the affirmative or negative forms of the expressions of necessity: must, have to, had to.

Pattern: It is necessary for HR department to fill this position as soon as possible.

HR department must fill this position as soon as possible.

1. It was necessary for employee relations manager to handle dispute between a company's workforce and management.
2. It is necessary for staffing managers to develop a strategy for recruiting staff.
3. It was necessary for human resource department to align the training and development program with the goals of each department.
4. It is necessary for compensation manager to collect and analyze wages and salaries data to update the rates.

V. Change the following sentences to the Passive Voice, omitting the doer of the action when it is not necessary.

1. Fringe benefits include paid holidays, sick pay, and paid vacations.
2. Firms often offer workers incentives linked to profitability. 3. Employee relations managers usually draw up labor contracts. 4. Employee relations managers have handled the dispute between a company's workforce and management. 5. Staffing managers will reconsider a strategy for recruiting staff. 6. Now they are planning a training and development course aligned with the goal of production department. 7. Payroll managers were preparing accounting reports for the whole week.

Text A.

DIFFERENT TYPES OF MANAGER JOBS IN THE HR FIELD

Every company wants to attract and retain staff as well as **assign** workers jobs that are best suited for their talents. This is what the job of a human resources manager is all about. There are several different types of manager specialties in the human resources field. Each organization has its own way of **splitting up** the responsibilities, but the following are the most common types of human resources managers.

Employee Relations Manager

Employee relations managers, also known as labor relations managers, **oversee** union and nonunion employment policies. They are responsible for **drawing up**, negotiating and administering labor contracts. These contracts cover topics such as wages, benefits, union practices, management practices and **grievances**. Employee relations managers also **handle disputes** between a company's workforce and management as well as coordinate procedures for grievances.

Staffing Manager

Staffing managers, also known as recruiting managers, are responsible for the recruiting and hiring process of the human resources department of a company. They oversee a team of recruiters and take on

the duties of a recruiter when **filling** high-level job **vacancies**. Staffing managers must develop a strategy for recruiting staff that helps them meet the company's needs.

Training and Development Manager

Training and development managers are tasked with planning, coordinating and directing programs that **enhance** the knowledge and skills of a workforce. This includes overseeing a team of training and development specialists. They also work with the managers of each department in an organization **to align** the training and development programs **with** the goals of each department and the overall goals of the business.

Payroll Manager

Payroll managers oversee the payroll department within an organization. This manager's job is to ensure that all **facets** of the payroll are processed accurately and in a timely manner. Payroll managers prepare accounting reports, administer payroll procedures and resolve any **discrepancies** or problems.

Compensation Manager

Compensation managers are different from payroll managers in that they are tasked with managing the pay structure of an organization. This job involves monitoring **government regulations** and market conditions, collecting and analyzing wages and salaries data and **evaluating** how the pay structure of a company compares to its rivals to ensure the rates a company pays are updated and competitive. Some compensation managers design plans that include bonuses and **incentives** for staff.

Benefits Manager

Benefits managers are responsible for **administering** the benefits program for an organization's workforce. This involves the management of health, disability and life insurance policies as well as retirement plans. These managers work with **benefits vendors** and oversee the **enrollment**, distribution and renewal of these benefits for every employee. Benefits managers must regularly monitor government regulations and the expense of other plans to ensure the benefits programs are updated and competitive.

Many large organizations split up the responsibilities for human resources managers into these separate specialized positions. Small organizations, however, are more likely to use a single human resources manager to oversee all facets of this department. Either way, human resources manager jobs are vital to the internal operations of every organization.

VI. Arrange in pairs the words, which are close in meaning:

labor relations manager, to retain, to be suited for, responsibility, to split up, to draw up, to oversee, to fill vacancies, to meet needs, to ensure, to cover, government regulations, to distribute, facets, employee relations manager, to keep, to be appropriate, to compile, to observe, to include, to staff, to satisfy needs, to guarantee, state control, aspects, duty.

VII. Look at the list of seven terms on the right. Guess which term corresponds to the definition listed in the column on the left.

- | | |
|--|-------------------|
| 1. The choice of specific people to fill positions in an organization | a) payroll |
| 2. The duty to make a certain decision or solve a certain problem | b) facet |
| 3. A dispute between management and a worker or union over the interpretation of a contract. | c) discrepancy |
| 4. A general study of public opinion. | d) grievance |
| 5. Disagreement with something | e) share |
| 6. Any of a number of sides or aspects. | f) responsibility |
| 7. A list of employees to be paid, with amount due to each. | g) staffing |

VIII. Complete the following statements using the information of the text. The first letter of each missing word is given to help you.

1. Each company s up responsibilities in HR department in its own w..... .
2. Labor relations managers are responsible for n..... labor contracts.
3. Labor relations managers solve d..... between workers and management.
4. High-level v..... are filled by a s..... manager.
5. Training programs e..... the knowledge and skills of a workforce.
6. Training programs are usually a..... with the goals of each department.
7. Any d..... or problems on payment are resolved by p..... managers.
8. Benefit programs include management of h....., d..... and life i..... policies.

IX. Choose the sentences where the verbs “to have” and “to be” have the modal meaning.

1. He does not have to attend training course as he is a qualified employee. 2. A contract between management and union has been drawn up. 3. I suppose some changes in government regulations will have to be made by the end of the year. 4. Compensation managers are constantly to study changing market conditions. 5. As the company was small it had to hire part-time human resource manager. 6. Human resource managers are to formulate its strategy for recruiting staff. 7. Large companies have different human resource management positions. 8. He was to come for the interview at 11 but he was late.

X. Translate the following sentences paying attention to Indefinite, Continuous, Perfect Tenses in the Passive Voice.

1. Currently an agreement of partnership between two companies is being drawn up. 2. The subordinate has been delegated some responsibilities by his chief. 3. His business had been closed down by the end of the year. 4. By the end of the month the question of the salary raise will have been

solved. 5. The interviews are usually conducted by commission of interviewers. 6. With the purpose of practical training, teams of interviewers and respondents have been established. 7. Salaries and wages data were being collected by 4 teams during the whole month. 8. The positive decision on keeping the company's workforce had been made before a lot of employees were dismissed. 9. The results of Interviewers' Commission meeting will have been declared by the end of the day.

XI. Translate the following sentences paying attention to the peculiarities of the Passive Voice.

1. Employee Relations Managers are sometimes referred to as labor relations managers.
2. A labor contract was much worked at.
3. Government regulations must be relied on in updating the benefits programs.
4. The dispute between the union and management was spoken of at the Board of Directors meeting.
5. Chairman of the Board will be spoken to on the question of calling another Board of Directors meeting in the nearest future.
6. The details of arrangements between partners are always paid much attention to.

XII. Complete the following sentences using appropriate verb forms.

1. Compensation managers usually ...with managing the pay structure of an organization.
 a) is being tasked b) has been tasked c) are tasked
2. He these responsibilities this month.
 a) is assigned; b) has been assigned; c) is being assigned
3. If the firm goes bankrupt the whole of its workforce
 a) will be dismissed; b) will have been dismissed; c) are being dismissed

XIV. Answer the questions using the information of the text A.

1. What are the three main functions of a human resource manager?
2. What are employee relations managers responsible for?
3. What points do labor contracts include?
4. Who handles disputes between a company's workforce and management?
5. What are the responsibilities of a staffing manager?
6. When does a staffing manager take on the duties of a recruiter?
7. What are the duties of a training and development manager?
8. Why do they work with managers of each department?
9. What are the functions of payroll managers?
10. What does the job of managing the pay structure of an organization involve?
11. What is the aim of such a job?
12. What does administering benefits program involve?
13. What do benefit managers oversee?

XV. Read the dialogue in which the stages in a company's recruitment procedure are discussed. As you read, number the stages below in the order they occur (the first two stages have already been numbered). Then act the dialogue out.

| | | |
|--|--|------------------------------|
| informal discussion day | 2/3 applicants invited to final interview | job offered to one applicant |
| vacant position identified 1 | position advertised in national papers 3 | short-list produced |
| replies to advertisement assessed | position advertised internally | references followed up |
| short-listed candidates invited to interview | one applicant chosen on basis of references and final interview | Interview panel selected |
| successful applicant takes up the job | | |

RECRUITMENT PROCEDURE

A: Our personnel director has commented on how long our recruitment procedure for middle management takes. I'd like to spend a few minutes reviewing it and then perhaps we can look at ways it can be shortened. John, can you take us through the process as it stands?

B: Yes, certainly. Once a position becomes vacant, the post is initially advertised internally. If there are no applicants from within the country the post is then advertised in the national newspapers. Replies to this advertisement are assessed and the next step is to produce a short list of suitable applicants. As soon as an interview panel has been selected, these candidates are invited to an interview. In most cases, two or three applicants come through this stage successfully and are then asked to attend a final interview. In the meantime, references are requested for these candidates. On the basis of the final interview and these references one applicant is chosen. The job is then offered to this candidate and finally he is invited for an informal discussion day prior to taking up the job,

A: Thank you, John. Perhaps we could now go through the process step by step and see if we can shorten or cut any of these steps.

XVI. Talk on the topic: What are your career expectations and why?

Text B.

1. Match words or phrases in the left column to the definitions in the right one.

- | | |
|---------------------|--|
| 1. Background | a. work performed by a new employee |
| 2. An incentive | b. a student specializing in some field |
| 3. A new hire | c. to concentrate one's attention exclusively on something |
| 4. Corporate ladder | d. someone who has mastery in HR roles across HR functions |

- | | |
|------------------------|---|
| 5. Generalist | e. a new employee |
| 6.To zero in on | f. the hierarchical order of position, title, or rank, |
| 7.College major | g. something that motivates a person to accomplish something. |
| 8.Entry-level position | h. previous experience or training |

2. *Look quickly through the text and decide which paragraphs are about these subjects*

- Paths leading to entering the HRM field
- The definition of a HRM specialist
- The variety of degrees of new hires
- Paths for HRM career growth
- Generalist positions in small and mid-sized organizations

Generalist or Specialist

1. Someone wishing to enter the HRM field may choose one of two routes: **generalist** or specialist. **Entry-level** HRM generalist positions are most often found in small or mid-sized organizations that employ few HR professionals—one or two people who must perform all functions. Because of their many responsibilities, HRM generalists have neither time nor resources to conduct in-depth studies or projects. They usually hire outside consultants who specialize in these kinds of services. For example, consultants might help the organization **to revamp** its compensation system, **validate** its selection practices, or analyze its training needs.

2. In larger organizations, each HR professional's area tends to be more focused, **zeroing** in on particular HRM tasks. Individuals holding these positions are called HRM specialists. Exhibits 1a and 1b describe some traditional and newer HRM specialty areas.

