

Приветствую Вас, уважаемые студенты. Поздравляю с выходом на сессию! К сожалению для всех проходить она будет дистанционно, но мы с вами будем работать онлайн в системе Zoom. Ссылку скину старосте, если такой человек уже имеется в группе, если нет, то всем по почте. Просьба к тем, кто не сообщал в приемной комиссии свою почту написать мне письмо со своими данными. emira79@mail.ru

К началу занятий предлагаю поработать с данным заданием. Нужно прочитать текст и выполнить все задания. Установочные задания должны быть сделаны до начала сессии.

HUMAN RESOURCE MANAGEMENT

Grammar: The Passive Voice; Indefinite Tenses

<https://usefulenglish.ru/grammar/the-passive>

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. Human resource management - управление трудовыми ресурсами.
10. Incentive - стимул, побудительный мотив, льгота.
11. In-depth interview - углубленная беседа.
12. Job analysis - анализ трудовых операций.
13. Job description - должностная инструкция.
14. Job specifications - квалифицированные требования.
15. To judge - давать оценку, оценивать, считать, делать вывод, осуждать, порицать.
16. To match to - 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.

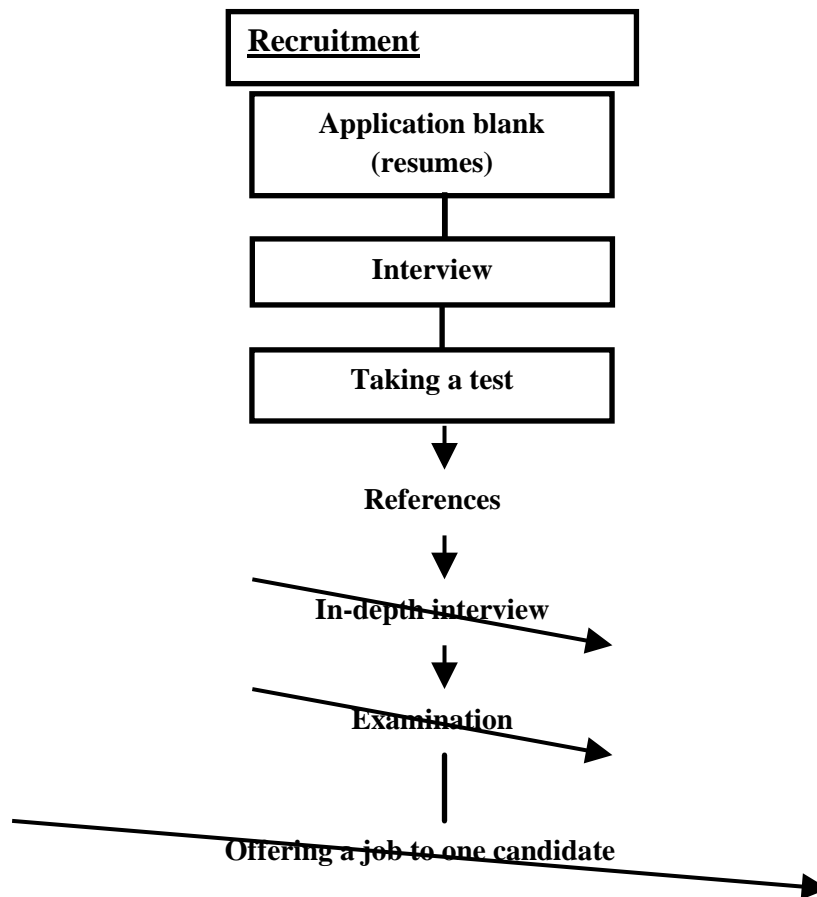
Job analysis is the process by which jobs are studied to determine the tasks and dynamics involved. Questions that must be asked involve the qualifications and skills required to do the job as well as the actual tasks to be performed. The information needed for job analysis may be obtained by interviewing 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 **job specification** 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).



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) all 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.

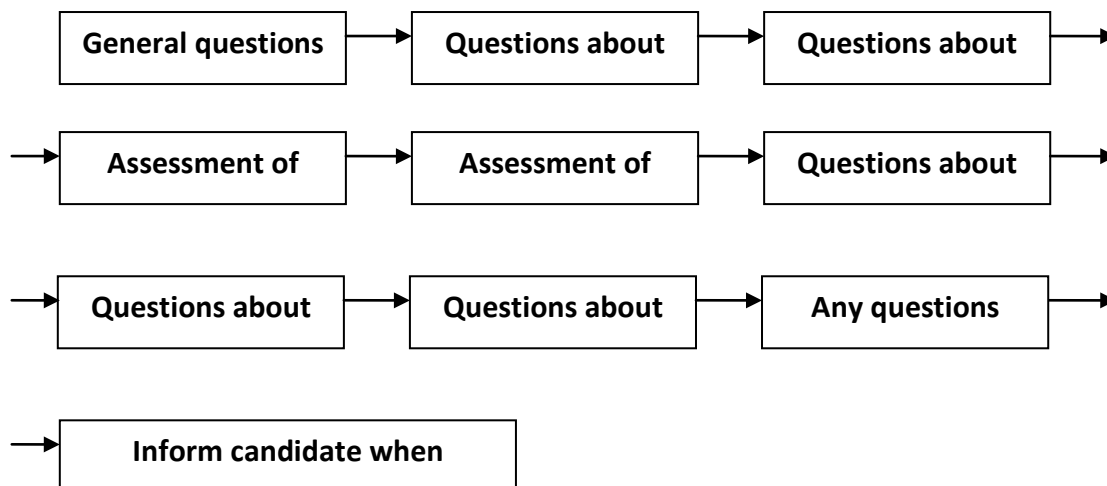
John: Well, none of us seem very keen on any of these three candidates. Perhaps we should readvertise the post. It would be a pity since I hate spending time on recruitment.

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.