3. In most professions a direct path leads to entering the field. For instance, someone aspiring to be a lawyer, physician, accountant, or psychologist **enrolls** in appropriate educational programs and enters the

field upon receiving a degree or license. HRM is atypical in this regard; people may enter the profession in a variety of ways. For instance, most of today's HR professionals enter the field through self-directed career changes. Approximately one-third of these individuals entered HRM by transferring from another part of the company; the **remainder** entered from other fields such as education, social services, accounting, sales, and administrative secretarial positions.

4. HR professionals entering the field directly out of college (about one-third of all HR professionals) traditionally come from a variety of academic **backgrounds**, including business, psychology, and liberal arts. More recently, however, HRM **new hires** have earned degrees in some area of business, such as HRM, management, or general business. For instance, when HRM hires recent graduates for entry-level HRM positions, it considers business school graduates with concentrations in business administration, finance and commerce, management, or industrial relations. A **survey** of HR professionals **revealed** the following **collegemajors**: HRM (17 percent), business administration (23 percent), management (13 percent), psychology (12 percent), and labor/industrial relations (10 percent).

5. As one might expect, large organizations provide the greatest opportunities for HRM career growth. Most senior-level HR professionals take one of two paths up the corporate **ladder**. Some begin their careers as specialists and eventually become managers of their specialty units. To advance beyond this level, they must **broaden** their skills and become HRM generalists. The other path to securing a senior-level HRM position is to begin as an assistant HRM generalist at a small plant or unit within the organization and advance into an HRM managerial role at **successively** larger plants or units. An HRM career in manufacturing might progress as follows:

1. The individual is hired as an HRM assistant at a manufacturing plant.
2. Within five or six years, the individual advances to the HRM manager's post at the plant.

3. Between six and ten years, the HR professional becomes the HRM manager at a larger plant.

4. During the eleven-to-fifteen-year range, the person reaches a senior-level HRM position **at the divisional level** and has several HRM generalists and/or specialists reporting to him or her.

5. Between fifteen and twenty years, the person reaches a senior-level **executive position**, such as vice president of human resources.

3. Answer the questions using the information you have learnt from the text

1. Why do HRM generalists of small firms sometimes hire outside consultants?
2. Where can entry-level generalist positions often be found?
3. How are individuals concentrating on particular HRM tasks called?
4. How do most of today's HRM professionals enter HRM field?
5. In what areas of business have new HRM hires earned degrees recently?
6. What is the first path for HRM career growth of most senior-level HR professionals?
7. What is the second path providing a senior-level HRM position?

UNIT III

PRE-HIRING, HIRING, AND POST-HIRING

Grammar: The Infinitive; Forms and Functions

1. Read and memorize the following words and word combinations.

| | |
|----------------|------------------------------------|
| 1. Acquisition | - приобретение, комплектование |
| 2. Adequacy | - соответствие |
| 3. Affordable | - приемлемый, недорогой, доступный |

| | |
|-------------------------------|---|
| 3.To anticipate | - предвидеть |
| 4.Appropriate | - соответствующий, подходящий, целесообразный |
| 5. Aptitude | - способность, склонность |
| 6.To assess | - оценивать |
| 7.To assume | - полагать |
| 8.Benefit | - льгота, пособие |
| 9.Cornerstone | - краеугольный камень |
| 10.Cost- efficiently | - экономически эффективно |
| 11.Demand and supply | - спрос и предложение |
| 12.Demanding. | - востребованный |
| 13.Demotion | - разжалование, понижение в должности |
| 14.Deployment | - распределение |
| 15.To deal with | - иметь дело, общаться |
| 16. Discharge | - увольнение |
| 17.Toenhance | - увеличивать, расширять |
| 18.Toengagein | - вовлекать, привлекать, включать |
| 19.Toentail | - означать |
| 20.To estimate | - оценивать |
| 21.Evaluation | - оценка |
| 22.Forecasting | - прогнозирование, предсказание |
| 23. Jobbehavior | - режим работы |
| 24.Tomaintain | - сохранять |
| 25. To mapout | - наметить, составлять |
| 26.To matchwith | - подбирать под, соответствовать |
| 27.Mechanical aptitude | - технические способности, навыки |
| 28. Payrate | - ставка заработной платы |
| 29.Performanceappraisalrating | - процесс определения эффективности деятельности сотрудников в реализации стратегических задач организации с целью последовательного накопления информации... |

| | |
|---------------------------|--|
| 30. Performance standards | - уровень интенсивности или эффективности труда; норма производительности, норма выработки |
| 31. Pool | - общий фонд, котёл |
| 32. Recruitment | - набор кадров, наём сотрудников |
| 33. Satisfaction | - удовлетворение |
| 34. To seek | - стремиться, добиваться |
| 35. To specify | - определять |
| 36. Staffing | - кадровое обеспечение, укомплектование персоналом |

II. Make adverbs by adding "-ly" and translate them:

Appropriate, successful, additional, typical, recent, systematic, near, particular, effective, necessary, internal, legal, technical.

III. Translate the groups of words of the same root.

To acquire-acquisition; adequate-adequately-adequacy; to benefit-beneficial; to recruit-recruitment-recruiter; to specify-specification-specific-specifically; effective-effectiveness-effectively; to utilize-utilization; employee-employer-employment; to add-addition-additional-additionally; to produce-production-producer-productive-productivity; to apply-application-applicant; to satisfy-satisfaction-satisfactory-satisfactorily; to suit-suitable-suitability.

IV. Fill in the blanks with one of the following words: arise (v), rise(n), rise (v), raise (v). Take into consideration their meanings.

1. **Raise** means “to lift, to make bigger”, “to bring up” (children), or “to cultivate” (plants);
2. **Rise** means “to move up without assistance” or “to increase”;
3. **Arise** means “to appear”.

A serious problem has ... in my company. Because the cost of living ... by 6% last year, management decided to ... salaries of all the staff. For this reason, they gave everyone a ... of 10% a week. However, later on, they had to pay for this by ... the prices of all our products by 10%. Such a large ... in prices made our products uncompetitive. So now, management is talking of lowering our salaries again.

V. Translate the following sentences paying attention to the forms of the Infinitive.

1. I remember to have put my report on your table. 2. They were happy to have been working under the supervision of this mentor for four months. 3. The meeting to be held tomorrow will be devoted to improving conditions on the work places. 4. They must be considering the question about the number of employees to be hired by the company. 5. He is against to be sent on business. 6. The employee was greatly sorry to have been dismissed. 7. He was the first to be interviewed. 8. He must be preparing the financial document now.

VI. Translate the following sentences paying attention to different functions of the Infinitive.

1. This does not mean that the discoveries to be made are planned in advance. 2. The contract was too important not to be fulfilled in time. 3. To combat with violation of discipline the management has taken some measures. 4. We have discussed the terms to be included in the agreement. 5. I don't recall to have seen this reference. 6. The employees were happy to have been given the Christmas bonus. 7. The plan of recruitment of new employees will be discussed at the meeting to be held next week. 8. To be promoted to the higher position you need to go through performance appraisal successfully. 9. Tom made a bad mistake in his work, but his boss did not fire him. He is lucky to have been given a second chance. 10. I would like to be employed by this company for the position of a trainee manager. 11. He pretended not to have noticed us. 12. To give objective

evaluation of employees' performance is the aim of revision of appraisal performance system

VII. Complete the following sentences using appropriate Infinitive forms.

1. Government regulations are ... attentively by HR managers.
 - a) to be tracked;
 - b) to have been tracked;
 - c) to be tracking.

2. The functionsbybenefits managers include administering the benefits program for an organization's workforce
 - a) to be performed.;
 - b)to perform;
 - c) to have performed.

3. The clerk must ... much urgent paper work today for concluding this contract.
 - a) have been doing;
 - b) have done;
 - c) be doing.

- 4.They must ... the required financial document now.
 - a) prepare;
 - b) have been preparing;
 - c) be preparing

5. They were glad ... shares of this successful company.
 - a) to buy;
 - b) to have bought;
 - c) to be buying.

6. This Commercial Bank was the first ... about a rise in the interest rate.
 - a) to inform;
 - b) to be informed;
 - c) to have been informed.

Text A

PRE-HIRING, HIRING, AND POST-HIRING

An organization's HRM function focuses on the people side of management. It consists of practices that help the organization **to deal** effectively **with** its people during the various phases of the employment cycle, including pre-hire, **staffing**, and post-hire.

Pre-hire phase. The major HRM activities in the pre-hire phase are human resource planning and job analysis. These activities form the **cornerstone** upon which other HRM practices are built. Human resource planning helps managers **to anticipate** and meet changing needs related to the **acquisition, deployment,** and utilization of employees. The organization first **maps out** an overall plan called a strategic plan. Then, through **demand and supply forecasting** it **estimates** the number and types of employees needed to successfully carry out its overall plan. Such information enables a firm to plan its recruitment, selection, and training strategies. For example, **assume** that a firm's HR plan estimates that 15 additional engineers will be needed during the next year. The firm typically hires recent engineering graduates to fill such positions. Because these majors are in high demand, the firm decides to begin its campus recruiting early in the academic year, before other companies can "**snatch away**" the best candidates.

Job analysis is the systematic process used for gathering, analyzing, and documenting information about particular jobs. The analysis **specifies** what each worker does, the work conditions, and the worker qualifications necessary to perform the job successfully. The job analysis information is used to plan and coordinate nearly all HRM practices, including:

- *Determining job qualifications for recruitment purposes
- *Choosing the most **appropriate** selection techniques
- * Developing training programs
- *Developing **performance appraisal rating forms**
- * Helping to determine **pay rates**

*Setting **performance standards** for productivity improvement programs

For example, an organization may decide to use a mechanical aptitude test to screen applicants because a job analysis indicated that mechanical aptitude is an important job skill. Or, a firm may raise the pay of one of its employees because a job analysis indicated that the nature of the work recently changed and is now more **demanding**.

Hiring phase. The hiring phase of human resource management is also called staffing. Staffing involves policies and procedures used by organizations to recruit and select employees. Organizations use **recruitment** to locate and attract job applicants for particular positions. They may recruit candidates internally (i.e., recruit current employees **seeking** to advance or change jobs) or externally. The aim of recruitment practices is to identify a suitable **pool** of applicants quickly, **cost-efficiently**, and legally. Selection involves **assessing** and choosing among job candidates. To be effective, selection processes must be both legal and technically sound, accurately **matching** people's skills with available positions.

Post-hiring phase. Training and development are planned learning experiences that teach workers how to effectively perform their current or future jobs. Training focuses on present jobs, while development prepares employees for possible future jobs. Training and development practices are designed to improve organizational performance by **enhancing** the knowledge and skill levels of employees. A firm must first determine its training needs and then select/develop training programs to meet these needs. It also must take steps to ensure that workers apply what they have learned on the job.

Through the performance appraisal process, organizations **measure** the **adequacy** of their employees' job performances and communicate these **evaluations** to them. One aim of appraisal systems is to motivate employees to continue appropriate behaviors and correct inappropriate ones. Management also may use performance appraisals as tools for making HRM-related decisions, such as promotions, **demotions**, **discharges**, and pay raises.

Compensation **entails** pay and **benefits**. Pay refers to the wage or salary employees earn, while benefits are a form of compensation provided to employees in addition to their pay, such as health insurance or employee discounts. The aim of compensation practices is to help the organization establish and **maintain** a competent and loyal workforce at an **affordable** cost.

Productivity improvement programs **tie** job behavior to rewards. Rewards may be financial (e.g., bonuses and pay raises) or nonfinancial (e.g., improved job **satisfaction**). Such programs are used to motivate employees **to engage** in appropriate job behaviors, namely those that help the organization meet its goals.

VIII. Arrange the following words into the pairs of antonyms:

To lower, dismissal, to supply, promotion, to hire, to widen, to finish, lately, manual, unlawfully, externally, to discharge, accurately, to maintain workforce, inappropriate, slowly, to raise, employment, demand, demotion, to lose workforce, internally, to enhance, to begin, early, mechanical, legally, suitable, quickly, roughly (приблизительно).

IX. Complete the following statements, using the information of the text.

1. Compensation practices maintain l.... workforce.
2. Rewards help the o.... meet its g.....
3. The performance appraisal process m.... the adequacy of their employees' job p.....
4. Organizations user.... to locate applicants for particular p.....
5. The job analysis information is used to coordinate choosing the most a.... selection t.....
6. Training and development programs improve organizational performance by e.... the knowledge and skill levels of e.....
7. HRM function focuses on practices of d.... effectively with its people during the various phases of the e.... cycle.
8. B.... are a form of c.... provided to employees in addition to their pay.

X. Find definitions to the terms given in the left column.

- | | |
|----------------|--|
| 1. staffing | a) suitability for a position |
| 2. cornerstone | b) a combination of resources or funds for some common purpose |
| 3. acquisition | c) equal to a requirement |
| 4. deployment | d) reduction to a lower rank |
| 5. aptitude | e) rating an individual performance with a view to promote or a pay increase |
| 6. pool | f) distribution of forces in accordance with plan |
| 7. adequate | g) getting as one's own |
| 8. demotion | h) the basic or main part |
| 9. appraisal | i) the choice of specific people to fill positions |

XI. Choose the answer to each question on the basis of the information you have derived from the text.

1. What phases does the employment process consist of?
 - a) deployment, staffing, and post-hire.;
 - b) pre-hire, staffing, and demotion;
 - c) pre-hire, staffing, and post-hire;
2. What are the functions of recruitment practices?
 - a) to locate and attract job applicants for particular positions;
 - b) to recruit candidates mostly internally;
 - c) to assess and choose among job candidates;
3. What is the purpose of productivity improvement programs?
 - a) to maintain a competent workforce;
 - b) to motivate employees for proper behavior;
 - c) to take some important steps;
4. What are the tools for making HRM-related decisions?
 - a) enhancing knowledge;
 - b) development practices;
 - c) appraisal systems;

5. In what way are workers taught to effectively perform their jobs?
 - a) by training and development programs;
 - b) by meeting their needs;
 - c) by improving organizational performance;

6. How does the organization estimate the number and types of employees needed?
 - a) through carrying out its overall plan;
 - b) through demand and supply forecasting;
 - d) through dealing effectively with its people.

XII. Answer the questions using the information you have learnt from the text.

1. During what phases must an organization deal effectively with people?
2. What activities are included in pre-hire phase?
3. What are changing needs for employees related to?
4. What information enables a firm to plan its recruitment, selection and training strategies?
5. What does job analysis specify?
6. Where is job analysis used?
7. What does staffing imply?
8. Where may organizations recruit candidates?
9. What is the aim of recruitment?
10. How can the effectiveness of the selection process be achieved?
11. What is the difference between training and development?
12. What are training and development programs designed for?
13. What is measured with the performance appraisal process?
14. What are the aims of appraisal systems?
15. What is the difference between pay and benefits?

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

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

XIII. Study the questions of an interviewer and responses to them. Then try to give your own answers.

1. Tell me about yourself.
(Your answer should be basically (in essence), tell us how you can benefit the company.)

I'm a seasoned Retail Manager strong in developing training programs and loss prevention techniques that have resulted in revenue savings of over \$2.3 Million for (employer's name) during the past 11 years.

2. What Are You Passionate About?

I'm an avid skier and I like to spend weekends and vacations on the ski slopes.

3. Why do you want this job?

The work I find most stimulating allows me to use both my creative and research skills. The buzz on this company is that it rewards people who deliver solutions to substantial problems.

4. Why are you leaving your job?

I am interested in a job with more responsibility, and I am very ready for a new challenge.

5. How do you handle stress/

I find a past pace to be

pressure?

invigorating, and thrive when the pressure is on.

6. What is your greatest strength?
(It is not worth much to praise yourself, but to underestimate your strengths will not also be correct. Tell it like it is, but only in relation to the company where you are applying.)

When I'm working on a project, I don't want just to meet deadlines. Rather, I prefer to complete the project well ahead of schedule. I have exceeded my sales goals every quarter and I've earned a bonus each year since I started with my current employer. My time management skills are excellent and I'm organized, efficient, and take pride in excelling at my work. I pride myself on my customer service skills and my ability to resolve what could be difficult situations.

7. What is your greatest weakness?

When I'm working on a project, I don't want just to meet deadlines. Rather, I prefer to complete the project well ahead of schedule.

8. How do you evaluate success?

I evaluate success in different ways. At work, it is meeting the goals set by my supervisors and my fellow workers. It is my understanding, from talking to other employees, that the GGR company is recognized for not only rewarding success, but giving employees opportunity to grow as well.

9. What Are Your Goals for the Future?

Once I gain additional experience, I would like to move on from a technical position to management.

XIV. Project

Selecting Applicants

Finding qualified personnel is not always an easy task. Before seeking applicants, it is important to know what you are looking for. This project is designed to provide insight into the selection process.

Assume you have just been appointed sales manager of a newly formed computer company. Your company sells personal computers and software to small businesses. Your first task as the sales manager is to recruit a sales force. You have broken the task down into several steps which you must complete.

1. Preparation of a job description.
2. Preparation of a job specification.
3. Development of sources of applicants.

After you have completed the above activities, assume the following four individuals have applied for position. Which of the four, if any, will you hire? Provide complete justification for your reasons for hiring or not hiring each individual. (Relate your reasons to your job description and specifications.)

Applicant 1:

Name: Jeff Stanley
Age: 38
Experience: Managed a computer operation while in the military, from which he has just retired. No previous selling experience.
Education: High school and technical training in computers.

Applicant 2:

Name: Linda Bartel
Age: 23
Experience: Retail sales clerk at a local department store. Active in school clubs and organizations.
Education: Just completing a bachelor's degree in business with a 3.75 GPA.

Applicant 3:

Name: Tom Downs
Age: 52
Experience: Over 25 years of experience in selling office equipment and supplies to small businesses.
Education: Bachelor's degree in business.

Applicant 4:

Name: Janet Allen
Age: 25
Experience: No previous sales experience. Has held several odd jobs while attending school. Extremely active in various school organizations and community projects.
Education: Master's degree in political science

Each of the four applicants has a pleasant personality and should have no trouble interrelating with the customers. Only two people are needed right now. Which, if any, should be selected?

UNIT IV

HRM DEVELOPMENT AND IMPLEMENTATION RESPONSIBILITIES

Grammar: Objective, Subjective Infinitive Constructions

1. Read and memorize the following words and word combinations.

| | |
|---------------------------|--|
| 1.Toappraise | - оценивать |
| 2.Approval | - утверждение, одобрение |
| 3.Array | - масса, множество |
| 4. Toassume | - брать на себя, принимать, предполагать |
| 5. Coaching | - наставничество, тренинг, коучинг |
| 6.To complete application | - заполнить заявление |
| 7.Concern | - проблема, вопрос, дело |
| 8.To devise | - разработать |
| 9.To establish | - устанавливать, создавать |
| 10. Grievance | - жалоба, претензия, недовольство |
| 11.Guide | - руководство, инструкция, справочник |
| 12. Job analysis | - анализ трудовых операций |
| 13.To implement | - выполнять |
| 14.Interplay | - взаимодействие |
| 15. To investigate | - расследовать, изучать, исследовать |
| 16.Line manager | - линейный менеджер, непосредственный руководитель |
| 17.To monitor records | - контролировать, записи, документы |
| 18. Outcome | - результат |
| 19. Practice | - практика, деятельность, дело, действие |
| 20. Procedure | - процесс, операция, метод, методика |

| | |
|------------------------|--------------------------|
| 21. To review | - просмотреть, проверить |
| 22. To settle an issue | - решать проблему |
| 23. Sizable | - значительный, крупный |
| 24. Turnover | - текучесть кадров |

II. Make nouns by adding the suffix “-ity” and translate them:

Specific, conductive, simple, able, relative, responsible, selective.

III. Make adjectives by adding the suffix “-able” and translate them.

Apply, to consider, to depend, value, to vary, size, profit, to afford, transport, to change, pay, to accept.

IV. Translate the groups of words of the same root.

To implement – implementation;
to investigate – investigation – investigator;
to apply – application – applicant;
to approve – approval;
to consider – consideration – considerable;
to perform – performance – performer;
to correct – correctly – correctness;
to assume – assumption;
to employ – employment – employee – employer;
to use – useful – usefulness,- usage;
to add – addition, additionally – additive.

V. Read international words and guess their meanings:

method, practice, professional, typically, selection, to monitor, candidate, interview, to assist, discipline, orientation.

VI. Translate the following sentences paying attention to the Objective Infinitive Construction.

1. We know HRM practices to be developed by personnel department.
2. We are friends and I naturally should like him to be perfectly frank with me.
3. The Director wants us to study the results of the interview more carefully to choose the most suitable applicant.
4. Why do you expect the forthcoming fair to attract many people?
5. We believe the time and date of meeting to be convenient for everybody.
6. I consider the changes in appraisal system to have provided a more objective employee performance evaluation.
7. HR professionals consider performance appraisals not to have been properly completed.

VII. Translate the following sentences paying attention to the Subjective Infinitive Construction.

1. The interplay between managers and HR professionals is supposed to have contributed to effective HRM practices.
2. A newly structured interview guide appeared not to be effective.
3. The constant rise in unemployment is reported to have led to instability in the country
4. Your advice is unlikely to be effective for dealing with problem employees.
5. The government is sure to have done a lot to combat unemployment.
6. Such an enormous sum was not expected to be offered for the picture at the auction.
7. The job analysis is known to have been conducted on the basis of information from line managers.

VIII. Transform the sentences according to the pattern.

Pattern: We know personnel department to develop HRM practices.
Personnel department is known to develop HRM practices.

1. We suppose managers not to have provided the proper performance evaluation of some employees.
2. The nature of these roles assumes only large companies to have sizable HRM departments.
3. We know HR professionals to bear responsibility for four areas.
4. We expect this candidate to be employed only on the basis of an application form.
5. They think performance appraisals to have been properly completed.
6. We report the training programs on selection and law to have been developed by HR professionals.

Text A.

HRM DEVELOPMENT AND IMPLEMENTATION RESPONSIBILITIES

While most firms have a human resources or personnel department that develops and **implements** HRM **practices**, responsibility lies with both HR professionals and **line managers**. The **interplay** between managers and HR professionals leads to effective HRM practices. For example, consider performance appraisals. The success of a firm's performance appraisal system depends on the ability of both parties to do their jobs correctly. HR professionals develop the system, while managers provide the actual performance evaluations.

The nature of these roles varies from company to company, depending primarily on the size of the organization. This discussion assumes a large company with a **sizable** HRM department. However, in smaller companies without large HRM departments, line managers must **assume** an even larger role in effective HRM practices.

HR professionals typically assume the following four areas of responsibility: **establishing** HRM policies and **procedures**, developing/choosing HRM methods, monitoring/evaluating HRM practices, and advising/assisting managers on HRM-related matters. HR

professionals typically decide (subject to upper-management **approval**) what procedures to follow when implementing an HRM practice. For example, HR professionals may decide that the selection process should include having all candidates (1) **complete** an application, (2) take an employment test, and then (3) be interviewed by an HR professional and line manager.

Usually the HR professionals develop or choose specific methods to implement a firm's HRM practices. For instance, in selection the HR professional may construct the application blank, develop a structured interview **guide**, or choose an employment test. HR professionals also must ensure that the firm's HRM practices are properly implemented. This responsibility involves both evaluating and monitoring. For example, HR professionals may evaluate the usefulness of employment tests, the success of training programs, and the cost effectiveness of HRM **outcomes** such as selection, **turnover**, and recruiting. They also may **monitor records** to ensure that performance appraisals have been properly completed.

HR professionals also consult with management on an **array** of HRM-related topics. They may assist by providing managers with formal training programs on topics like selection and the law, how to conduct an employment interview, how **to appraise** employee job performance, or how to effectively discipline employees. HR professionals also provide assistance by giving line managers advice about specific HRM-related **concerns**, such as how to deal with problem employees.

Line managers direct employees' day-to-day tasks. From an HRM perspective, line managers are mainly responsible for implementing HRM practices and providing HR professionals with necessary input for developing effective practices. Managers carry out many procedures and methods **devised** by HR professionals. For instance, line managers:

- Interview job applicants

- Provide orientation, **coaching**, and on-the-job training

- Provide and communicate job performance ratings

- Recommend salary increases

- Carry out disciplinary procedures

- Investigate** accidents

Settle grievance issues

The development of HRM procedures and methods often requires input from line managers. For example, when conducting a **job analysis**, HR professionals often seek job information from managers and ask managers **to review** the final written product. Additionally, when HR professionals determine an organization's training needs, managers often suggest what types of training are needed and who, in particular, needs the training.

IX. Find which of the words and word combinations on the right is closest in meaning to the words on the left referring to the contents of the text.

| | |
|------------------------------------|---|
| 1. To complete an application form | a) to confirm an application form b) to fill out an application form c) to submit an application form |
| 2. Concern | a) work b) care c) interest |
| 3. To devise methods | a) to invent methods b) to develop methods c) to exploit methods |
| 4. Interplay | a) interrelation b) interconnection c) interaction |
| 5. To monitor records | a) to check records b) to suggest records c) to recommend records |
| 6. To appraise performance | a) to investigate performance b) to consider performance c) to assess performance |
| 7. Outcome | a) conclusion b) result c) issue |

| | |
|-----------------------|--|
| 8. To settle an issue | a) to define an issue b) to resolve an issue c) to govern an issue |
|-----------------------|--|

X. Complete the following statements using the information of the text.

1. According to this s..... process all candidates should c..... an application blank.
2. HR professionals are r..... for establishing HRM policies and p.....
3. In small companies l..... managers a..... the roles of HR professionals.
4. HR professionals develop and st..... interview g..... for the selection process.
5. HR professionals give line managers a..... how to deal with p..... employees
6. Managers often suggest HR professionals types of training p..... needed.
7. Line managers provide HR professionals with necessary i..... for developing e..... practices.

XI. Answer the following questions using the information you have derived from the text.

1. Why must there be interplay between HR professionals and line managers?
2. What does the nature of roles played by HR professionals depend on from company to company?
3. What are the four areas HR professionals are responsible for?
4. What decision may HR professionals make concerning the selection process?
5. How can HR professionals ensure that the firm's HRM practices are properly implemented?
6. How can HR professionals assist managers on HRM-related topics?
7. What are line managers mainly responsible for?

8. Can you give some examples of procedures and methods devised by HR professionals and carried out by managers?
9. What kind of input may be required from line managers?

XII. Read the dialogue and render the main contents in a monologue form.

Interviewer: Good afternoon! My name is Olga and I am a human manager.

Candidate: Good afternoon! I am Sergey and I'm currently applying for a position of a visa manager with your company.

Interviewer: Why do you want to work in our company?

Candidate: I have a considerable experience in this area; I have so far worked in several travel agencies on similar positions. So, working for your company won't be challenging. I like my job.

Interviewer: I see. What was your last work place?

Candidate: I worked at Xtur travel agency, which offered tourist voyages over Europe.

Interviewer: Why did you leave your job?

Candidate.: The company cut jobs and finally went bankrupt.

Interviewer: Tell me, please, about your educational background.

Candidate: Well. I graduated from State University in 2011, Faculty of Economics; afterwards I joined a post-graduate course and received a PhD. The thesis was public relations in the sphere of tourism. I also did a management training for the travel agency managers in 2012, for which I've got a certificate.

Interviewer: You received good education. But why this position? Wouldn't you like to work as a university teacher?

Candidate: Yes, I wanted to try this sphere, but the salary is too low there. Therefore I chose a career in the commercial sector.

Interviewer: I see. How do you understand your responsibilities?

Candidate: Well. I'm supposed to be in charge of consulting clients on visa regulations in different countries and assisting them in preparing the necessary set of documents. I will also be

responsible for visiting embassies, submitting documents and getting visas for the clients or arranging on interview dates for them if needed.

Interviewer: All these require good knowledge of English. As I can see, you know the language very well. But where did you learn it?

Candidate: I graduated from a specialized language school, I also studied English at the university and afterwards I passed a candidate exam of English, had got an excellent mark and did an English course to raise my language level.

Interviewer: Thank you. What can you tell me about your character? Everybody has their strong and weak points, how can you describe yourself?

Candidate: Well. I have excellent communication skills. I have good people skills. I'm very helpful. As for my weak points, I don't like to get up early. But it doesn't mean that I'm not punctual. I'm always on time for work, take my word for that.

Interviewer: Tell me, please, about your family.

Candidate: Well. I am single, I have no children. I live in my own flat alone.

Interviewer: So, Sergey, it was very nice talking to you. I'm sure you will make a good candidate for this position. But as you might understand to know English means not only to be able to speak fluently, but to write and to understand English. Therefore I must be sure that you have these skills. I'd like you to take a number of tests. When are ready with those, please, give the papers to the office manager. I'll check them later today, and if everything is fine, I'll be in touch soon.

Candidate: Thank you for your time. Hope to hear from you.

Interviewer: OK. Have a nice day! Good bye.

XIII. Work in Pairs

I. Student A

Take the part of a personnel manager and interview Student B for the post of computer programmer at Petrometers. In the first section below is some information about the candidate which the personnel office already has. In the other is the additional information you need to find out. Start by

checking the information given using statement questions. The candidate can also ask questions about the company, the salary, holidays or any other information he feels he needs.

Information about the candidate.

Name: G. Baines

Age: 29

Address: 54 New Street Birmingham B 4

Education: Quinton Grammar School, Birmingham University of Manchester

Experience: 8 years with the Savings Bank as trainee computer programmer.

Information to find out

| | |
|--------------------|--|
| First name? | 1st, 2nd, or 3 rd class degree? |
| Date of birth? | Knowledge of Cobol? |
| Married or single? | Knowledge of other computer languages? |
| Any children? | Reasons for leaving previous post? |
| When did he leave? | Ambitions? |
| How many years? | |

Student B

Use the curriculum vitae below to answer Student A's questions about your personal details, qualifications and experience.

Full name: Christopher John Baines

Date of birth 6.8.75

Age: 29

Address: 54 New Street Birmingham

Single / Married / Divorced / Separated

Children: John Anthony Age 2 years
 Education:
 1977 - 1985 Quinton Boys School, Birmingham
 1985 - 1988 University of Manchester

Qualifications

1985 A levels in Maths, Applied Maths, Physics and
 1988 statistics

Experience: BSe Mathematics, 2nd class

1988 Savings Bank, Birmingham Head Office

present Trainee computer programmer

Worked entirely on COBOL but also familiar with
 BASIC and FORTRAN

UNIT V

ORGANIZATIONAL ETHICS

Grammar: Participle I, Participle II, their forms and functions

1. Read and memorize the following words and word combinations.

| | |
|--------------------|--|
| 1. Abundance | - изобилие, избыток |
| 2. To bear | - иметь отношение, быть связанным с чем-либо |
| 3. Complaint | - жалоба |
| 4. Consequence | - следствие |
| 5. To confront | - сталкиваться с чем-либо, противостоять |
| 6. Consistent with | - в соответствии с |
| 7. Equitable | - справедливый, беспристрастный |

| | |
|----------------------------|---|
| 8. Harassment | - домогательство |
| 9. To observe | - наблюдать, следить |
| 10. Nonetheless | - несмотря на это |
| 11. Regarding | - относительно, касательно, о |
| 12. Regarding to | - имеющий отношение, относящийся к |
| 12. To skirt the law | - обходить закон |
| 13. To take a strong stand | - занять твёрдую позицию |
| 14. To treat | - обращаться, относиться |
| 15. To turn a blind eye | - закрывать глаза на что-либо, не замечать что-либо |
| 16. Violation | - насилие |
| 17. To uphold | - придерживаться |
| 18. To will | - проявлять решимость, волю |

II. Make nouns by adding the suffix – “ence/ance” and translate them:

to insure, to refer, to differ, consequent, abundant, to perform, to defend, to guide, to maintain, to pursue (выполнять), confident.

III. Translate the following pairs of words paying attention to the suffix of the noun - th:

long – length, wide – width, deep – depth, strong – strength, true – truth, grow – growth

IV. Read and translate the following pairs of words paying attention to the suffix of the verb "-fy":

class – to classify, intense – to intensify, identity – to identify, simple – to simplify, specific – to specify.

V. Read and translate the following sentences paying attention to the meaning of the underlined words.

1. As a rule HRM decisions have ethical consequences.
2. In spite of the law employees are sometimes are treated unfairly by management.
3. Managerial decisions regarding promotion are often based on favoritism.
4. Ethical issues mostly include sexual harassment and violation of employees' privacy rights.
5. In certain cases HR professionals have to take a strong stand regarding ethical dilemmas.
6. HR professionals should pursue company's objectives consistent with public interest.

VI. Choose in the right column Russian word combinations corresponding to English word combinations in the left one.

- | | |
|---|---|
| 1. Developing labor practices | а) занимая твёрдую позицию |
| 2. Having developed labor practices | б) выявляя серьёзные этические проблемы |
| 3. Ensuring fair treatment | в) заняв твёрдую позицию |
| 4. Having ensured fair treatment | г) ставя свою работу под угрозу |
| 5. Revealing serious ethical problems | д) разбирая жалобы |
| 6. Having revealed serious ethical problems | е) столкнувшись с этической дилеммой |
| 7. Investigating complaints | ж) разрабатывая трудовые инструкции |
| 8. Having investigated complaints | з) сталкиваясь с этической дилеммой |
| 9. Facing with ethical dilemma | и) поставив свою работу под угрозу |
| 10. Having faced with ethical dilemma | к) разработав трудовые инструкции |
| 11. Putting their job at risk | л) обеспечив справедливое |

- | | |
|----------------------------------|--|
| | обращение |
| 12. Having put their job at risk | м) разобрал жалобы |
| 13. Taking a strong stand | н) выявив серьёзные этические проблемы |
| 14. Having taken a strong stand | о) обеспечивая справедливое обращение |

VII. Replace attributive and adverbial clauses by present or past participles.

Pattern: If we organize off job training we may break normal work schedule.

Organizing off job training we may break normal work schedule.

1. The appraisal system which was developed by HR professionals provides a more objective worker evaluation. 2. Every employee must receive a written statement which sets out the conditions of his employment. 3. The problem which is being discussed now concerns compensation. 4. After a new staff had been hired they were trained on job. 5. When recruiters use the job specification they try to match it to a person. 6. After the company had dismissed him unfairly it paid him a big compensation. 7. The records which are maintained by HR department for all employees show their effectiveness.

VIII. Imagine that you are looking for a job. Think of all the actions you undertake. Complete the following sentences with appropriate form of participles.

1. Your success in the job market depends on three main things skills, adaptability, and personality. (to include)
2. about yourself and careers you should prepare a resume. (to learn)
3. Then you should discover hidden jobs with people. (to network)
4. to people (friends, relatives, neighbors) you can find your dream job. (to talk)

5. The next step is locating companies openings. (to have)
6. the proper company you complete the application form
(to find, to offer)
7. Then you are invited for the interview usually by the interview
panel. (to conduct)

IX. Translate the sentences paying attention to the forms and functions of Participle I and Participle II.

1. An off job training program being developed now may break the normal work schedule.
2. If hired by this company you must go through orientation procedure.
3. Having noticed some disciplinary problems I decided to talk to HR manager.
4. Filling out an application form you must be very attentive.
5. Being interviewed for a job you should not show your nerves.
6. Having been rejected this job he applied for another one.
7. While waiting for an interview I was talking to another applicant.

Text A.

WORKPLACE ETHICS

HR professionals primarily are responsible for developing HRM practices that enhance a firm's competitive advantage. HR professionals also have the responsibility to ensure that employees are **treated** ethically. Almost all HRM decisions have ethical **consequences**. Despite the **abundance** of laws designed to ensure fair treatment at the workplace, employees often are treated in an unethical manner. In some instances, employers **skirt the law**; in others, the letter of the law is followed, but employees are **nonetheless** treated unfairly by management or by other employees. One survey revealed that the most serious ethical problems involve managerial decisions **regarding** employment, promotion, pay, and discipline that are based on favoritism, rather than ability or job performance.

HR professionals play three roles in the area of workplace ethics. One role is monitoring: they must **observe** the actions of organizational members to ensure that all individuals are treated fairly and legally. Second, HR professionals investigate **complaints bearing on** ethical

issues, such as sexual **harassment or violations** of employees' privacy rights.

Third, HR professionals serve as company spokespeople by defending the company's actions when **confronted** by a regulatory agency or the media.

Furthermore, HR professionals should act ethically themselves. When faced with ethical dilemmas, HR professionals must be **willing to take a strong stand**, even if it means putting their jobs at risk. If they choose **to turn a blind eye**, they become part of the problem and thus must assume some of the blame.

HR professionals should be guided by the Society for Human Resource Management Code of Ethics, which dictates that HR professionals should always:

- *Maintain the highest standards of professional and personal conduct
- *Encourage employers to make fair and **equitable** treatment of all employees a primary concern
- *Maintain loyalty to employers and pursue company objectives in ways **consistent with** the public interest
- ***Uphold** all laws and regulations **relating to** employer activities
- *Maintain the confidentiality of privileged information

X. Say as simply and directly as you can what is meant by the following expressions in the text:

A primary concern, to turn a blind eye, to occupy a firm position, to skirt the law, to pursue company objectives, to observe the actions of organizational members, equitable treatment.

XI. Find in the text words and phrases of similar meaning to the following:

To raise, to handle people, plenty of laws, examination, to study dissatisfactions, administrators, to resist something, to ignore the problem, in accordance with, to observe laws.

XII. Complete the following statements.

1. The most serious problems were revealed in e..... and p..... .

2. Sometimes management u..... treat their e..... .
3. The first role of HR professionals is to o..... all employees to be treated f..... .
4. HR professionals should maintain l..... to their employers.
5. HR professionals should uphold all l..... relating to employer ac.....
6. HR professionals investigate c..... relating to v..... of employees privacy.
7. The aim of HR practices is to e..... a firm's competitive a..... .

XIII. Answer the questions using the information you have learnt from the text.

1. What kind of practices are HR professionals responsible for?
2. What do the most serious ethical problems involve?
3. What is the first role played by HR professionals?
4. What is the second role?
5. What is the third role?
6. Why should HR professionals act ethically themselves?
7. How many positions does Human Resource Management code of ethics dictate?
8. What are two the most important positions from your point of view?

XIV. Read the case and answer the questions.

CASE

1. Yoshiaki Nishiura, a 25-year-old lorry driver from western Japan, was sacked because he dyed¹ his hair brown. (This is a popular fashion with a growing number of young Japanese.) Although he apologized and dyed it black again, he was still fired. His employer, Mr. Yamago, believed that behavior like Mr. Nishiura's made company discipline worse and ruined morale. He blamed it on American influence. "We need drivers to keep a professional appearance to make a good impression," he said. A Japanese journalist said, "Japanese firms expect all employees to look the same and think the same. When you come into a company, you sign away your human rights."

2. Mr. Nishiura is going to sue his employer for unreasonable dismissal.

Notes:

1. to dye – красить.
2. to apologize – извиняться.
3. to fire – разг. увольнять, выгонять.
4. to blame – порицать, обвинять.

Discuss these questions.

1. What do you think of: a) the employers' decisions? b) the employees' reactions?

2. How important is your personal appearance at work? (formal clothing, uniforms, men with earrings, and tattoos, etc.)

XV. Selectors usually look for three qualities:

- a) intelligence and ability; b) emotional stability;*
- c) conscientiousness.*

Do you agree? Explain your opinion.

Complete the table with the adjectives below. What other words can you add?

astute bright calm clever easy-going hard-working moody
neurotic punctual quick-tempered reliable responsible sharp slow

| Intelligence and ability | Emotional stability | Conscientiousness |
|---------------------------------|----------------------------|--------------------------|
| bright | calm | reliable |

UNIT VI

CONTEMPORARY ISSUES

Grammar: Participle Constructions

1. Read and memorize the following words and word combinations.

| | |
|-----------------------------|--|
| 1. Acceptance | - принятие, признание |
| 2. To accommodate the needs | - удовлетворить потребности |
| 3. To adhere | - придерживаться |
| 4. Charge | - обвинение |
| 5. Diversity | - разнообразие, многообразие |
| 6. Downsizing | - сокращение штата |
| 7. Emergence | - появление, возникновение |
| 8. Enactment | - принятие |
| 9. To expand | - расширять |
| 10. Expatriation, | - экспатриация, изгнание, эмиграция |
| 11. To facilitate | - облегчить |
| 12. Flextime | - свободный режим рабочего дня, скользящий график... |
| 13. To foster | - благоприятствовать, способствовать, возвращать |
| 14. Illiteracy | - неграмотность |
| 15. Impact | - влияние |
| 16. To institute | - вводить, учреждать |
| 17. Jobsharing. | - разделение работы (выполнение работы, предназначенной для одного работника, двумя или более людьми; часто используется как мера по повышению числа занятых либо как мера по созданию удобного графика. |
| 18. To keep up | - держаться на уровне |
| 19. Layoff | - увольнение, сокращение |

| | |
|-------------------------|--|
| 20. Likelihood | - вероятность |
| 21. Maternityleave | - декретный отпуск, отпуск по беременности |
| 22. Mentalwell-being | - психическое здоровье |
| 23. Merger | - слияние, объединение |
| 24. Occurrence | - появление, возникновение |
| 25. Overtimeallocations | - выделение средств для оплаты сверхурочной работы |
| 26. Passageofalaw | - прохождение закона |
| 27. Prior | - раньше, прежде |
| 28. Torealize | - осознавать, понимать |
| 29. Relocationcosts | - затраты на переезд |
| 30. Torespondto | - реагировать |
| 31. Set | - комплект, набор, множество |
| 32. Takeover | - поглощение |
| 33. Wellness | - благополучие, хорошее здоровье, самочувствие |

II. Read and translate the following pairs of words paying attention to the prefix of the verb “en”.

force – to enforce, trust – to entrust, list – to enlist, courage – to encourage, title – to entitle, rich – to enrich, chain – to enchain, large – to enlarge, able – to enable, roll – to enroll, danger – to endanger, close – to enclose.

III. Make verbs by adding the suffix “-ize” and translate them:

special, computer, national, real, central, federal, social, emphasis, union, legal.

IV. Read the following international words and guess their meanings:

anti-discrimination, qualifications, methods,cultural, mathematical, to regulate, perspective,globally-oriented, technologies.

V.Match the following words on the left with the correct definitions on the right.

| | |
|----------------|--|
| 1. to layoff | a) time worked in excess of an agreed number of hours per day or week |
| 2. takeover | b) to join together or combine with another company |
| 3. Allocation | c)the practice of dividing up a job normally performed by one person for two (or more) part-time employees |
| 4. to downsize | d) a formal complaint made to management by employees or labor union |
| 5. job sharing | e)an established way or method of conducting business |
| 6. to merge | f) to make a company smaller by dismissing staff |
| 7. overtime | g) assigning resources for a particular purpose |
| 8. grievance | h)the process of gaining control of a company by offering to buy its shares at a particular price |
| 9. procedure | j) to dismiss staff from employment sometimes temporarily because there is not enough work for them to do |

VI. Translate the following sentences paying attention to the Absolute Participle Constructions and then substitute them for subordinate clauses..

1. A vacancy having been advertized, some candidates sent their resumes to the company.
2. The interview having been conducted, the shortlist of the most likely candidates was compiled.
3. His references having been checked, the candidate was offered the job.
4. The company's appraisal system being not quite objective, the workers' productivity was not always fairly evaluated.
5. Money remaining an important motivator, organizations often raise compensation to qualified staff to keep them.
6. High performers leaving a company, it incurs financial losses.
7. Time permitting, I'll get through his references once more.

VII. Point out the sentences where the Absolute Participle Construction is used.

1. Having been interviewed the candidate was offered to take a test.
2. My prospects with this company being limited, I decided to apply for a job with a larger and more dynamic company.
3. Experience and intelligence are the most important factors being considered by an interview panel.
4. Having hired a new employee the HR department organized the orientation procedure to him.
5. Some problem employees having been given good references, HR manager was blamed for unethical activities.
6. Motivating and supporting high performers the company is gaining success in achieving its goals.
7. The application period having expired, the applicants were called for interview.

TextA

THE INFLUENCE OF OUTSIDE EVENTS ON HRM PRACTICES

HRM departments within organizations, just as the organizations themselves, do not exist in a vacuum. Events outside of work environments have far-reaching effects on HRM practices.

The **enactment** of federal, state, and local laws regulating workplace behavior has changed nearly all HRM practices. Consider, for instance, the **impact** of anti-discrimination laws on firms' hiring practices. **Prior** to the **passage** of these **laws**, many firms hired people based on reasons that were not job-related. Today, such practices could result in **charges** of discrimination. To protect themselves from such charges, employers must conduct their selection practices only on the basis of needed job qualifications and choose selection methods that accurately measure those qualifications.

Social, economic, and technological events also strongly influence HRM practices. These events include:

- *An **expanding** cultural **diversity** at the work-place
- *The **emergence** of work and family issues
- *The growing use of part-time and temporary employees
- *An increased emphasis on quality and team-work
- *The **occurrence** of **mergers** and **takeovers**
- *The occurrence of **downsizing** and **layoffs**
- *The rapid advancement of technology
- *An emphasis on continuous quality improvement
- *A high rate of workforce **illiteracy**

These events influence HRM practices in numerous ways. For example:

*Some firms are attempting **to accommodate the needs** of families by offering benefit options like **maternity leave**, child care, **flextime**, and **job sharing**.

*Some firms are attempting to accommodate the needs of older workers through skill upgrading and training designed to **facilitate** the **acceptance** of new techniques.

*Some firms are educating their employees in basic reading, writing, and mathematical skills so that they can **keep up** with rapidly advancing technologies.

Unions often influence a firm's HRM practices. Unionized companies must **adhere** to written contracts negotiated between each company and its union. Union contracts regulate many HRM practices, such as discipline, promotion, grievance procedures, and **overtime allocations**. HRM practices in non-unionized companies may be influenced by the threat of unions (the **likelihood** that employees would seek union representation).

Legal, social, and political pressures on organizations to ensure the health and safety of their employees have had great impacts on HRM practices. Organizations **respond to** these pressures by **instituting** accident prevention programs and programs designed to ensure the health and **mental well-being** of their employees, such as **wellness** and employee assistance programs.

Today's global economy also influences some aspects of HRM. Many firms **realize** that they must enter foreign markets in order to compete as part of a globally interconnected **set** of business markets. From an HRM perspective, such organizations must **foster** the development of more globally-oriented managers: individuals who understand foreign languages and cultures, as well as the dynamics of foreign market places. These firms also must deal with issues related to **expatriation**, such as **relocation costs**, selection, compensation, and training.

VIII. In the following sentences replace the underlined words by the word of the same meaning taken from the text.

1. Many companies compete as a part of globally interlinked system of business markets.

2. Most of the companies understand the necessity of entering foreign markets.
3. Legal and social pressures make companies set up accident protection programs.
4. Maternity leave is one of the options to meet the wants of families.
5. According to the contract no compensation was provided for their overtime work.
6. Companies organize training courses for older workers to ease the adoption of new technique.

IX. Complete the following sentences.

1. HRM practices are greatly influenced the en..... of different kinds of l..... .
2. Employers use selection methods that ac..... measure q..... of applicants.
3. Cultural d..... at the work-place influences HRM practices.
4. Companies avoid the problem of ab..... by using part-time and t..... employees.
5. Companies al..... substantial resources for qu..... improvement of their employees.
6. Skill u..... and training of older employees are practices caused by t..... progress.
7. Companies and their u..... usually conclude contracts that r..... many of their practices.

X. Answer the questions using the information of the text A.

1. How has the enactment of federal, state and local laws changed all HRM practices?
2. What events can you refer to economic ones which influence HRM practices?
3. What events can you refer to social ones which influence HRM practices?

4. Can you give an example how social events influence HRM practices?
5. What HRM practices can union contracts regulate?
6. How do organizations respond to legal, social, and political pressures?
7. How do HR departments respond to globalization of world economy?

XI. Translate the text into English using the dictionary.

Управление персоналом в США и Японии

В отношении к человеку, американское управление характеризуется подходом к человеку как к рабочей силе, индивидуальным принятием решений, концентрацией на самоутверждение. Американской организации свойственны быстрая оценка и продвижение персонала по службе, специализация деятельности, формальные, количественные методы оценки персонала. Человек рассматривается в качестве одного из средств достижения целей организации.

В Японии управленческая практика отличается ориентацией на человека, выражаемой в подходе к человеку, как к личности, сотрудничестве, коллективном принятии решений. Японская организация отличается также постепенной, медленной оценкой и продвижением, неформальными тонкими механизмами контроля деятельности работников, отсутствием жесткости специализации персонала. Основными, стратегическими средствами реализации целей функционирования организации в США являются материальная заинтересованность, а также конкуренция, приводящая к победе сильного. В Японии - это верность и единство работников организации и их сотрудничество.

Самое главное различие между обеими странами лежит в области отношения к труду и понимания его роли в жизни человека. Японцы объясняют свои успехи культурными особенностями нации и

особым отношением к бизнесу, основанном на постоянном улучшении условий труда рабочих. Японский стиль управления базируется на убеждении, а не на принуждении работников. Задача начальника - не руководить работой, а способствовать взаимодействию сотрудников, оказывать им необходимую поддержку и помощь.

Как правило, в японских фирмах нет подробных должностных инструкций, а положения о структурных подразделениях носят общий характер. Японского работника оценивают по вкладу в работу коллектива и в совокупную производительность корпорации. Важными критериями оценки считаются: отношение к труду, аккуратность и пунктуальность, взаимодействие с коллегами, нацеленность на выполнение производственных программ. Японский менеджмент видит в своих работниках те ресурсы, которые могут принести экономическую прибыль, если персонал обучать и использовать в соответствии с максимум возможностей.

XII. Discuss the following questions in groups.

- If you could choose any job in the world, what would you choose? Why?
- Can you think of any jobs that you would particularly hate to do? Why?
- Which of the following statements do you agree with:
 - 1) Men and women are both equally capable of doing any job.
 - 2) There are a number of jobs that women are naturally better suited to than men.
 - 3) There are a number of jobs that men are naturally better suited to than women.

UNIT VII

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Grammar: Gerund, Forms and Functions.

1. Read and memorize the following words and word combinations.

| | |
|----------------------------------|---|
| 1. Careerdevelopment | - карьерный (профессиональный, служебный) рост, продвижение по службе |
| 2. Careeroutlook | - карьерная перспектива |
| 3. To conform to | - соответствовать |
| 4. Contractor | - подрядчик, исполнитель, работник по контракту |
| 5. Diversity | - разнообразие, многообразие, разнородность |
| 6. Ergonomics | - эргономика (отрасль научной организации труда, изучающая трудовые процессы) |
| 7. Embarrassing | - неловкий, затруднительный |
| 8. Employee record | - личное дело сотрудника |
| 9. Expectation | - ожидаемый результат, надежда, вероятность |
| 10. To govern | - влиять, управлять, править |
| 11. To handle performance issues | - справиться с проблемами производительности |
| 12. Human resource development | - подготовка специалистов, развитие человеческих ресурсов |
| 13. To make certain | - убедиться, удостовериться |
| 14. To match the needs | - соответствовать потребностям |
| 15. Occurring | - происходящее |
| 16. Offshore | - заграничный |
| 17. Operation | - производство, организация, деятельность |

| | |
|------------------------------|--|
| 18. Schooling | - образование |
| 19. Spirituality | - духовность |
| 20. To stand ready | - БЫТЬ ГОТОВЫМ |
| 21. Subset | - подраздел, подкласс, подвид, подгруппа |
| 22. Totailor | - адаптировать, приспособлять |
| 23. Unintentional ‘affronts’ | - непреднамеренное оскорбление |
| 24. Versed | - сведущий, опытный |

II. The Latin prefix in –and un - are used to make negatives. Make negatives of the adjectives listed below. Translate the pairs of the words:

- 1) direct, equal, able, active, attentive, convenient, correct, dependent, formal; convertible, significant, adequate;
- 2) popular, certain, expected, employed, intentional, fair, forgettable, common, important.

III. Translate the following pairs of words paying attention to the prefix re-, meaning “back”, “again”:

To train – to retrain, to produce – to reproduce, to distribute – to redistribute, to invest – to reinvest, to construct – to reconstruct, to count – to recount, to pay – to repay, to organize – to reorganize, to use – to reuse, to set – to reset, to target – to retarget.

IV. Give the verbs from which these nouns are formed:

difference, regulation, expectation, evolution, prevention, assistance, division, conformity, compensation, management, requirement.

V. Translate the following sentences paying attention to the forms and functions of the Gerund.

1. Splitting the responsibilities for human resource managers into separate specialized positions distinguishes large organizations from small ones.

2. He hated the idea of being interfered in his business.
3. After having examined the references the panel chose the most likely candidate.
4. After having been employed by the company a new worker had orientation procedure.
5. There are many ways of coordinating human resource practices.
6. After having been interviewed the candidate was asked to take a test.
7. Don't you mind the payof some of the employees being raised.
8. Some applicants can't be employed without taking into account their mechanical aptitude (техническиенавыки, способности).
9. They object to his participating in negotiations.
10. I insist on the date and time of the deal being changed.

VI. Choose the proper form of the Gerund.

1. He likes (asking/being asked) people about their incomes.
2. He doesn't like (asking/being asked) about his income.
3. They deny (participating/having participated) in the recent illegal deal.
4. I have an opportunity of (investing/being invested) my money in the successful company.
5. I am sorry for (doing/having done) it yesterday.
6. The company succeeded in (developing/having developed) an effective performance appraisal system without (attracting/being attracted) outside HR professionals.
7. After (preparing/having prepared) the job analysis the human resource manager started developing a job description.
8. The Board insists on the analysis (making/being made) by an economic expert.

VII. While translating the sentences distinguish participle, gerund and gerundial constructions.

1. They had a hope of his making a good impression on his colleges.

2. Implementing a HRM practice HR professionals typically decide what procedure to follow.

3. Government avoids sudden changes being made in labor laws.
4. Have you finished examining references?
5. One of the roles of HR professionals is observing all individuals being treated fairly and legally.
6. Expanding cultural diversity at the work-place influences HRM practices being used by the company.
7. Responding to legal, social and political pressures organizations institute accident prevention and other employee assistance programs.
8. They were surprised at the advantages having been gained from the reorganization of the corporation.
9. I am sorry for not having prepared this document in time.

Text A

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

The human resource manager in a multi-national company with divisions or subsidiaries in foreign countries has all the normal HR responsibilities plus a number of additional tasks that are specific to **offshore** operations of his department. He is literally responsible for international human resource management.

International human resource management functions cover many different activities related to a business organization's employees and contractors. The first and most important is the staffing needs of the company whether staff members are company employees or outside **contractors**. Other functions include recruiting and training employees, ensuring that they are performing at expected levels or better, **handling performance issues** and **making certain** that personnel and management policies **conform to** laws and regulations. IHR management is also involved in how the company manages employee compensation and benefits, **employee records** and personnel policies and practices.

The primary difference between domestic human resource management and international human resource management is the added

knowledge and responsibilities required due to **foreign operations**. These typically include language (in non-English speaking offshore organizations), the local and national regulations and laws **governing business operations** within a foreign country; currency exchange rates, **career outlooks**, company benefits and incentives and, perhaps most important, the ethics and etiquette **expectations** of foreign business contacts. IHR management people must understand these differences clearly and **stand ready** to keep other company people informed of them to prevent **embarrassing situations** and **unintentional 'affronts'** from **occurring**.

Basic human resources are a management activity while human resources development is considered a profession. The latter is targeted more specifically to developing personnel inside organizations through career development, organizational development and training activities. Both functions have undergone very-significant evolutions during the past several decades so that they now play major roles in staffing, managing and training people.

Today, international human resource management is the fastest-growing **subset** of HR due to the growing trend for global business operations.

Still other international human resource management activities include ensuring workplace safety through dealing with drugs and drug problems, employee assistance, **ergonomics, spirituality** and **diversity**. In these efforts multiple sets of regulations must be used as guidelines; those of the company and those arising from being in a foreign nation with different laws, regulations and etiquettes.

The multi-national responsibilities of international human resource management require **schooling** in psychology as well as the culture and customs of business in offshore nations. MBA programs currently offer International MBA programs carefully **tailored to match the needs** of students who plan on careers with multi-national business organizations. Courses are also offered in international human resource management and development for the same purpose. It is clear that IHRM is a growing field in multi-national business operations that will continue to offer excellent

employment opportunities for people well **versed** in its international operations.

**VIII. Express in one word the meaning of each of the following phrases.
You are given the first letter of each word and the number of letters in it.**

1. A corporation that is controlled by a parent company (s.....).
2. The duty to make a certain decision (r.....).
3. The total cost to a firm of employing a person (c.....).
4. The established forms and manners required in society, profession, etc. (e.....).
5. A process of development, formation or growth (e.....).
6. A group of people assisting a leader (s.....).
7. A particular course or method of action (p ...).
8. The science dealing with the mind and mental processes, feelings, desires, etc. (p.....).
9. A part of a larger group of related things (s.....).

IX. Find in the text words and word combinations which can be replaced by the items listed below:

| | |
|----------------------|-----------------------|
| to be connected with | to be answerable for; |
| foreign operations | to be engaged in; |
| to correspond to | career prospects; |
| to influence | to be prepared; |
| rule or instruction | education; |

X. Put in the missing words.

1. Human resource managers in a multi-national company have some ad.....l specific t..... .
2. Personnel and management policies must c..... to laws and r.....
3. The d..... between domestic and international human resource management include l..... , the local and national regulations and l... .
4. Perhaps the most important differences between domestic HRM and international HRM are the e..... and etiquette of foreign business c....
5. One of the tasks of IHR managers is to p..... embarrassing s..... and un..... ‘affronts’.

6. Human resources development is t.....to developing personnel i..... organizations.
7. Workplace s..... is insured through dealing with drug problems, employee as....., spirituality and d.....

XI. Answer the questions using the information of text A.

1. What is the most important function of IHRM?
2. What other functions does IHRM include?
3. What does personnel and management policies correspond to?
4. What is the primary difference between domestic human resource management and international human resource management?
5. What do added knowledge and responsibilities of IHR managers include?
6. Why must IHRM people understand these differences?
7. What is HR development targeted to?
8. Why is IHRM the fastest growing subarea of human resources?
9. How does IHRM ensure workplace safety?
10. What must these workplace safety activities be based on?
11. What knowledge does IHRM require?
12. What kind of programs meet the needs of those who plan on career with multi-national business organizations?

XII. Solve problems through group discussion.

In pairs or small groups discuss:

- 1) Is it better in an organization to have an established system of pay scales and promotion, or is it better to deal on a case-by-case basis with people who ask for a raise? ;
- 2) Is it always easy to show how someone is contributing to a company's bottom line? Why/why not?

Text B

1. Read the text and do the exercises that follow it.

IF YOU WANT A RAISE

You want a raise. You deserve a raise. But how do you ask for a it? Experts say there are several ways to make the interchange less stressful and more successful and to enhance your prospects for success.

Adding value

The golden rule is to offer value, based on qualifications and achievements. Forget about your years of hard work, your experience, your personal needs and expenses, your mortgage, your ailing grandmother. The dumbest case you can possibly present is one based on pity.

In the private sector, your contribution probably falls within certain categories. You may be a key person who attracts new customers or one who is skilled at retaining the present relationships. You may be a cost-cutter, who improves the company's bottom line. Less quantifiable, but no less important, your reputation might enhance that of your employer or you could be one of those sunny personalities who boosts the morale of all around them, enhancing productivity.

R&D

It stands for research and documentation, which is your responsibility. You must pinpoint your worth in the marketplace before entering into any salary negotiation. Although specific salaries are a taboo topic and rarely discussed among co-workers, you can find comparative information on career-related websites and through professional organizations.

Taking the plunge

Now it is time to prepare yourself mentally for the big day. Few people enjoy the idea of confronting their bosses and risking refusal (which is one reason so many companies have built in a structured system of regular reviews and promotions), but it is important to remain calm. Lastly, even if your palms are sweating, don't forget to smile.

2. Find expressions in the text that mean

- a) colleagues,
- b) a gathering of people for buying and selling things,
- c) sickly; ill
- d) net profit
- e) to meet face to face,
- f) the quality of a thing or a person according to which it or he is thought of as being more or less desirable, useful, etc..

3. Match the verbs in 1-8 with the expressions a)-h).

- | | |
|------------|-------------------------------|
| 1. offer | a) your experience |
| 2. forget | b) your employer's reputation |
| 3. present | c) value |
| 4. attract | d) present relationships |
| 5. retain | e) new customers |
| 6. improve | f) morale |
| 7. enhance | g) the company's bottom line |
| 8. boost | h) a dumb case |

4. Look at the expressions below and say whether they are true or false.

- a) R&D here means 'Research and Development.
- b) If you pinpoint something, you identify it.
- c) It is usually acceptable to talk about taboo topics.
- d) Most employees are afraid of confronting their bosses for the reason of refusal.
- e) You needn't make emphasis on your worth in the market place.

5. Choose the best alternative to replace underlined expressions.

- a) Taking the plunge
 - diving into pool
 - falling in value
 - doing something after a period of preparation or hesitation

- b) ... prepare yourself mentally
in your mind
in your body
in your work
- c) Few people enjoy the idea of confronting their boss
talking to their boss in a roundabout way
facing their boss directly to talk about a difficult subject
attacking their boss
- d) ... structured system of regular reviews
appraisals
criticisms
shows
- e) ... and promotions
when employees keep the same job in an organization
when employees move to another organization
when employees get a more senior job in an organization
- f) ... even if palms are sweating, don't forget to smile
transpiring
expiring
perspiring

6. What is the key message of the text? Choose the best alternative. The best way to get a raise is to

- a) threaten to leave the company.
- b) make your boss feel sorry for financial situation.
- c) prepare a logical case showing how you contribute to your company's profitability.

7. Read and translate the following dialogue. Answer the questions and then act out the dialogue in pairs.

Mr. Jackson: Good morning, Miss Swan. I am here to inquire about my request. Probably you know that I applied for a salary increase last month.

Miss Swan: Yes, Mr. Jackson. I've seen your request and forwarded it to our Human Resources manager.

Mr. Jackson: I hope you will consider the matter. I have been here long enough and my last 2 annual performance reviews were perfect, so I suppose my salary no longer reflects my contribution to the company development. And I haven't had a salary hike for 2 years.

Miss Swan: I am aware of that, but the salary issues are handled entirely by Human Resources Department.

Mr. Jackson: I must admit it's really disappointing. I am sure it's high time to ask for a raise.

Miss Swan: The manager responded that it's not our policy to increase salary by 30%. We cannot provide you such a hike.

Mr. Jackson: I see. Can I expect a 25% increase on my base then?

Miss Swan: Well, I wish you could. I will talk to the manager again about it but unfortunately 10% is a standard in our company. We cannot pay you more than your colleagues, Mr. Jackson.

Mr. Jackson: Thank you, Miss Swan. I really want to keep working for the company but I should also be able to afford it. And if I don't get any positive responses from my boss there is probably some way that you can look at my bonus system? Some non-financial benefits like a longer vacation time or paid education, for instance?

- a) What are the reasons why Mr. Jackson decided to apply for a salary increase?
- b) Why could not Mr. Jackson expect a salary increase by 30%?
- c) What did he ask instead of a salary increase if he doesn't get any positive responses from his boss?

UNIT VIII

THE IMPORTANCE OF HUMAN RESOURCES DEVELOPMENT

Grammar: Indirect questions and statements

1. Read and memorize the following words and word combinations.

| | |
|----------------------------|---|
| 1. To align | - согласовывать |
| 2. Asset | - актив, достояние |
| 3. To attain skills | - достичь мастерства |
| 4. Attitude | - отношение, позиция |
| 5. To benefit | - помогать, приносить пользу |
| 6. Brain-drain | - утечка мозгов |
| 7. Change management | - управление изменениями |
| 8. Coaching | - тренировка, инструктирование, наставничество, коучинг |
| 9. Conduct | - поведение, образ действий |
| 10. Entity | - предприятие, организация, лицо, субъект |
| 11. To experience | - испытывать |
| 12. Framework | - основа, структура, база |
| 13. Human resources | - кадровая служба |
| 14. To implement | - выполнять, осуществлять |
| 15. In-room training | - обучение по месту работы |
| 16. Intersectoral linkages | - межотраслевые связи |
| 17. In these settings | - при такой постановке |
| 18. Mentoring | - наставничество, менторство, обучение |
| 19. Ongoing | - текущий |
| 20. Survival | - выживание |
| 21. Tertiary | - высшие, третичные курсы |

| | |
|------------------------|--|
| 22. Upgrade skills | - повысить квалификацию |
| 23. Vocational courses | - профессионально-техническое обучение |

II. Translate the following groups of words of the same root. Use a dictionary if it is necessary:

To achieve – achievement; to attain – attainment – attainable; capable – capability; to implement – implementation – implemental; direct – directly – direction; to satisfy – satisfactory – satisfaction; to align – alignment – aligner; effective – effectiveness – effectively; to perform – performer – performance; to enhance – enhancement – enhancer.

III. Add prefix inter- to the following words and translate them using the dictionary.

change, national, dependent, state, action, connection, departmental, library, related, sectoral, personal.

IV. Translate the following word combinations with the word “hand” using a dictionary: at hand, on hand, by hand, out of hand, off hand, on the one hand, in hand. Complete the sentences choosing the proper word combination.

- I'll send you this document tomorrow...
at hand on hand by hand
- I offered him this job, but he refused ...
by hand out of hand off hand
- You'll have to be strict with your subordinates, they very quickly get...
on hand out of hand on the one hand
- You are asking when we visited this company? Oh, dear, I can't remember...
off hand in hand out of hand
- The examinations are...
off hand at hand out of hand

6. We have some new goods...

in hand

off hand

on hand

7. The work is ... but not finished.

out of hand

in hand

off hand

V. Translate the sentences paying attention to different meanings of the word “treatment”.

1. The best treatment for a cold is to rest and drink lots of fluids.
2. We want to ensure equal treatment for everyone.
3. The law requires humane treatment of prisoners.
4. This treatment repaired my health
5. You'll receive the best medical treatment.
6. There have been great advances in the treatment of cancer.
7. No one can expect to receive special treatment.
8. The treatment of this term was wrong.9. Persons who considered themselves unlawfully treated could appeal to the Australian [...]Federal Police.
10. If you have been poorly treated in this shop you will never come back here.[]

VI. We often use indirect questions and statements to sound more polite. Indirect questions have the same order as direct statements. The following expressions are used to introduce indirect questions and statements: I wonder/I can't remember/I have no idea/I'd like to know. For yes/no questions we use if or whether. In which of these questions is the word order correct? Rewrite the incorrect ones.

1. Could you tell me what your strengths are?
2. I'd like to know what would your colleagues say about me?
3. Could you tell me how have I changed in the last five years?
4. Do you happen to know what salary I will start on?
5. I am not sure where want I to be in five years' time?

VII. Put the words in the right order to form indirect questions or statements.

1. do know where you the room interview is?
2. I ask you old are you how could?
3. I wonder you if could me tell what time is it?
4. I'd like why to know we you should hire?
5. do you mind I ask if your weaknesses are what?
6. Could you ask why left you your last job?

VIII. You are interviewing someone for a job. How would you politely find out the following information?

- | | |
|-------------------------|---|
| a) Their age | c) Their reasons for leaving their last job |
| b) Their current salary | d) Their weaknesses |

Text A

THE IMPORTANCE OF HUMAN RESOURCES DEVELOPMENT

Human resources purpose and role In the simplest terms, the objective of an organization's human resource management strategy is to maximize the return on investment from the organization's human capital and minimize financial risk. Human Resources seeks to achieve this by **aligning** the supply of skilled and qualified individuals, and the capabilities of the current workforce, with the **ongoing** and future business plans and requirements of the organization in order to maximize return on investment and seeks to secure the future **survival** and success of the **entity**. In ensuring such objectives are achieved, the human resource function purpose in this context is **to implement** the organization's human resource requirements effectively taking account of legal, ethical and practical frameworks.

Key functions The Human Resources function may set strategies and develop policies, standards, systems and processes to implement these strategies in a whole range of areas for which the following would be typical of a wide range of organizations. **1.**Recruitment and Selection (Resourcing) **2.**Organizational design and development. **3.**Business transformation and **change management****4.**Performance, **conduct** and behavior management **5.**Industrial and employee relations **6.**Human resources (or workforce) analysis and the management of workforce personal data **7.**Compensation, rewards and Benefits management **8.**Training & development (Learning management) Implementation of such policies, processes or standards may be directly managed by the HR function itself, or by managers of other business functions or via third-party of external partner organizations.

Training At the organizational level, a successful Human Resources Development program will prepare the individual to undertake a higher level of work. **In these settings**, Human Resources Development is the framework that focuses on the organizations competencies at the first stage, training, and then developing the employee, through education, to satisfy the organizations long-term needs and the individuals' career goals and employee value to their present and future employers. Human Resources Development can be defined simply as “**attaining** or **upgrading** the **skills** and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise”. Human Resources Development from a business perspective is focused both on the individual's growth and development and enhancement of the organization's value. Individual education and development is a tool and a means but not the end goal itself. The broader concept of national and more strategic attention to the development of human resources is beginning to emerge as newly independent countries face strong competition for their skilled professionals and the accompanying **brain-drain** they **experience**.

Human Resources Development Human Resources Development is the structure that allows for individual development, potentially satisfying the organization's, or the nation's goals. The development of the individual will **benefit** both the individual, the organization, or the nation and its

citizens. In the corporate vision, the Human Resources Development framework views employees, as an **asset** to the enterprise whose value will be enhanced by development. Human Resources Development in this treatment can be **in-room** group **training**, **tertiary** or **vocational courses** or **mentoring** and **coaching** by senior employees to develop the individual's performance. Within a national context, it becomes a strategic approach to intersectoral linkages between health, education and employment. Human resources development is the process for assisting employees with improving their careers and interpersonal skills on the job. This can be accomplished through workforce training, career development, performance management and organizational development programs. Human resources development is a continuous process monitored by teams of human resource professionals and upper management.

IX. Put in missing words.

1. The process of HR development assists employees to i..... their c.....
2. HR development is monitored by HR pr..... and upper m..... .
3. The individual's performance can be developed through in-room group t..... , m..... and c..... .
4. Corporate employees are viewed as an a.....to the en..... .
5. The end g..... of Human Resources Development is satisfying the organization's, or the nation's g.....
6. The organization's human resource r.....must be implemented effectively taking account of legal, ethical and practical f..... .
7. Many newly in..... countriese..... the problem of brain-drain .
8. Human Resources seeks to a.....the supply of s..... and qualified individuals with the business plans and r..... of the organization.

X. Find definitions to the terms given in the left column.

- | | |
|-------------|--|
| 1. coaching | a) the fact of continuing to live |
| 2. entity | b) the act of providing guidance and support |
| 3. setting | c) changing the settlement of scientists |

- | | |
|----------------|---------------------------------------|
| 4. mentoring | d) surrounding or environment |
| 5. brain-drain | e) any organization or enterprise |
| 6. survival | f) instructing and training employees |

XI. Answer the following questions using the information of the text A.

1. What is the objective of HR management strategy?
2. How does HR management strategy try to achieve this objective?
3. What are the functions of Human Resources?
4. What are the areas of implementation of HR strategies?
5. The implementation of these strategies is only managed by the HR function itself, isn't it?
6. What is the purpose HR development program?
7. What does Human Resources Development focus on?
8. Is individual education and development the end goal itself?
9. Why is more strategic attention to the development of human resources paid to currently?
10. How can the value of employees be enhanced?
11. In what ways can Human Resources development be realized?
12. Who is Human resources development monitored by?

XII. Discuss in pairs or in groups:

- 1) How the development of the individual will enhance the organization's value
- 2) How the development of the individual will benefit the nation and its citizens

XIII. Read and translate the following dialogue. Answer the questions and then act out the dialogue in pairs.

Ash: Well, how's it going? How's your job?

Eric: You know, I left the company I worked for and hung out a shingle (заняться частной практикой).

Ash: Why did you leave the company? Your salary seemed to be good, didn't it?

Eric: Yeah, it was pretty good, but I think a lawyer can earn more if he works for himself.

Ash: Let me guess. There was no career development, right?

Eric: No, there was. When I graduated from the university, it wasn't easy to find a good job. A minimum of two years of professional work experience was required for nearly every working place, so I was happy to get a job at last. After a year my salary became quite big, and after two years of working in the company I became the head of department.

Ash: And you left them because you wanted to set up your own business. Does it suit you?

Eric: I think it was a bit risky, but it is better for my professional development. And I will do my best to succeed in it.

Ash: Well, if you are sure it's your avocation – bring it on (сделай это)!

a) Why was not it easy for Eric to find a good job after graduating from the university?

b) Why can we say that his career in the company was successful?

c) What are the reasons of his leaving the company?

XV. Case study: Motivation. How would you motivate people with the following positions?

*a worker who works on the assembly line

*a bus driver who has to work irregular hours, including early morning, evening, and night shifts

*a sales representative for a pharmaceutical company, who visits hospitals and drugstores

*a nurse who works with seriously ill people

*a sales person who works on a cash till

What kind of things below will motivate them? What else can you suggest?

- building sports facilities
- establishing a profit-sharing program
- giving longer paid holidays
- giving a company car
- offering career training
- offering early retirement
- paying a higher salary
- paying productivity bonuses
- reducing the working week
- setting up a nursery for workers' pre-school children
- subsidizing the staff canteen

References

1. <http://hr.answers.com/career-and-education/different-types-of-manager-jobs-in-the-hr-field>
2. Human Resource Information Systems Lawrence S. Kleiman
<http://www.referenceforbusiness.com/management/Gr-Int/Human-Resource-Management.html#ixzz37jcoTmGb>
3. English-Source.ru›for-learners...sobesedovanie-na...
4. Amacom – “Managing HR in small and mid sized companies” – American management Association – New York 1987
5. Hamis Philip R. – Moran Robert T. – “Managing cultural differences” – Gulf publishing company Houston – Texas, 1991
6. Hirsch Georges, Swierczek Fredric W. “Multicultural perspectives on European and Asian Management” – EAP 20th Anniversary.
7. Jenks V.O – “ Human relations in organization” – Harper and Row, New York.
8. сайт <http://referatovbank.ru/>
9. http://www.coolreferat.com/Human_resource_Management.
10. http://en.wikipedia.org/wiki/Human_resource_management_system
11. <http://www.buzzle.com/articles/history-of-human-resource-management.ht>
12. <http://www.strategic-human-resource.com/human-resources-current-issues.html>

Contents

| | | |
|------------------|--|----|
| Unit I | <i>Human resource management</i> | 4 |
| Unit II | <i>Employment</i> | 17 |
| Unit III | <i>Pre-hiring, hiring, and post-hiring</i> | 30 |
| Unit IV | <i>HRM development and implementation responsibilities</i> | 44 |
| Unit V | <i>Organizational ethics</i> | 54 |
| Unit VI | <i>Contemporary issues</i> | 62 |
| Unit VII | <i>International human resource management</i> | 71 |
| Unit VIII | <i>The importance of human resources development</i> | 82 |